



Hamilton

2023

# City Enrichment Fund Environment Program Handbook

# City Enrichment Fund

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## Environment Program Handbook

### Objective

The Environment program area invests in action-oriented initiatives that:

- Protect, rehabilitate, or enhance the natural environment
- Provide residents and visitors to Hamilton with access to natural spaces
- Reduce greenhouse gas emissions
- Address the challenges and/or build resilience to the impacts of climate change
- Strengthen the local environmental sector or local environmental organizations

All programs funded through the Environment Program will support Hamilton's community vision, Our Future Hamilton. [Learn more about Our Future Hamilton.](#)

There are two active streams within the Environment Program:

- Capacity Building
- Projects & Programs

Total funding received from all sources within the City of Hamilton cannot exceed 30% of the project budget. Maximum funding levels in each stream apply. Funding amounts for individual grants are dependent on the City Enrichment Fund budget amount of money approved by Council for the current budget year.

**Note: Audited financial statements are required for grant requests greater than or equal to \$30,000. Unaudited financial statements or balance sheets will be accepted for grant requests lesser than \$30,000.**

## How to apply for a grant:

- Read the **City Enrichment Fund Guidelines** and the **Environment Handbook** for details about the program, stream objectives, eligibility and criteria.
- Refer to the **Environment Program Application** section on pg. 9-14 of this handbook to review the expectations for each question.
- Attend an optional workshop led by program staff to learn more about the City Enrichment Fund and Environment Program area guidelines.
- Create an organizational profile and submit application(s) online at: <https://cityofhamilton.smapply.io/>
- Upload all relevant attachments. Use the checklist on pg. 13-14 of this handbook to confirm that you have submitted all attachments.
- Provide any additional information to program staff as requested throughout the application and adjudication/scoring process.
- Returning applicants must submit the final report from their most recent year of CEF funding before receiving further funding for the program.

## Capacity Building Stream

### Objective

To strengthen the relevance, responsiveness, effectiveness and resilience of Hamilton's environmental organizations.

### Description

The Capacity Building funding stream provides grants to environmental organizations to support capacity building strategies, organizational development projects, and professional development programs with a view to building administrative and management capacity.

### Capacity Building Guidelines

These guidelines are in addition to the general City Enrichment Fund guidelines and eligibility criteria.

<b>Available Funding</b>	<ul style="list-style-type: none"> <li>Up to 30% of the eligible project or program budget up to a maximum of \$25,000; including capital improvement or equipment costs of <b>up to \$8,000</b> that clearly contribute to building the organization's capacity</li> </ul>
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>Successful applicants are eligible to receive Capacity Building <b><u>every year</u></b></li> <li>Not-for-profit environmental organizations whose mandates align with the objectives of the CEF Environment program</li> <li>The program activities must occur in Hamilton and must benefit the local community</li> <li>Groups of two or more organizations facing similar organizational challenges may collaborate on capacity building projects</li> </ul>
<b>Ineligible Applicants</b>	<ul style="list-style-type: none"> <li>Groups that have not submitted a final report for CEF grants received for previous project(s)</li> <li>Groups that do not have an environmental mandate</li> <li>Foundations; political parties/organizations; for-profit groups and ventures; individuals; and, religious organizations (except in cases where the applicant demonstrates clear boundaries between religious activities and the budget of the proposed program)</li> <li>Organizations whose activities come under the jurisdiction of other departments or agencies of the City of Hamilton or other governments (i.e. school boards, post-secondary institutions, social service organizations, hospitals, business improvement associations)</li> </ul>

