

Community Investment Program's 2027-2028 Core Fund Application Guidelines

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Statement of Intent

The Community Investment Program's (CIP) Core Fund provides two-year funding to strengthen the core infrastructure, essential operations, staffing stability and sustainability of eligible not-for-profit organizations serving Peel residents. The Fund supports organizations that respond to local needs, serve priority populations, reduce service gaps and contribute to Peel's strategic outcomes.

The 2027-2028 Core Fund was shaped by a comprehensive review involving a survey of more than 200 Peel not-for-profits, Regional cross-divisional engagement, and an external review by MNP consultants. The review informed changes intended to improve the Fund's clarity, consistency and accountability. Peel's not-for-profit sector is an important part of the human services system, providing trusted and responsive services that help residents navigate barriers and access supports. By investing in core organizational capacity, the Fund helps organizations strengthen governance, operations, staffing and systems while supporting service continuity and longer-term sustainability.

How to Use These Guidelines

Applicants should review these Guidelines in the following order:

1. Confirm that the organization and its programs or services are eligible.
2. Review the funding limits, eligible expenses and applicable funding caps.
3. Select up to three Core Fund objectives that best reflect the organization's needs and proposed expenses.
4. Develop aligned outputs, outcomes, indicators, work plan and budget.
5. Complete the GovGrants application and upload all mandatory documents by the deadline.

Funding is competitive and limited. Meeting the eligibility requirements does not guarantee funding.

About the Core Fund

Purpose

The Core Fund provides time-limited support for eligible core operation costs that strengthen organizational capacity, operational stability and sustainability. These investments reinforce the infrastructure that eligible not-for-profit organizations need to govern responsibly, manage resources effectively and provide consistent services to Peel residents.

The Core Fund supports the following objectives:

- **Increase organizational capacity** by strengthening the governance, leadership, staffing, financial management and infrastructure needed to operate effectively and provide consistent services to Peel residents.
- **Improve operational stability** by supporting essential staffing and operating costs that strengthen service continuity, organizational resilience and the ability to respond to changing community needs.
- **Increase access to capacity-building resources** by connecting funded organizations to practical learning, tools, community of practice and technical supports that address shared organizational and sector needs.
- **Increase organizational readiness and sustainability** by helping organizations strengthen risk management, adapt to emerging pressures, diversify resources and sustain Fund-supported capacity and services beyond the funding term.
- **Strengthen sector collaboration** by promoting coordinated planning, shared learning, partnerships and collective approaches that reduce duplication, address service gaps and strengthen Peel's community services system.

Alignment to Sector Priorities

Sector alignment helps the Region understand where investments are being made, identify service pressures and gaps, strengthen sector-specific capacity-building opportunities and inform future community investment planning.

Applicants must select the sector that most closely aligns with most of their programs, services and intended community impact. Organizations may contribute to more than one sector; however, only one primary sector may be selected for the Core Fund application. Sector selection does not determine organizational quality or funding eligibility. It helps the Region understand community investment patterns, sector strengths, service gaps and emerging needs across Peel.

Priority Sectors

- Children, Youth and Families
- Community Safety and Well-being
- Food Security and Basic Needs
- Family and Intimate Partner Violence and Human Sex Trafficking
- Housing and Homelessness
- Poverty Reduction, Income Support and Employment
- Mental Health and Addictions
- Newcomer and Refugee Settlement
- Reconciliation, Equity, Accessibility, Diversity and Inclusion
- Capacity Building

Alignment to Regional Programs and Strategies

Core Fund investments support Peel's regional priorities by strengthening the organizational infrastructure that enables community organizations to respond effectively to resident needs.

Eligible investments may contribute to priorities related to Community Safety and Well-being, Poverty Reduction, Health, Income and Social Supports, Housing and Homelessness, Early Years and Child Care, Climate Change, Reconciliation, Equity, Accessibility, Diversity and Inclusion.

By strengthening governance, staffing, financial and administrative systems, operational stability, organizational readiness and sector collaboration, the Core Fund supports a resilient community services sector and promotes continuity, coordination and equitable access to services across Peel.

Refer to [Appendix D: Regional Strategies](#) for additional information.

Funding Available

Funding Term and Funding Allocation

The total budget available for the 2027-2028 Core Fund is \$7.3 million annually.

- Funding will be provided for a 2-year term from January 1, 2027, to December 31, 2028.
- Approved funding will be issued in monthly payments per year, beginning in March 2027.

Funding Limits

The maximum Core Fund request is the lesser of \$150,000 or 30% of the organization's gross revenue, based on its most recently completed year-end financial statements.

CIP may approve an amount that is lower than the amount requested based on eligible costs, assessment results, demonstrated organizational need, organizational capacity, and available funding.

Funding Conditions

Fund recipients must:

- use Core Fund funding to support eligible activities that benefit Peel residents;
- participate in all mandatory capacity-building workshops, training and required surveys;
- demonstrate measurable progress by completing all required reports on approved outcomes, outputs and key performance indicators in a timely and accurate manner;

- comply with all applicable terms and performance requirements in the Community Investment Program Funding Agreement, including any audit requirements; and
- use approved funding only for eligible expenses incurred during the funding term, from January 1st, 2027, to December 31st, 2028.

Unspent funding or funding used for ineligible expenses may be recovered in accordance with the Funding Agreement.

Wherever possible, CIP will use information already available through GovGrants and will not require applicants or funding recipients to resubmit the same documentation.

Sector Capacity-Building and Collaboration

The Core Fund will include annual sector capacity-building and collaboration activities to strengthen organizational capacity, shared learning and system stewardship across Peel's community services sector. These activities will support funded organizations to identify shared priorities, build stronger referral and coordination pathways, develop common tools and approaches, reduce duplication, address service gaps and contribute to a more connected and sustainable service system.

