

January 2023

# Applicant Guide

## Community Services Recovery Fund



Canadian  
Red Cross



COMMUNITY  
FOUNDATIONS  
OF CANADA



United Way  
Centraide  
Canada



Funded by the  
Government of Canada's  
Community Services Recovery Fund

Canada 



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# Welcome!

## About the Community Services Recovery Fund

The Community Services Recovery Fund is a \$400 million investment from the Government of Canada to support Community Service Organizations as they focus on how to adapt their organizations for COVID-19 pandemic recovery. Now more than ever, Community Service Organizations are playing a key role in addressing persistent and complex social problems faced by all communities. The purpose of the Community Services Recovery Fund is to strengthen the internal capacity of Community Service Organizations facing immediate and long-term impacts of the COVID-19 pandemic.

**Community Service Organizations (CSOs)** are non-profit organizations, Indigenous Governing Bodies or Registered Charities located in Canada that provide services to communities within Canada. See [page 7](#) for more details.

## About the National Funders

The National Funders – The Canadian Red Cross, Community Foundations of Canada, and United Way Centraide Canada – are working together with their combined national reach and local expertise to deliver the Community Services Recovery Fund from coast to coast to coast. For more details about the National Funders see [the Community Services Recovery Fund website](#).

## Deadline

Applications must be submitted by **February 21, 2023, at 5:00 PM PT**. Applications submitted after the deadline will not be considered unless a general extension is provided for all applicants.



# Program Overview

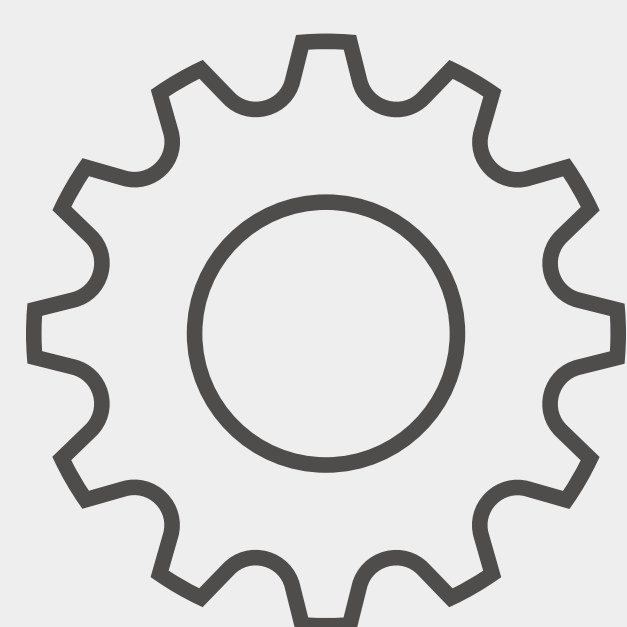
## Project Focus Areas

Projects funded by the Community Services Recovery Fund will work within one of the Project Focus Areas below. These projects should be designed to strengthen the internal capacity of CSOs. Although some projects may touch on more than one Project Focus Area, eligible organizations are asked to select one primary focus area that best reflects the main intention of the project.



### **Investing in People**

Funding will support one-time projects that focus on how organizations recruit, retain, engage and support their personnel, including staff, volunteers and boards of directors.



### **Investing in Systems and Processes**

Funding will support one-time projects that invest in the systems and processes involved in creating the internal workings of an organization's overall structure.



### **Investing in Program and Service Innovation and Redesign**

Funding will support one-time projects primarily focused on program and service innovation and redesign using information gained during the COVID-19 pandemic.

## Funding Streams

Recognizing the far-reaching impacts of the COVID-19 pandemic across the non-profit sector, the Community Services Recovery Fund has two funding streams: the Local Stream and the National/Provincial/Territorial Stream. Each stream has two tiers of available funding.

### Local Stream

Local or regional CSOs serving a **portion** of a province/territory must apply to the Local Stream. There are two tiers of funding available in this stream.

#### Tier 1

Min \$10,000

Max \$100,000

Tier 1 project funding is from \$10,000 to \$100,000. Most projects will fall under Tier 1.

#### Tier 2

\*Must meet specific criteria

Min \$100,001

Max \$200,000

Tier 2 provides higher funding amounts for larger-scale projects that meet specific criteria. Available Tier 2 project funding is from \$100,001 to \$200,000.