<p><b>Eligible Activities / Expenses</b></p>	<ul style="list-style-type: none"> <li>• Retaining external expertise or consultants to work with the applicant on a specific capacity building project or program, including the external experts, consultants, or coaches' fees and travel costs within Ontario</li> <li>• Organizational and human resource assessment, change management, and similar processes</li> <li>• Board development and improved governance practices</li> <li>• Mentorship, coaching, job shadowing, and professional development</li> <li>• Business development programs aimed to build the capacity of the applicant to generate fee-for-service revenues</li> <li>• Capital improvement or equipment expenses of <b>up to \$8,000</b> that clearly contribute to building the organization's capacity (CEF staff will contact the applicant to request more information about the organization's existing assets or equipment, the current condition of the assets or anticipated lifespan of the asset and the upgrades required)</li> <li>• Professional development fees and travel for participation in seminars, training sessions, or workshops within Ontario (please provide a description of the event or session, such as a copy of the agenda or programme, as an attachment to your application and demonstrate how participation in the session will enhance the organization's capacity)</li> <li>• Mentor and job shadowing honoraria and travel costs</li> <li>• Fees related to the use of licensed organizational development tools and related costs</li> <li>• Staff costs to participate in, or coordinate, the capacity building program</li> </ul>
<p><b>Ineligible Expenses</b></p>	<ul style="list-style-type: none"> <li>• Ongoing operating costs (including staff time not directly related to the proposed capacity-building program)</li> <li>• Research and publications</li> <li>• Undergraduate, post-graduate or other academic and professional training that does not enhance the capacity of an organization to provide programming or services aligned with funding priorities</li> <li>• Capital project planning studies</li> <li>• Retroactive activities</li> <li>• Harmonized Sales Tax (HST)</li> </ul>

<p><b>Assessment Criteria</b></p>	<p>All applicants must be able to demonstrate good use of public funds. Applications to the two stream areas will be assessed separately. Capacity Building stream applications will be assessed by the following assessment criteria and weighting:</p> <p><b>40% Organizational Capacity</b> as demonstrated by:</p> <ul style="list-style-type: none"> <li>• Stable organizational leadership (board of directors), established organizational policies and procedures, financial sustainability and concise strategic plan</li> <li>• How the organization’s mandate aligns with the objectives of the Environment program area</li> <li>• A clear vision for how the capacity building initiative will enable the organization to develop and / or respond to the changing needs of the environmental sector The ability to generate earned and private sector revenue (if applicable) or ability to create and enact long-term plans to achieve financial stability</li> </ul> <p><b>35% Program Merit</b> as demonstrated by:</p> <ul style="list-style-type: none"> <li>• A clear description of the proposed capacity building initiative that explains how the initiative will further the organization’s reach / impact and provide greater benefits to the community</li> <li>• The initiative’s relevance to the community and current challenges or issues</li> <li>• The initiative’s potential to add to the unique identity of Hamilton by providing new, improved or innovative ways for the public to participate</li> <li>• A detailed project plan that includes a balanced and realistic budget</li> <li>• The initiative’s potential to equip the organization to create strong and successful relationships and partnerships within the community</li> </ul> <p><b>25% Community Impact</b> as demonstrated by:</p> <ul style="list-style-type: none"> <li>• Comprehensive and clearly described outcomes that are SMART</li> <li>• Alignment to the community vision</li> </ul>
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## Projects & Programs Stream

### Objective

To support projects and programs that promote clean air, water, and soil, protect and enhance biodiversity, provide access to natural spaces, and address the challenges of climate change, either by reducing greenhouse gas emissions or by building resilience to climate change impacts.

### Description

The Projects & Programs Stream of funding supports activities that provide opportunities for the people of Hamilton to enjoy and actively participate in initiatives that promote clean air, water, and soil, protect and enhance biodiversity, provide access to natural spaces, and address the challenges of climate change.

### Projects & Programs Guidelines

These guidelines are in addition to the general City Enrichment Fund guidelines and eligibility criteria.

<b>Available Funding</b>	<ul style="list-style-type: none"> <li>Up to 30% of the eligible project or program budget up to a maximum of \$35,000 per project</li> </ul>
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>Not-for-profit environmental organizations whose mandates align with the objectives of the CEF Environment program</li> <li>The program activities must occur in Hamilton and must benefit the local community</li> <li>Groups of two or more organizations are encouraged to partner on collaborative initiatives</li> </ul>
<b>Ineligible Applicants</b>	<ul style="list-style-type: none"> <li>Groups that have not submitted a final report for CEF grants received for previous project(s)</li> <li>Groups who do not have an environmental mandate</li> <li>Foundations; political parties/organizations; for-profit groups and ventures; individuals; and, religious organizations (except in cases where the applicant demonstrates clear boundaries between religious activities and the proposed program budget)</li> <li>Organizations whose activities come under the jurisdiction of other departments or agencies of the City of Hamilton or other governments (i.e. school boards, post-secondary institutions, social service organizations, hospitals, business improvement associations)</li> <li>Activities that promote existing City of Hamilton programs</li> </ul>