Participation is a condition of funding for all Core Fund recipients. Following the start of the grant, each funded organization must participate in the annual collaborative planning process and in sector capacity-building activities established for its priority sector. Activities will be designed and funded by CIP with reasonable notice and consideration for accessibility and organizational capacity. Organizations will help identify shared capacity needs, emerging challenges and opportunities for coordinated action, and contribute relevant knowledge and learning to sector-wide improvement and system stewardship.

Who Can Apply?

General Eligibility

Eligible applicants

To be eligible for the Core Fund, an organization must:

- have a physical location in Peel or demonstrate that its programs or services primarily serve Peel residents. Organizations without a physical location in Peel must describe their established service presence, community relationships and ability to deliver activities in Peel;
- have a mandate to provide human and community services;
- have been incorporated as a not-for-profit organization and/or registered charity **for at least two years** as of the application deadline;
- be governed by a volunteer board of directors in accordance with applicable federal and provincial legislation;

- comply with the Ontario Human Rights Code in its employment practices and delivery of services;
- comply with all applicable federal and provincial legislation, municipal by-laws and current or previous Peel Region funding agreements, including all required reporting and repayment obligations;
- Faith-based organizations may be eligible where they provide community programs or services that do not require participation in religious activities or practices. Separate financial records must be maintained for eligible and religious activities; and
- maintain a publicly accessible source of organizational information, such as a website, social media page or community directory listing, that includes the organization's mandate, programs or services and contact information.

Ineligible applicants

The following applicants are not eligible for funding:

- Individuals
- For-profit organizations
- Fiscal sponsor partnerships (i.e. a not-for-profit organization that is not incorporated for at least two years partnering with a not-for-profit organization that has been incorporated for at least two years)
- Organizations acting in the capacity of a funding body.
- Faith-based organizations whose programs or services are limited to religious activities, worship, religious instruction or proselytizing, or that require participation in faith-based practices.
- Organizations affiliated with a political party or that have a political mandate.
- Organizations that do not meet the eligibility requirements outlined above.
- Organizations with outstanding Recoveries, Progress and Reconciliation Reports from previous CIP grants

Ineligible programs and services

Core Fund funding is not available for programs or services where the federal or provincial government has the primary responsibility for funding, including but not limited to:

- Hospital-based health programs
- Medical research
- Arts and cultural programs
- Formal education and training
- Settlement and English language instruction programs

Core Fund funding is also not available for programs or services funded or delivered by Brampton, Caledon or Mississauga, including but not limited to:

- Parks and recreation
- Transportation

- Environmental programs
- Economic development

What the Fund Will Support

Eligible Expenses

A key change for the 2027-2028 Core Fund is that it will no longer provide unrestricted funding. Funding will be restricted to the eligible expenses approved in the Funding Agreement and must be used to directly strengthen the organization's core operations, capacity, stability and sustainability. Approved funds cannot be redirected to other organizational, program, or service-delivery costs without prior written approval from CIP. Funding used on ineligible expenses will be recovered.

Applicants must select eligible expenses that directly support the Core Fund objective(s) identified in their application. The expenses listed under each objective are examples and are not exhaustive. Applicants may propose other core organizational expenses where they can clearly demonstrate that the costs align with a Core Fund objective, respond to an identified organizational need and contribute to the intended outputs and outcomes.

All proposed expenses remain subject to the eligible and ineligible expense requirements, applicable funding caps, assessment, and approval by CIP. Expenses that do not have a clear and reasonable connection to a selected objective may be adjusted or deemed ineligible.

Objective 1: Increase Organizational Capacity

Eligible expenses

- Senior leadership positions
 - Executive Director, Director of Finance or General Manager salary
- Business-support positions
 - Operations Manager, Supervisor or Team Lead salary
 - Finance Coordinator, Accountant/Bookkeeper, Administrative Assistant or Data Coordinator salary
 - Community Partnerships Coordinator or Partnerships Manager salary
 - Sector Capacity-Building Coordinator or Network Coordinator salary
 - Service Coordination Manager or Systems Planning Lead salary
- Mandatory employment-related costs and eligible benefits
 - Eligible employer-paid benefits and mandatory employment-related costs associated with approved positions

Funding caps

- Senior Leadership: up to 50% of each position's cost, to a maximum of \$60,000 per position

- Business-support positions: up to 100%
- Mandatory employment-related costs and eligible benefits: up to 100%

Example: How do these expenses support objective 1?

Builds the leadership, financial, administrative, technology and operational functions required to govern the organization, manage resources and deliver consistent services. Provides the staff capacity and sector-level supports needed to convene partners, coordinate services, share knowledge, reduce duplication and address service gaps.

Objective 2: Improve Operational Stability

Eligible expenses

- Business-support positions
 - Operations Manager, Supervisor or Team Lead salary
 - Finance Coordinator, Accountant/Bookkeeper, Administrative Assistant or Data Coordinator salary
- Administrative and Utility Costs
 - Insurance
 - General liability, property, or directors' and officers' insurance
 - Lease and occupancy costs and utilities
 - Rent for the organization's operating location
 - Hydro, natural gas (heat) and/or water/wastewater
 - Business internet and telephone services

Funding caps

- Business-support positions: up to 100%
- Administrative and Utility costs: capped at 50% of the total funding request

Example: How do these expenses support objective 2?

Supports essential staffing and recurring operating costs that help maintain service continuity, stable day-to-day operations and organizational resilience.

Objective 3: Increase Access to Capacity-Building Resources

Eligible expenses

- Eligible IT and data-management systems
 - Client or organizational database subscription
 - Database or technical-support services
- Software subscriptions and database management
 - Cloud storage or cybersecurity service

- Cybersecurity and technical-support services
 - Time-limited technical support to configure an approved system

Funding caps

- IT/Data Management: up to 100%

Example: How do these expenses support objective 3?

Improves access to practical systems, tools, technical supports, shared learning and peer exchange that strengthen organizational and sector capacity.