**\*To be eligible to apply for Tier 2**, applicants **must** meet the following specific criteria:



The project is in the implementation or stabilization phase. In other words, the work has progressed past planning, and is already underway; **AND**



The project is being carried out by two or more CSOs partnering or collaborating, whereby all the CSOs involved will benefit directly from the results.

## National / Provincial / Territorial Stream

Community Service Organizations serving the entire country, an entire province/territory, or multiple provinces/territories, must apply to the National/Provincial/Territorial Stream. There are two tiers of funding available in this stream.

### Tier 1

Min \$20,000

Max \$200,000

Tier 1 funding is from \$20,000 to \$200,000. Most projects will fall under Tier 1.

### Tier 2

\*Must meet specific criteria

Min \$200,001

Max \$500,000

Tier 2 provides higher funding amounts for larger-scale projects that meet specific criteria. Available Tier 2 project funding is \$200,001 to \$500,000.

**\*To be eligible to apply for Tier 2**, applicants **must** meet the following specific criteria:



The project is in the implementation and/or stabilization phase. In other words, the work has progressed past planning and is already underway; **AND**



The project is being carried out by either:

- A national, provincial, or territorial CSO with regional and local service branches or divisions where the service branches will benefit directly from the results; **OR**
- A CSO structured as a national community service federation or representative association whereby the member organizations will benefit directly from the results.

## Here are examples of organizations that would apply to the National/Provincial/Territorial Stream:

- **Example A:** Our head office is located in Montreal, Quebec. We deliver programming across Canada, but primarily in Quebec and Manitoba. We offer a mix of tailored programming specific to the general community and classroom.
- **Example B:** Our head office is located in Regina, Saskatchewan. We have a national mandate to serve any person living in Canada with mental health issues. Before the COVID-19 pandemic, we had a chapter-based model. In a COVID-19 pandemic context, we are expanding our traditional programming to locally-led, virtual programming.
- **Example C:** Our head office is located in Whitehorse, Yukon. We have territorial ambassadors in several communities who are providing a mix of in-person and online support services.

**Note:** Provincial/territorial organizations in Prince Edward Island, Newfoundland and Labrador, Yukon, Northwest Territories and Nunavut can choose to apply through the National/Provincial/Territorial stream or the Local stream.

## Timeline

**Application period opens**  
January 6, 2023

**Application deadline**  
February 21, 2023 (5:00 PM PT)

**Funded projects begin**  
May 1, 2023

**Funded projects end**  
June 30, 2024





# Eligibility

## Definition of Community Service Organizations

The Community Services Recovery Fund will accept applications from Community Service Organizations, which means non-profit organizations, Indigenous Governing Bodies or Registered Charities located in Canada that provide services to communities within Canada.



### Non-profit Organizations

Unincorporated and incorporated associations, clubs, or societies that are not registered charities or individuals but are organized and operate exclusively for social welfare, civic improvement, pleasure, recreation, or any other purpose except profit.



### Indigenous Governing Bodies

Indigenous governing bodies that are not registered as qualified donees or non-profits, such as First Nations bands, Métis settlements, and Inuit governments or associations.



### Registered Charities/Other Qualified Donees

Charities and other qualified donees registered with the Canada Revenue Agency, that are not listed below as an ineligible organization.





## Eligible Organizations

To be considered eligible for funding from the Community Services Recovery Fund, organizations must meet all of the following criteria:

- Be a Community Service Organization, as defined above
- Be incorporated or established in Canada or have a principal registered office address in Canada
- Provide services to communities in Canada
- Be in good standing with the Canada Revenue Agency, a provincial registry, or applicable regulatory body
- Have a governance structure in place with at least three people on the board, management committee, or other type of governing body
- Have internal accountability measures such as practices and procedures for internal controls and accountability
- Have a bank account in the name of the organization and a financial management system to track the organization's income and expense transactions effectively
- Be working in one or more of the community services areas listed below from the International Classification of Non-Profits:
  - Arts and culture
  - Development and housing
  - Education and research (provincial/territorial entities are excluded)
  - Environment
  - Health (provincial/territorial entities are excluded)
  - Law, advocacy and politics
  - Philanthropic intermediaries and voluntarism promotion
  - Social services
  - Sports and recreation
  - Faith-based



## Can Quebec organizations apply?

Yes. The CSRF will be delivered across Canada to ensure that eligible organizations in all provinces and territories and regions can benefit from the funding and carry out their modernization and adaptation projects. Details on who is eligible to apply for funding is available on the CSRF website and organizations are encouraged to check back frequently for updates on the rollout of the program.