<p><b>Eligible Activities / Expenses</b></p>	<ul style="list-style-type: none"> <li>• Eligible projects and programs include, but are not limited to, those that will increase public participation in environmental initiatives, and that will achieve measurable outcomes</li> <li>• Expenses related to activities taking place within Hamilton</li> <li>• Salaries and wages directly related to the project</li> <li>• Project administrative costs including insurance, permit fees, copyright fees, etc. (except any fees related to alcohol)</li> <li>• Transportation within Ontario to and from program activities by organizers, participants, staff and volunteers</li> <li>• Consultants, instructors and experts' fees</li> <li>• Equipment and facility rentals</li> <li>• Materials and supplies directly related to the project</li> <li>• Capital assets up to a maximum of \$2,000 per item if <b>no more than 30%</b> of the total amount of funding provided by the City is used for capital asset costs</li> <li>• Marketing, promotion and audience development costs</li> <li>• Costs of recruiting, training, supporting and recognizing volunteers</li> <li>• Translation of material aimed at the public or as appropriate for the project</li> <li>• Program evaluation activities</li> </ul>
<p><b>Ineligible Expenses</b></p>	<ul style="list-style-type: none"> <li>• Expenses not directly related to the program or expenses of activities that take place outside of Hamilton</li> <li>• Ongoing operations not related to the program (e.g. salaries, wages, travel, supplies, material, minor capital assets, fundraising, marketing, governance, website development and other costs related to ongoing operations)</li> <li>• Purchase of equipment and capital expenses over \$2,000 per item and/or not directly related to the project</li> <li>• Development of proposals or applications</li> <li>• Alcohol and associated expenses required to provide alcohol (permit fees, police, fencing, etc.)</li> <li>• Expenses related to competitions (e.g., purchase of prizes, expenses of jury members)</li> <li>• Deficit reduction</li> <li>• Programs or activities that have already taken place</li> <li>• Harmonized Sales Tax (HST)</li> </ul>



<p><b>Assessment Criteria</b></p>	<p>All applicants must be able to demonstrate good use of public funds. Applications to the two stream areas will be assessed separately. Projects &amp; Programs stream applications will be assessed by the following assessment criteria and weighting:</p> <p><b>25% Organizational Capacity</b> as demonstrated by:</p> <ul style="list-style-type: none"> <li>• Stable organizational leadership (board of directors), established organizational policies and procedures, financial sustainability and concise strategic plan</li> <li>• How the organization’s mandate aligns with the objectives of the Environment program area</li> <li>• The ability to generate earned and private sector revenue</li> <li>• A successful track record in project and/or program planning and delivery</li> <li>• Organizational capacity is demonstrated through concise organizational profile, workplan, volunteer plan, financials, etc.</li> </ul> <p><b>45% Program Merit</b> as demonstrated by:</p> <ul style="list-style-type: none"> <li>• The project or program’s potential to: directly protect, rehabilitate, or enhance the natural environment; raise awareness of environmental issues affecting the Hamilton community; directly protect Hamilton residents, businesses, and/or organizations from the impacts of climate change (adaptation projects); and/or, reduce GHG emissions within Hamilton</li> <li>• A balanced and realistic budget</li> <li>• The program relationships and partnerships with other community organizations and/or initiatives</li> <li>• The program’s potential to provide new, improved or innovative ways for volunteers and members of the public to participate</li> <li>• An effective workplan that considers all necessary resources for implementation – volunteers, staff, time, materials, etc.</li> <li>• The quality and quantity of the proposed activities</li> </ul> <p><b>30% Community Impact</b> as demonstrated by:</p> <ul style="list-style-type: none"> <li>• Comprehensive and clearly described outcomes that are SMART</li> <li>• Alignment to the community vision</li> </ul>
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## Environment Program Application

Applicants are to apply through the  
[Survey Monkey Apply Online Platform](#)

- The applicant is responsible for providing all the information and attachments requested
- The City Enrichment Fund will make decisions regarding eligibility based solely on the information provided in the application.

### Page: Organization/Applicant Information

**Select the CEF Program Area ('Environment') and applicable stream ('Capacity Building' or 'Projects & Programs')**

1. **Applicant contact information:** List the person to be contacted for clarifications and updates on the status of the application.
2. **Organization Overview:** Provide the organization's legal name, etc.
3. **Organization Information:** Provide the contact information of the organization's additional contact person.
4. **Head Office Address:** Please provide the required information.
5. **Mailing Address:** Please provide the required information and *Organization Established Date*.
6. **Organization mandate or mission statement (Approx. 200 words)**
  - Why does your organization exist?
  - What is your organization trying to achieve (vision)?
7. **Provide a brief history of your organization or brief artistic biography – include important milestones and / or any changes to the organization's direction over time. Include anything important for us to know about your organization. (Approx. 250 words)**
  - What makes your organization unique or important to the Hamilton community?
  - What has your organization achieved (e.g. number of years active in the community, key milestones, challenges that your organization has overcome)?
  - How has your organization developed over time to better meet community needs?