Objective 4: Increase Organizational Readiness and Sustainability

Eligible expenses

- Senior leadership:
 - Executive Director or Director of Finance salary
- Business-support positions
 - Bookkeeper or Finance Coordinator salary
- Financial management and bookkeeping
 - Financial-management or bookkeeping support position
- IT/Data Management
 - Cybersecurity, database or cloud-storage services

Funding caps

- Senior Leadership: up to 50% of each position's cost, to a maximum of \$60,000 per position
- Business-support positions: up to 100%
- Administrative and Utility costs: capped at 50% of the total funding request
- Finance Support Services: up to 100%
- Finance Audit Fee: up to 100%
- Legal Services: up to 100%

Example: How do these expenses support objective 4?

Strengthens financial stewardship, risk management, operational systems, resource planning and the organization's ability to adapt to pressures and sustain capacity beyond the funding term.

Eligible expenses will only be considered for funding where they are not supported by, and do not duplicate, funding received from other Regional programs, Federal, Provincial, or Municipal sources.

Please **refer to [Appendix B](#) for the definition of each of the eligible costs**. Any expense incurred outside of these categories may be considered ineligible, and the Region may require those funds to be repaid.

Ineligible Expenses

Funding must be spent in alignment with these guidelines and the Funding Agreement. Expenses not eligible for funding include, but are not limited to:

- Activities completed or costs incurred before or after the funding period (January 1, 2027, to December 31, 2028).
- Staff bonuses or incentive payments.
- Costs directly linked to the delivery of a program or service.
- Annual fundraising drives or events.
- Religious or faith leadership positions.
- Religious programs, activities or proselytizing.
- Political activities.
- Foundations that manage assets and distribute funding to other organizations.
- Activities completed or costs incurred before the approval of the request to the Region of Peel.
- Medical research or medical equipment.
- Capital expenses and/or general office equipment (e.g. computers, printers, and office furniture).
- Costs related to mergers, acquisitions, amalgamations, corporate restructuring or the purchase of another organization.
- Consultant costs where they are used in place of funded employee positions.
- Eligible expenses that are already funded through another Regional funding program during the same funding period.
- Honoraria and gift cards.
- Transportation costs, including public transportation, rideshare, flights and mileage.
- Accommodation costs, including hotels.
- Food and beverages
- Professional certifications, such as first aid training.
- Program supplies.
- Conference fees.
- Late payment fees and interest charges.
- Bank fees

Please refer to [Appendix B](#) for the definition of each of the ineligible costs.

What Applicants Must Demonstrate

Community Need, Data and Evidence

CIP requires all applicants to provide relevant data and evidence to demonstrate community need and alignment with Core Fund priorities. This helps ensure funding is directed to areas of greatest need, demonstrates public value and accountability, supports system-level planning and contributes to equitable funding decisions.

Applicants must use relevant, credible and proportionate evidence to demonstrate community need. The evidence should show a clear connection between the identified need, the proposed activities supported through Core Fund funding, expected outputs and outcomes, and the neighbourhoods or service areas to be reached.

Indigenous data governance:

For Indigenous-led or Indigenous-serving organizations applying to the Core Fund, the collection, use, access, ownership, reporting and sharing of Indigenous data and community knowledge must respect relevant Indigenous data sovereignty principles, community protocols and agreements.

Applicants must describe how Indigenous communities, partners or rights-holders have informed their approach to data and community knowledge, how culturally sensitive information will be protected, and how information will be reported to the Region. Reporting should respect community-defined approaches while demonstrating the organization's reach, capacity, stability and contribution to community well-being.

Required neighbourhood evidence:

For the 2027-2028 Core Fund, applicants must use the Region's [**Neighbourhood Information Tool**](#) to identify the primary Peel neighbourhoods or service areas reached through the organization's ongoing work.

Applicants must also provide the applicable Census Tract and well-being score for each identified area.

This information will help the Region understand the geographic and community reach of Core Fund investments and support equitable funding decisions across Peel. It will be considered alongside the organization's mandate, sector role, evidence of community need and expected contribution to organizational capacity, stability and sustainability.

Organizations serving multiple neighbourhoods, population groups or Peel-wide communities may identify all relevant areas.

Enhanced Requirements for Requests Above \$110,000

In addition to meeting all eligibility, organizational health and financial requirements, applicants requesting more than \$110,000, up to the maximum of \$150,000, must demonstrate enhanced organizational and financial capacity and a broader contribution to Peel's community services system:

- Have annual revenue of at least \$500,000, with the request not exceeding 30% of annual revenue based on the most recently completed year-end financial statements;
- Demonstrate strong governance, financial management, and experienced leadership;
- Demonstrate an established presence in at least two Peel municipalities, or broad community reach and strong partnerships within one municipality; and,
- Demonstrate active partnerships, coordinated planning, knowledge sharing, referrals, and efforts to address service gaps beyond the organization's own programs and mandate.

Outputs & Outcomes

All applicants must identify the organization-level change the Core Fund investment is expected to achieve during the funding term. Proposed outputs and outcomes must be directly connected to the selected Core Fund objective(s), eligible expenses, funded positions or systems, and the organizational need described in the application.

Measures should be realistic and proportionate to the organization's size, funding category and approved activities. The examples below identify possible outputs, outcomes and indicators that applicants may use to develop their own measures.

Objective 1: Increase Organizational Capacity

Strengthening the governance, leadership, staffing, financial management and infrastructure needed to operate effectively and provide consistent services to Peel residents.

Possible outputs

- Core positions maintained, stabilized or filled.
- Governance, finance, human resources, administrative, data or technology systems implemented or improved.
- Policies, procedures or organizational tools developed or updated.
- Partnership, network or planning activities convened or attended.
- Referral pathways, shared tools or coordinated approaches developed.
- Sector priorities or shared capacity needs identified.