We recognize Quebec's unique expertise and significant investments in community action and the social economy, and that the Quebec ecosystem is the result of many years of concerted effort by a broad range of stakeholders.

We are committed to implementing the Community Services Recovery Fund in a way that respects this unique ecosystem. To this end, discussions are underway between the federal government and the Government of Quebec so that the CSRF can be implemented in a complementary manner. More details will be provided in the coming weeks.

## Ineligible Organizations

The following organizations are ineligible for funding:

- For-profit organizations
- Business non-profit institutions, including business associations, chambers of commerce and condominium associations
- Provincial/territorial entities, including hospitals, medical centres, schools, private schools, universities, colleges, health authorities, public health authorities, educational institutions, health/social services institutions
- Municipalities and entities controlled by a municipality including municipal governments, regional governments, and regional districts
- Individuals
- The Canadian Red Cross, Community Foundations, and United Way Centraides and collaboratives in which these organizations are a member



## Eligible Project Examples



### Investing in People

Examples of projects primarily focused on People may include:

- Human and volunteer resource structures and policies
- Recruitment and retention strategies for staff, volunteers and/or board members
- Mental health supports for staff, volunteers and/or board members
- Supports and training for staff, volunteers and/or board members
- Diversity, equity, and inclusion initiatives
- Other activities to help your staff, volunteers and/or boards, modernize or adapt



### Investing in Systems and Processes

Examples of projects primarily focused on Systems and Processes may include:

- Investment in contact management systems
- Implementation of a new communications plan
- Enhancement of a new accounting system
- Development, implementation, or adaptation of a new fundraising strategy
- A governance review through the lens of organizational resilience
- Exploring a merger or amalgamation amongst one or more Community Service Organizations
- Development or adaptation of a data/privacy strategy or plan
- Other activities to help your systems and processes modernize or adapt



## Investing in Program and Service Innovation and Redesign

Examples of projects primarily focused on Program and Service Innovation and Redesign may include:

- Exploring the adaptation of a program, service, or service delivery system using information gained during the COVID-19 pandemic
- Testing or piloting a program, service or service delivery system that was redesigned or adapted during the COVID-19 pandemic
- Purchasing equipment or other program materials to facilitate the adaptation of a program and/or service using information gained during the COVID-19 pandemic
- Evaluating or analyzing the adaptation or redesign of a program, service, or service delivery system that was implemented during the COVID-19 pandemic
- Other activities to help your organization modernize or adapt its program and services

## Ineligible Activities

Ineligible activities include but are not limited to:

- ☒ Direct service delivery
- ☒ Major capital projects
- ☒ Purchase of land and buildings
- ☒ Partisan, political or election-related activities
- ☒ Publication of books or research
- ☒ Projects and activities that generate a profit
- ☒ Direct fundraising activities or events
- ☒ Projects that benefit only private interests
- ☒ Projects that promote a for-profit entity or its products and service
- ☒ Activities that undermine, restrict or infringe on human rights legally protected in Canada
- ☒ Sub-granting projects/activities
- ☒ Sponsorship, endowment funds, and donations

## Eligible and Ineligible Expenses



### Eligible Expenses

Eligible expenses include reasonable expenses that are directly related to the project, in furtherance of the project's purpose and activities, and that have been actually and properly incurred.

- Personnel – wages and employment-related costs
- Contractors – fees for professional services
- Materials and supplies
- Project equipment
- Travel expenses
- Training and events
- Administration



### Ineligible Expenses

Ineligible expenses include but may not be limited to:

- Expenses incurred prior to May 1, 2023
- Expenses incurred after June 30, 2024
- Expenses covered by another funding source including other pandemic recovery funds and restricted organizational revenue
- Gift cards, gifts, prizes, and/or incentives for participation
- Costs or expenses for entertainment
- Purchasing land and/or buildings, real estate fees and related costs
- General professional memberships and professional development fees
- Training for personnel not dedicated to the project
- Provision for losses or potential future liabilities
- Contingencies
- Exchange losses
- Interest expenses
- Legal penalties
- Taxes for which an organization is eligible for a tax rebate
- Alcohol or cannabis
- Individual membership fees for private clubs (e.g., golf clubs, gyms)
- Costs associated with profit-making activities

# Application Evaluation

All applications from eligible organizations will be reviewed, and all applicants will receive notification of the outcome of their application. Unfortunately, not all organizations or projects can be funded, and some may not be funded at the level requested.