### Page: Organizational Overview

1. **Funding request(s) from all City sources for this program is less than 30% of the program budget:** Select "Yes" or "No"
2. **Legal status of organization (check all that apply):**

- For-profit → *NOTE: This option is not applicable for Environment program applicants; for-profit organizations are not eligible for Environment program funding*
  - Not-for-profit
  - Registered charity
  - Individual artist or collective → *NOTE: The “artist” option is not applicable for Environment program applicants*
  - Unincorporated group with not-for-profit goals and governance structure
3. **Will this program take place within the city of Hamilton?:** Select “Yes” or “No”
- Please note, program *must* be delivered in Hamilton. Selecting the “No” option indicates your program is ineligible for CEF funding.

### **Page: Program Information**

**Name of program:** Enter the name of the event, program, project or activity

1. **Grant request amount (\$) max 30% of program budget including all City sources:** Enter the total value of CEF funding that you are requesting for your program.
2. **Total program budget:** This must match the total amount in the budget sheet. Refer to the end of this handbook for detailed instructions to complete the budget sheet.
3. **Did you receive funding for this program last year?** Respond “Yes” or “No”. If “Yes”, provide amount of funding received in previous year.
  - Organizations may apply for funding for returning programs or new programs:
    - For returning programs, the amount of funding available will be based on the previous year’s funding level.
    - Applications for programs that are *new to CEF* will be assigned a funding base determined by the adjudication score.
4. a. **Provide a brief summary of your program (60 words max.)**
  - This description will be published as part of your organization’s City Enrichment Fund Application Summary Report to Council (this is a public facing document).
  - This is your program “elevator pitch” – use it as an opportunity to generate interest in your program.
4. b. **Provide a detailed description of your program (Approx. 1000 words)**
  - What makes your program important?
  - Describe your programming theme and objective, format, location, activities and anticipated schedule for the year of delivery. What elements make your program unique?
  - If the application is for a returning program, describe any “lessons learned” from previous years. How have past successes or challenges shaped this year’s program? Include your evaluation method (e.g. surveys, in-person interviews, participation rates, etc.)

- How will this program further your organization’s reach / impact and provide greater benefits to the community?
4. c. **Specify how funding from the City Enrichment Fund will be used. (Approx. 500 words)**
- Your description should relate to the details provided in your programming description and the proposed budget.
  - Be specific on which of your expenses will be funded using CEF funding and why these expenses are important to the success of the initiative
4. d. **How will your program increase community participation? (Approx. 500 words)**
- Describe how the program will reduce barriers based on economic; social; language; gender; physical or other conditions.
  - How will you promote the program to affected demographics?
  - What will you do to make sure the program has the highest quality of delivery? (e.g. trained volunteers, certified coaches/facilitators, subject matter experts, etc.)
  - What opportunities for participation will be offered to volunteers?
4. e. **Describe the outcome of your program to your organization and / or to the community as a direct result of your project. Provide three measurable outcomes.**
- What is your desired outcome / goal and how will you measure your success in achieving each outcome / goal?
  - Ensure that your outcomes and measures are **SMART** (specific; measurable; attainable; realistic/relevant; timely). Click [here](#) for a guide to Constructing Grant Performance Measures (Outputs and Outcomes).
  - See the sample outcomes and measures in the table below.