Expected organizational outcomes

- Stronger leadership, governance and internal operations.
- Improved ability to manage resources, staff and organizational responsibilities.
- More consistent organizational support for services to Peel residents.
- Stronger coordination and information sharing.
- Reduced duplication or improved response to service gaps.
- Increased ability to contribute to sector planning and collective action.

Possible evidence

- Position status, full-time equivalent or funded percentage.
- Systems, policies or processes completed and used.
- Reduced processing time, backlog or identified operational gap.
- Partners actively engaged.
- Joint plans, protocols, referral pathways or tools completed.
- Partner feedback and examples of changed practice or coordination.

Objective 2: Improve Operational Stability

Support essential staffing and operating costs that strengthen service continuity, organizational resilience and the ability to respond to changing community needs.

Possible outputs

- Essential positions retained.
- Approved rent, insurance, utilities and communication costs maintained.
- Operational plans, schedules or continuity procedures completed.

Expected organizational outcomes

- Greater continuity of core operations.
- Reduced disruption, vacancy pressure or operational risk.
- Improved ability to respond to changing community needs.

Possible evidence

- Vacancy duration, turnover or position-continuity data.
- Days or hours of operations maintained.
- Service disruptions avoided or operational risks mitigated.

Objective 3: Increase Access to Capacity-Building Resources

Connect funded organizations to practical learning, tools, community of practice and technical supports that address shared organizational and sector needs.

Possible outputs

- Approved systems, subscriptions or technical supports accessed.
- Staff participating in required shared learning or technical assistance.

- Tools or practices adopted through capacity-building activities.

Expected organizational outcomes

- Improved staff knowledge, systems use and organizational practice.
- Greater ability to collect, protect, use and report information.
- Increased access to relevant peer and technical supports.

Possible evidence

- Number of staff participating and activities completed.
- Tools or practices implemented.
- Pre- and post-assessment, user feedback or demonstrated improvement.

Objective 4: Increase Organizational Readiness and Sustainability

Strengthen organizational risk management, adapt to emerging pressures, diversify resources and sustain Fund-supported capacity and services beyond the funding term.

Possible outputs

- Risk, financial, workforce, technology or continuity plans completed or updated.
- Resource-diversification or transition actions implemented.
- Board or leadership reviews of sustainability and risk completed.

Expected organizational outcomes

- Improved financial stewardship and risk management.
- Greater readiness to adapt to emerging pressures.
- A more credible plan to sustain strengthened capacity beyond the grant term.

Possible evidence

- Plans approved and actions completed.
- Identified risks reduced or mitigated.
- Change in unrestricted revenue sources, operating reserve, staff retention or another relevant sustainability measure.

Application Requirements

Budget Requirements

Applicants may select up to three Core Fund objectives that are most relevant to their request. The budget, work plan and performance measures must align with the selected objectives. For each selected objective, applicants must provide:

- The proposed output and numeric target.
- The expected outcome by the end of the funding term.

- A baseline or current state measure, where available.
- The indicator and method that will be used to measure progress.
- The evidence or data source that will be retained.
- The staff member or role responsible for tracking results.

Applicants may identify multiple expenses under one objective but may not apply for expenses in more than three objectives.

Illustrative Example

The following **example** shows how an applicant requesting support for an *Operations Manager* could respond to each requirement. Applicants should develop measures that reflect their own selected objective(s), proposed expenses and organizational circumstances.

1. Proposed output and numeric target

Maintain one full-time Operations Manager position for 24 months and implement three standardized operating procedures for finance, human resources and service continuity by December 31, 2028.

2. Expected outcome by the end of the funding term

The organization will have more stable day-to-day operations, clearer internal processes and fewer administrative delays, supporting consistent services to Peel residents.

3. Baseline or current-state measure

At the time of application, the Operations Manager position has been vacant for four months, no organization-wide continuity procedure is in place, and routine administrative requests take an average of 15 business days to complete.

4. Indicator and method used to measure progress

Indicators will include the position's monthly employment status, the number of approved procedures implemented, and the average number of business days required to complete administrative requests. Progress will be reviewed monthly using payroll records, an implementation checklist and the organization's request-tracking log.

5. Evidence or data source retained

The organization will retain payroll records, the approved job description, dated procedures, board or leadership approval records, monthly implementation checklists and aggregated request-processing reports.

6. Staff member or role responsible for tracking results

The Executive Director will oversee progress, and the Operations Manager will maintain the monthly tracking records and prepare information for required progress reports.

Targets must be achievable within the funding term and should measure the organizational value added by Core Fund support. Direct service or participant counts should only be included where they help demonstrate service continuity or organizational reach; applicants are not expected to attribute resident-level outcomes solely to Core Fund funding. Applicants must not submit personal health information or identifiable participant information and should use aggregated or de-identified data.

Mandatory Documents Required

The following mandatory documents must be uploaded to the organization's Service Provider Profile in GovGrants as part of the Core Fund application:

- Articles of Incorporation
- Financial Statements:
 - Organizations with annual gross revenues **above \$500,000** must submit 2024 and 2025 Audited Financial Statements prepared by an accountant that is registered with [CPA Ontario](#).
 - Organizations with annual gross revenue of **\$500,000 or less** must submit a Review Engagement Report prepared by an accountant that is registered with [CPA Ontario](#)
- Year to date (YTD) Balance Sheet and Income Statement ending July 31, 2026
- Copy of 2025 filed taxes
 - T1044 (non-profits only)
 - T3010 (charities only)
- Most recent Annual General Meeting minutes
- Partnership Agreement, if applicable
- Completed Budget Template (access the template on our [website](#))
- A completed Certificate of Insurance (access the template on our [website](#))
- Signed declaration of anti-discrimination (access the template on our [website](#))

How to Apply

The Core Fund application has four required steps: register for GovGrants, complete or update the Service Provider Profile, complete the Core Fund application, and

complete the budget. Applicants must complete all four steps and submit all mandatory documents by the application deadline.