## Assessment Criteria:

1

The COVID-19 pandemic has influenced, affected, or shaped the operations of the CSO.

2

The proposed project is viable, meaning it can be implemented in the available time and with the available funding and the organization has the capacity to provide oversight of the project.

3

The proposed project will help the CSO adapt, modernize, or build resilience following the COVID-19 pandemic.

4

The applicant uses an equity lens in its work.

Additional consideration will be made to distribute the available funding equitably, for example, across types of organizations, populations served, sub-sectors, Project Focus Area, and geographic areas.

## Definitions of Key Concepts

**Nothing about us without us:** This principle recognizes that individuals with lived experience know what is best for themselves and their community and that their participation is integral to the success of the program. When the principle is used, the organization's work is guided by the needs and aspirations of the people being served. Those people served are provided meaningful opportunities for participation in project planning, leadership, evaluation, and promotion.





**An equity lens:** Using an equity lens means recognizing diversity in experience and needs and creating frameworks that respond to diversity. An equity lens requires a set of informed policies and practices intentionally designed to promote opportunity and rectify disparities, as well as informed people positioned to implement them effectively.



**Equity-deserving communities:** Individuals or groups who face barriers to participating fully within their community, including equal access to opportunities and resources. Equity-deserving groups include but are not limited to: women, Indigenous Peoples, Black Canadians, other racialized communities, official language minority communities, people with disabilities, and 2SLGBTQIA+.

**Organizations led by equity-deserving groups:** The applicant organization may consider itself to be an organization led by one or more equity-deserving groups if members of these groups influence the organization's mission, strategic direction, investment decisions, key activities and project decisions. Typically, this would include influential positions on the board of directors or management committee.

**Activities that undermine, restrict or infringe on human rights legally protected in Canada:** Activities that weaken or limit the ability to exercise rights legally protected in Canada. These include restricting access to programs or services, or employment, or otherwise discriminatory, contrary to applicable laws, on the basis of prohibited grounds, including gender, race, colour, national or ethnic origin, mental or physical disability, sexual orientation, or gender identity or expression; advocating for intolerance, discrimination and/or prejudice; and/or actively working to undermine or restrict a woman's access to sexual and reproductive health services.



# How to Apply

Organizations may submit **one application** for funding under this program. If an organization applies on behalf of a collaborative, that counts as its one application.

Local or regional branches of a national/provincial/territorial organization or provincial/territorial branches of a national organization may apply for funding even if their head office is also applying as long as the projects are not the same and each organization applying is structured and registered as a separate entity.

Please carefully consider the information below to ensure applications are submitted correctly. If applications are submitted incorrectly, there is no guarantee they will be redirected.

**WHERE TO APPLY  
QUESTIONNAIRE**



**Take the Where to Apply Questionnaire if you'd like support in determining where you need to apply.**

<p><b>Local Stream</b> Investing in...</p>	<p> <b>People</b></p> <p><b>APPLY HERE &gt;</b></p>	<p> <b>Systems and Processes</b></p> <p><b>APPLY HERE &gt;</b></p>	<p> <b>Program &amp; Service Innovation &amp; Redesign</b></p> <p><b>APPLY HERE &gt;</b></p>
<p><b>Local Unincorporated non-profits</b> Investing in...</p>	<p> <b>People, Systems and Processes, and Program &amp; Service Innovation &amp; Redesign</b></p> <p><b>APPLY HERE &gt;</b></p>		
<p><b>National / Provincial / Territorial Stream</b> Investing in...</p>	<p> <b>People, Systems and Processes, and Program &amp; Service Innovation &amp; Redesign</b></p> <p><b>APPLY HERE &gt;</b></p>		

All applications **must be submitted by February 21, 2023, at 5:00 PM PT.** For more information visit [communityservicesrecoveryfund.com](https://communityservicesrecoveryfund.com).