**Example Outcomes for Environment Program Applications**

OUTCOME	MEASURE
Increased online / social media presence to expand our audience reach and increase direct communication with our target audience.	<ul style="list-style-type: none"> <li>• <i>[percent]</i> increase in Facebook engagement metrics <i>[likes, comments, shares]</i> between <i>[start date]</i> to <i>[anticipate end date]</i></li> <li>• Publish <i>[anticipated number]</i> blog posts during program duration with an average <i>[number]</i> of views on each post</li> <li>• <i>[percent]</i> of all organization staff complete training program to enhance their online/digital competency by <i>[date]</i></li> </ul>
Increased recognition of sustainability efforts and progress in Hamilton	<ul style="list-style-type: none"> <li>• Increase in number of organizations participating in sustainability program from <i>[current number]</i> to <i>[anticipate number]</i> by <i>[program end date]</i></li> </ul>

	<ul style="list-style-type: none"> <li>Increased number of businesses recognized at annual Evening of Recognition from <i>[previous year number]</i> to <i>[anticipated number for program year]</i></li> </ul>
Increase membership to demonstrate organizational momentum and help attract new members.	<ul style="list-style-type: none"> <li>Retain <i>[number]</i> of current year members</li> <li>Enroll <i>[number]</i> new members to see a <i>[% increase]</i> in membership</li> <li>Increase revenue by average of <i>[membership cost/per member/per year]</i> over the next 3 years</li> </ul>
Add to local tree canopy to improve local air quality and reduce carbon from the atmosphere	<ul style="list-style-type: none"> <li>Host at least <i>[number]</i> tree planting events between <i>[program dates]</i></li> <li>Plant at least <i>[number]</i> native tree species at each planting event to add at least <i>[number]</i> trees to the local tree canopy and remove an estimated <i>[amount]</i> tonne of carbon from the atmosphere</li> <li>Perform regular maintenance visits on an <i>[annual / biannual, etc]</i> basis to ensure trees reach maturity / target lifespan of <i>[number]</i> years</li> </ul>

4. f. **Describe both formal and informal program partnerships. How do these relationships enhance your program activities? (Approx. 300 words)**

- How are others contributing to the success of your program? This may include partnerships with provincial and national organizations, community outreach groups, other not-for-profits, for-profit organizations, neighbourhood associations, etc.
- How will you work with them and how do these relationships help to ensure the program meets its goals and objectives?

4. g. **List the team members that will ensure your program is well managed and achieves your desired goals. Include a brief explanation of how their expertise / specialization will make your program a success. (Approx. 300 words)**

- This may include staff, members of the Board of Directors, and volunteers.
- What are each team members' skills, education, experience, knowledge and how will their skills (etc.) contribute to the success of the program?

4. h. **How does this program enrich the city? (Approx. 300 words)**

- Explain why the program is needed and how the need for the program was identified (i.e. through citizen feedback, survey results, etc.)
- Additional research, studies and reports can be uploaded with your application (in your response, please provide the relevant section/page number of the attachment).
- What will be the changes in the community if this program/project is delivered?
- If your organization implemented a similar initiative in the past, what will make this year's program different or better?

**Page: Your Program and the City’s Community Vision**

*Review the City of Hamilton’s Community Vision that aligns with this program.  
[Please click here for a copy of Our Future Hamilton Community Vision](#)*

**1. Which of our community priorities align with this program (check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Culture and diversity                  | <input type="checkbox"/> Healthy & Safe Communities           |
| <input type="checkbox"/> Economic Prosperity & Growth           | <input type="checkbox"/> Clean and Green                      |
| <input type="checkbox"/> Community Engagement and Participation | <input type="checkbox"/> Built Environment and Infrastructure |

**2. Describe how your program is aligned with the community priorities checked above (Approx. 125 words)**

- Each Our Future Hamilton community priority includes “Key Directions” and “Signs of Success”.
- Describe how your program fits into the “Key Directions” and “Signs of Success” of each priority you identified in your response to Question 1 above.

**Page: Program Specific Questions**

**Organizational Capacity (mandatory).**

- Complete the chart that shown on the application form to indicate which of the relevant policies your organization has in place and when they were implemented, reviewed, or updated. If this chart does not appear on your application, please contact [Whitney Slattery](#).
- **Describe how this funding will help your organization develop for the future, prepare for emerging challenges and/or create new, innovative programming opportunities that are relevant to the environment sector (Approx. 300 words) (Mandatory for Capacity Building stream applications only).**

**Page: Attachments**

**Organization Attachments**

**1. Board of Directors list (mandatory)**

- List of the current Board of Directors or Committee members, including number of years of service to your organization, expertise, and role of each member.

**2. Staff list (mandatory)**

- Include job titles, specialization, length of time with the organization, and whether full or part-time for all staff that are connected to the program.
- 3. Most recent audited financial statements (mandatory)**
- Audited financial statements are mandatory for requests of \$30,000 or greater. [Financial statements must be prepared in accordance with the Canadian generally accepted accounting principles \(GAAP\) as set out in the CPA Canada Handbook – Accounting.](#)
  - Unaudited financial statements will be accepted if audited financial statements are not available or if request is less than \$30,000.