Step 1- All applicants must be registered on GovGrants:

- Organizations that have not previously registered with the Community Investment Program must register and receive access to GovGrants before completing the application.
- Please allow 24 to 48 hours to receive login credentials.
- Refer to the [GovGrants registration](#) instructions for additional information.

Step 2 - Complete or Update the Service Provider Profile

- Complete or update the organization's Service Provider Profile (SPP) in GovGrants before starting the Core Fund application.
- Confirm that all required information is complete and current across every SPP tab.
- Attach all mandatory documents in the Documents tab of your organization's SPP (see list in the "Mandatory Documents Required" section above).
- [Click here](#) to visit the Region's Community Investment Program website for additional information and how to access the GovGrants Platform.
- You can also email cip@peelregion.ca with questions regarding the SPP or application; there are no support services for the application after 5pm, November 11th, 2026

Step 3: Complete the Core Fund Application in GovGrants

- Open the active Core Fund opportunity in GovGrants and mark it as "Interested."
- Complete all required application sections, including the organization's primary sector, populations served, regional priority alignment, selected Core Fund objectives, organizational need, proposed outputs and outcomes, and sustainability approach. Refer to [Appendix A](#) for sector definitions.
- Confirm that the application aligns the selected objectives with the proposed eligible expenses, work plan, budget and performance measures.
- Review the application and confirm that all mandatory documents are attached before submission.
- Submit the completed application through GovGrants. For instructions, refer to the [step-by-step GovGrants guide](#).
- Email cip@peelregion.ca with questions regarding the SPP or the application process.

Step 4: Complete Budget Categories through CIP's GovGrants Platform

- Complete each applicable budget category, including the budget period, amount requested and narrative explaining how the cost was estimated and how it supports the selected objective.

- Ensure the budget covers the full two-year funding term from January 1, 2027, to December 31, 2028, and does not exceed the applicable funding limits or caps.
- Confirm that every requested cost is eligible, is not duplicated through another funding source and is consistent with the application work plan and performance measures.

Refer to the Eligible Expenses and Ineligible Expenses sections of these Guidelines before submitting the budget.

Application Deadline

- Complete and submit your application by **November 13th, 2026**, at **5:00 pm**. Late and incomplete applications will be deemed ineligible.
- **Technical support from the CIP team will not be available after November 11th 2026 at 5:00 pm.**
- If you submit your application but fail to upload all required documents, the application will be considered incomplete and ineligible for funding. CIP staff **will not** contact organizations with outstanding required documentation.
- Where a disability-related accommodation cannot reasonably be arranged before the deadline, CIP may confirm an alternative submission method or timeline in writing, provided the request was made on or before the application's deadline.

Fund Review

A Fund Review Committee will assess eligible applications. The Committee may include Region of Peel staff and external community reviewers with relevant subject-matter, funding, lived, or community experience. The Committee's composition will support balanced perspectives and will be governed by conflict-of-interest, confidentiality, orientation, and bias-awareness requirements in these Guidelines.

Notification of Funding Decision

Funding decisions are anticipated to be communicated **10 to 12 weeks** after the application intake deadline. All applicants will be notified whether their application is approved or declined for funding.

Community Investment Program staff may conduct a site visit prior to any final funding decisions.

Accessible Application Formats

Applicants may request the application in an alternate format or seek support to address an accessibility or accommodation need aligned to the [Region's Accessibility Policy](#). Requests for accommodation will not affect the assessment of an application. Applicants can send an email request to cip@peelregion.ca.

Application Supports and Key Dates

Information Sessions

Community Investment Program staff will host two virtual Core Fund information sessions on October 28, 2026 and November 4, 2026, to provide an overview of the Fund, eligibility and funding requirements, and the application process. Registration details will be posted on the CIP webpage and shared with prospective applicants.

GovGrants Resources

- [Register for Gov Grants](#)
- [Sign into GovGrants](#)
- [Complete or update your Service Provider Profile](#)

Fund and Technical support

- For Core Fund and GovGrants technical support, contact cip@peelregion.ca
- Application and technical support will be available until **November 11th, 2026**, at **5:00 p.m.** Applicants are encouraged to begin early and submit questions before the support deadline.
- To support fairness and transparency, CIP may publish responses to questions that are relevant to multiple applicants in a Frequently Asked Questions document. Applicant-specific, confidential or accommodation-related information will not be published.
- Where published guidance changes or clarifies a material requirement, CIP will identify the date of the update and notify registered applicants.
- CIP will also host virtual drop-in sessions to support organizations with application questions. Registration details will be shared by email.

Core Fund Key Dates

Application Open: October 26th, 2026, at 12:00 p.m.

Application Deadline: November 13th, 2026, at 5:00 p.m. Submit the completed application and all required supporting documents through GovGrants by the deadline. Late or incomplete applications will not be considered.

Application and Technical Support: Available Until November 11th, 2026, at 5:00 p.m. For application and GovGrants technical support, contact cip@peelregion.ca.

Decision Notification: February 2027. All applicants will be notified of the status of their application by email.

Funds Disbursed: March 2027.

**Timelines are subject to change.*

How Applications are Assessed

The Community Investment Program is committed to a transparent and consistent assessment process. Core Fund funding is limited, and demand may exceed available resources. Applications will therefore be assessed using the steps and criteria outlined below to support fair and equitable funding decisions.

Step 1: Eligibility Review (Pass or Fail)

All applications will be reviewed to confirm that they meet the general eligibility and Core Fund eligibility requirements.

Extensions for late or missing mandatory documents will not be considered.

Eligibility reviews will be completed by CIP staff.

Step 2: Organizational Health Assessment (Pass or Fail)

Applications that pass the eligibility review will undergo an organizational health and risk assessment to determine the organization's capacity to responsibly manage Core Fund funding.

The assessment will consider:

- financial viability;
- contractual compliance;
- governance and leadership;
- organizational capacity; and
- the organization's ability to manage the proposed grant.

Where risks are identified, CIP may undertake additional due diligence and may apply funding conditions, enhanced monitoring, staged payments, or other reasonable measures to mitigate risk.

Where identified risks cannot be reasonably mitigated, the application may not proceed.

Financial documents will be reviewed by the Regional Financial Services Unit.

Step 3: Demonstration of Need, Alignment, Impact, and Sustainability (60%)

Applications that proceed to this stage will be assessed on demonstrated organizational need, alignment, anticipated impact and sustainability, including:

- alignment between the organization's mission, vision and/or mandate and at least one Core Fund priority sector and eligible population;
- demonstrated organizational need for the proposed Core Fund investment, supported by relevant data and evidence;
- clear and achievable anticipated outcomes within the funding period; and

- a clear and feasible sustainability plan describing how the organization will maintain or build on strengthened capacity after the funding period.

Refer to [Appendix A](#) for applicable sector definitions.

The Fund Review Committee may include Peel Region staff and community members, including individuals with lived experience, other funders and municipal representatives.

Step 4: Budget Assessment (40%)

Applications that proceed to the Budget Assessment will be assessed on:

- clarity and completeness of the budget request;
- alignment of the budget request with Core Fund priorities and eligible expenses;
- appropriateness and reasonableness of proposed costs in relation to the organizational need, proposed Core Fund investment and anticipated outcomes; and
- a clear budget narrative that explains:
 - how each budget item was estimated; and
 - how each budget item will contribute to organizational capacity, operational stability and/or sustainability.

The lowest-cost request will not automatically receive the highest score. Higher costs may be considered reasonable where they are clearly justified by factors such as accessibility, cultural safety, trauma-informed approaches, specialized expertise or barriers experienced by priority populations.

Completed budget templates will be reviewed by the Fund Review Committee and CIP staff.

Final Prioritization

Where applications receive equal or similar assessment results and available funding is insufficient, CIP may consider factors such as community accountability, unmet need, duplication, geographic access, sustainability and service continuity when making final funding recommendations.

Reporting, Recoveries and Reallocations

Successful applicants must submit mid-term and year-end Progress and Reconciliation Reports for each year of the two-year funding term through GovGrants. Reporting will follow a proportionate, risk-based approach and will focus on progress against approved results and the use of funds. The Region may also conduct site visits or request supporting documentation as part of monitoring and accountability.

Progress Reports (Mid-term and Year-end):

- **Quantitative progress:** Fund recipients will report on the approved outputs, targets and key performance indicators that apply to their funded objective(s). Reporting requirements will be proportionate to the size and risk of the grant. **Refer to [Appendix C](#) for the KPI framework.**
- **Qualitative progress:** Fund recipients must briefly explain how Core Fund support strengthened organizational capacity, stability or sustainability, including any material challenges, adaptations and lessons learned. The narrative should focus on the organizational value of the investment and avoid duplicating information already reported through the quantitative measures.
- Reports must comply with applicable privacy requirements and must not include personal health information or identifiable participant information unless expressly requested, lawfully permitted and supported by informed consent.
- **Organizational value:** Where funding supported a staff position, recipients should identify the organizational functions enabled or strengthened through the role. Where funding supported infrastructure or operating costs, recipients should explain how the investment improved operations, resource management, governance, systems or longer-term sustainability.

Reconciliation Reports (Mid-term and Year-end):

The report will capture actual expenditures for each eligible and approved expenses. Fund recipients must:

- Reconcile the amount of funding received. The reconciliation provides confirmation the funding was allocated according to the guidelines and identifies surplus funds to be recovered.
- Submit financial documentation for all approved eligible expenses (i.e. administrative invoices, receipts, payroll records) to complete the financial reconciliation.
 - The Core Fund no longer allows funding to be used toward any expense other than what was approved.
 - E.g. Successful applicant approved expense is 100% of lease. Successful applicant can only reconcile lease expenses and must provide valid documentation (receipt) to prove the amount paid toward the lease.
 - Only financial documentation related to your approved expense(s) will be accepted. Submitted documentation for items other than your approved expense(s) will be considered ineligible and your reconciliation report will be sent back to you for revisions.
 - If you are unable to provide the required documentation you may be required to repay the funds to the Region.

Recoveries

CIP will use a proportionate, risk-based monitoring approach. Where progress is below target or circumstances change, CIP and the fund recipient may agree to a performance improvement plan, revised milestones, technical assistance, enhanced reporting, or other reasonable mitigation.

Funding recovery or termination will generally be considered after opportunities for correction, except where there is fraud, serious misconduct, material misrepresentation, an immediate safety concern, or an unmitigable breach of the Funding Agreement.

Fund recipients will return unused funds or funds not utilized in accordance with the conditions outlined in this Guideline and/or Funding Agreement. Organizations will repay the Peel Region - Community Investment Program all or part of their funding in the following situations:

- Funds were not fully spent.
- Funding was not used in accordance with the terms of the Funding Agreement or this Guideline.

Reallocations

Fund recipients must obtain prior written approval from CIP before making a material change to the approved activities, staffing, service geography, outcomes, or budget. Requests must explain the reason for the change, confirm continued alignment with Fund priorities, and identify any effect on outputs, outcomes, timelines, or participants. Approval is not guaranteed, and changes made without approval may be deemed ineligible. Requests are to be submitted by email to cip@peelregion.ca before December 31, 2027. Fund recipients cannot reallocate funds after December 31, 2027.

Community Investment Program General Information

Equity Statement

The Community Investment Program recognizes the importance of equity and is committed to applying an equity lens to the funding program to ensure that the diversity of our local service providers and community is reflected in Community Investment Program decision-making, grant opportunities, policies, and practices.