#### Program Attachments

- 1. Marketing documents, program information brochures, or pamphlets (optional)**  
Include support material that will help the assessors evaluate your application (e.g. project plans, reports or studies, fundraising and marketing materials, etc.)
- 2. Program specific material (mandatory)**
  - Provide a copy of your organization's **Strategic Plan (mandatory)**.
  - Include any additional support materials (**optional**)
- 3. Relevant CVs (N/A)**
  - Not applicable to the Environment Program – do not include.

#### Page: Declarations

- 1. Have you received funding from other sources within the City of Hamilton?**  
Select "Yes" or "No"
- 2. Declaration:** select each box to confirm acknowledgement
- 3. Municipal Freedom of Information:** Provide signature(s) to confirm acknowledgement

**TO SUBMIT YOUR APPLICATION:** Before submitting your application, you are required to review it by selecting the '**Review**' in the bottom right corner of the final page. You will be prompted to review each page. After reviewing, select the '**Print**' option at the bottom of the final page to save a pdf copy of the application for your records. Once you have reviewed each page, the bottom right button will now read '**Submit**'.

#### **Additional Budget Template Information:**

- Grant requests can be no more than 30% of the Total Eligible Program Budget (cash only, excludes in-kind). See *Budget Summary* tab line 22.
- It is important that submitted budgets are balanced (program expenses match program revenues). Provide comments for programs that present a budget deficit or surplus on line 28 of the *Budget Summary* tab.



- Please note that this budget is used by all CEF programs. Use the most appropriate line items provided in addition to the “other” spaces available.

### Revenue

<b>Column B</b>	<b>Column C</b>	<b>Column D</b>
Provide the program revenue budget for the request year	Provide the program revenue budget from the previous year, or the last year the program was delivered. You can only leave this blank if this is the first year that the program was delivered.	Provide a brief explanation of line items, such as: <ul style="list-style-type: none"> <li>○ Confirm government funding, sponsorship, etc.</li> <li>○ Provide a breakdown of a line item (<i>e.g. annual membership fee x number of members</i>)</li> <li>○ Provide notes for significant variances between the previous and request year</li> </ul>

### Expenses

<b>Column B</b>	<b>Column C</b>	<b>Column D</b>
Provide the anticipated program expense budget for the request year.	Provide the program expense budget from the previous year or the last year the program was delivered.	Provide a brief explanation of line items, such as: <ul style="list-style-type: none"> <li>○ Breakdown of a line item (<i>e.g. staff hourly rate x number of hours to be worked</i>)</li> <li>○ Provide information on new expense items</li> <li>○ Provide notes for variances between columns B and C (<i>i.e. Anticipating an increase of external consultant’s hourly rate</i>)</li> </ul>

### In-kind

Provide the estimated volunteer hours and value of other in-kind contributions. The total in-kind value will automatically be reflected on the program revenue.

## **After you apply**

- CEF staff will contact you by email or phone to confirm the details in your application and ensure your application is complete.
- If your application receives a passing score (above 60%), your score and recommended level of funding will be presented to the City of Hamilton Grants Sub-Committee for review and approval in spring 2020.
- You will receive confirmation of funding by email. The email will include instructions to receive your funding and a timeline of when funds will be released.



- CEF funding must be used in the same year that it is awarded.
- You must acknowledge the City of Hamilton's support through CEF in your program materials and promotion.
- You must complete a Final Report and submit it to CEF staff by February of the following year. A template will be provided by CEF staff after you have received confirmation of funding. In the Final Report, you are required provide the following information:
  - The anticipated vs. actual program budget
  - Examples of any marketing materials, supporting documents, photos, etc. that help tell the story of your initiative and its impact
  - The measurable outcomes and measures included in your application. You must report on how your initiative achieved this goal by describing the direct or indirect impact of your program or project on your organization or the community.
  - Describe any unanticipated changes made to the delivery or implementation of the program
  - Describe your learnings from this initiative and provide recommendations to improve this initiative if you were to initiate it again, or if you were going to provide advice others considering a similar initiative.
- Organizations that do not provide complete Final Report(s) for each program that receives CEF funding will not be eligible to apply for future CEF grants.