Freedom of Information

All information that is in the custody or control of the Region is subject to the access provisions of the *Municipal Freedom of Information and Protection of Privacy Act*. The information submitted in your funding application will be used for the purpose of assessing your application for funding.

Recognition of Community Investment Program Funding

The Community Investment Program encourages funding recipients to acknowledge Community Investment Program funding in promotional and program materials. The Community Investment Program will provide logo and terms of usage in various digital formats upon request.

Privacy & Data Retention

Application information will only be accessed by authorized staff and reviewers. Application information may be used for, without limitation, program administration, assessment, monitoring, evaluation, audit, compliance, or for legal purposes. This information will be retained and disposed of in accordance with Peel's records management and privacy policies. Applicants should only submit information necessary for the application and must not include personal health information or identifiable participant information unless expressly requested and lawfully permitted.

All information provided during the Term of funding will be retained, stored, and accessed in accordance with applicable legislation and the CIP Funding Agreement, executed by both Peel and the Service Provider.

Artificial Intelligence Statement

CIP has introduced a new artificial intelligence (AI) statement that applicants will be required to acknowledge when submitting grant proposals. Applicants may use artificial intelligence tools to assist in preparing an application; however, the applicant remains responsible for all submitted content. Applicants must verify the accuracy, originality, completeness, and appropriateness of AI-assisted content and must not enter confidential, personal, proprietary, culturally sensitive, or participant-identifying information into an AI tool unless authorized and protected by appropriate safeguards. False, misleading, fabricated, plagiarized, or privacy-breaching content may result in disqualification or other action under the Funding Agreement. Use of AI will not, by itself, affect an application's assessment.

Accessibility and Accommodation

The Community Investment Program is committed to providing an accessible and inclusive application process. Applicants may request disability-related accommodations, alternate formats, communication supports, language or interpretation supports, or assistance to understand and complete the application requirements.

Accommodation requests will be considered individually and, where possible, arranged in consultation with the applicant. Applicants are encouraged to contact cip@peelregion.ca as early as possible before the application deadline to allow sufficient time to arrange appropriate supports.

Requesting an accommodation will not disadvantage an applicant or affect the assessment of an application. Information related to an accommodation request will be

handled confidentially and used only to arrange the requested support. Applicants remain responsible for submitting a complete application and all required documents by the deadline, unless an alternative arrangement has been confirmed in writing by the Community Investment Program.

Application Clarification Rules

During the review process, CIP may contact an applicant to clarify information that is unclear, internally inconsistent or reasonably open to interpretation, or to allow a minor administrative issue to be corrected. Clarification requests will be applied consistently and will not permit an applicant to revise the substance of its proposal, introduce a new program or project, materially increase the funding request, replace missing substantive evidence, or add mandatory documents that were not submitted by the application deadline.

CIP will distinguish between minor administrative omissions and material deficiencies. A minor administrative omission is an error that does not affect eligibility, the proposed activities, assessment results, funding amount or the fairness of the competitive process. A material deficiency is missing, inaccurate or incomplete information that prevents CIP from confirming eligibility, completing a fair assessment, validating a mandatory requirement or determining the reasonableness of the funding request. Applications with material deficiencies may be deemed incomplete or ineligible.

Where clarification is requested, CIP will identify the information required and provide a reasonable response deadline. The same standards will be used for applicants in comparable circumstances. Failure to respond by the stated deadline, or a response that does not resolve a material deficiency, may result in the application proceeding based on the information originally submitted or being deemed incomplete or ineligible.

Reviewer Conflict of Interest and Confidentiality

All staff and community reviewers must complete conflict-of-interest and confidentiality declarations before accessing applications. Reviewers must disclose any actual, potential or perceived conflict of interest, including personal, professional, financial or organizational relationships with an applicant, and must not review, score, discuss or influence decisions about an affected application. CIP will determine appropriate mitigation, which may include recusal and reassignment to another reviewer.

Application information must be kept confidential and used only for eligibility review, assessment, funding recommendations and related administrative purposes. Reviewers must not share, copy, download, retain or discuss application information outside the approved review process and must follow all applicable privacy, records-management and information-security requirements. Reviewers must securely return or destroy review materials when the process is complete, as directed by CIP.

Community reviewers will receive orientation on the Fund's priorities, equity principles, assessment criteria and scoring rubric, confidentiality obligations, conflict-of-interest

requirements, bias awareness, and the appropriate use of lived and community experience. Any suspected breach of confidentiality or conflict-of-interest requirement must be reported promptly to CIP and may result in removal from the review process.

Funding Feedback

Unsuccessful applicants may request a one-on-one meeting to discuss assessment results, including strengths and areas for improvement.

Appendix A: Core Fund Priority Sectors and Definitions

Children, Youth and Families

Organizations supporting children and youth, generally ages 0-24, and their parents, caregivers and families through prevention, healthy development, belonging, family strengthening, culturally responsive supports and early access to services.

Community Safety and Well-being

Organizations contributing to safer, healthier and more inclusive communities through prevention, protective factors, belonging, youth leadership, system coordination, lived experience engagement and upstream responses to community risk.

Food Security and Basic Needs

Organizations improving access to adequate, nutritious, culturally appropriate and dignified food and basic needs supports, while contributing to upstream, coordinated and equitable approaches that address root causes of food insecurity.

Family and Intimate Partner Violence and Human Sex Trafficking

Organizations providing prevention, stabilization, trauma-informed, survivor-centred and coordinated supports for residents affected by gender-based violence, intimate partner and family violence, and human sex trafficking.

Housing and Homelessness

Organizations supporting housing stability, homelessness prevention, housing navigation, tenancy retention, wraparound supports and coordinated community pathways for residents experiencing housing instability or risk of homelessness.

Poverty Reduction, Income Support and Employment

Organizations addressing poverty, affordability, income instability, social exclusion and barriers to participation by supporting residents with stabilization, navigation, access to income supports and pathways to improved quality of life.

Mental Health and Addictions

Organizations supporting residents' mental health, addictions, wellness, social connection, belonging, resilience and access to culturally responsive community-based supports.

Newcomer and Refugee Settlement

Organizations supporting newcomers, refugees and immigrant communities with settlement, integration, service navigation, language and employment-related pathways, culturally responsive supports and connection to community resources.

Reconciliation, Equity, Accessibility, Diversity and Inclusion

Organizations advancing equitable access, inclusion, anti-racism, accessibility, cultural safety, Indigenous-led or Indigenous-serving initiatives, reconciliation, community leadership and reduced systemic barriers.

Capacity Building

Organizations or individuals providing specialized expertise, guidance and support to strengthen organizational capacity, practices, systems and sustainability.

Appendix B: Eligible and Ineligible Costs Definitions

Eligible Costs Definitions

Administrative and Utility Costs (Capped at 50% of the funding request)

Definition: Indirect operating expenses required to support the delivery and administration of funded activities. Administrative and Utility costs are capped at 50% of the total funding request.

Eligible Administrative and Utility Costs only include:

Insurance: Costs for business-related insurance coverage necessary for organizational operations and program delivery, including general liability, property, and directors' and officers' insurance.

Lease and Occupancy: Costs associated with renting a physical location used for organizational operations or program delivery. Eligible expenses are limited to rent payments for the leased space.

Costs related to building maintenance and operations, including, without limitation, cleaning services, janitorial supplies, waste collection, garbage removal, property maintenance, repairs, security services, snow removal, landscaping, and other occupancy-related expenses, are **not** eligible under this category. Any expenses beyond rent for a physical location will be deemed ineligible.

Utilities: Costs associated with operating a physical business location used for organizational operations or program delivery, including:

- Hydro/electricity
- Natural gas/heat
- Water/wastewater
- Business Internet Services
- Business Telephone Services

Where utilities, internet, or telephone services are used for both personal and business purposes, separate records must be maintained to demonstrate the business-related portion of the expense.

Senior Leadership (up to 50% of each position's cost, to a maximum of \$60,000 per position)

Definition: Senior Leadership positions are roles accountable for the overall strategic direction, governance, financial stewardship, organizational performance, and long-term sustainability of the organization. These positions typically have organization-wide decision-making authority and responsibility for multiple programs, departments, or functions.

Examples:

- Executive Director
- Director of Finance
- Program Director
- General Manager

Business Support Positions (up to 100%)

Definition: Business Support Service positions provide administrative, financial, human resources, information technology, coordination, or operational support that enables the organization to deliver programs and services effectively.

Examples:

- Program Manager
- Operations Manager
- Supervisor
- Team Lead with direct reports
- Service Manager
- Bookkeeper
- Finance Coordinator
- Administrative Assistant
- Office Coordinator
- Data Coordinator
- Operations Coordinator

Mandatory Employment Related Costs (up to 100%)

Definition: Mandatory employment related costs for senior leadership or business support positions where the position directly sustains core operations.

Organizations requesting staff-related funding must include the estimated percentage and dollar value of Mandatory Employment Related Costs (MERCs) associated with each position using the Budget Template. Additional employee benefits may be identified separately where applicable.

Financial Support (up to 100%)

Definition: Costs related to financial administration services required to manage organizational finances and funding, including bookkeeping, payroll processing, accounts payable/receivable, and financial record maintenance.

Financial Audit Fee (up to 100%)

Definition: Costs associated with the preparation, review, examination, audit, compilation, or assurance of an organization's financial statement, records, accounts, internal controls, or financial reporting by an external auditor, accounting firm, or other financial professional.

IT/Data Management (up to 100%)

Definition: Costs related to technology systems and data management required to support program operations, including software subscriptions, database management, cybersecurity measures, cloud storage, and technical support services.

Legal Services (up to 100%)

Definition: Costs associated with contract reviews.

Ineligible Costs Definitions

Activities completed or costs incurred prior to funding approval

Definition: Any activities undertaken or expenses incurred before written funding approval is received from the Region of Peel. Funding cannot be applied retroactively.

Expenses funded through other Regional Programs

Definition: Eligible expenses that are already funded, in whole or in part, through another Region of Peel funding program within the same funding period are ineligible for funding.

Program Supplies

Definition: Costs associated with resources and materials that are directly used to deliver programs, services, or activities to participants. Examples include, but not limited, to educational materials, participant kit and activity supplies.

Annual Fundraising Drives or Events

Definition: Costs associated with fundraising campaigns, donor engagement activities, galas, charity events, sponsorship events, or other activities primarily intended to raise funds for the organization.

Capital Expenses

Definition: Costs associated with the purchase, lease-to-own, or financing of capital assets, including but not limited to computers, laptops, tablets, printers, office furniture, equipment, vehicles, and other durable assets.

Medical Research or Medical Equipment

Definition: Costs associated with medical research, clinical studies, medical devices, diagnostic equipment, treatment equipment, or other healthcare-related equipment purchases.

Political Activities

Definition: Activities intended to influence political parties, candidates, elected officials, legislation, or government policy, including advocacy campaigns, lobbying activities, and political events.

Religious Activities

Definition: Costs associated with religious worship, faith-based instruction, proselytizing, religious ceremonies, or activities intended to promote or advance a particular faith or belief system.

Organizational Restructuring

Definition: Funding may not be used to finance or support mergers, acquisitions, amalgamations, corporate restructuring, organizational takeovers, or the purchase of another organization or its assets.

Honorariums

Definition: Payments provided as a gesture of appreciation, recognition, or goodwill rather than as compensation for employment or contracted services.

Transportation

Definition: Costs associated with travel and transportation, including public transit, rideshare services, taxis, mileage reimbursement, vehicle rentals, parking, airfare, rail travel, and other transportation expenses.

Accommodations

Definition: Costs related to overnight stays or lodging, including hotels, motels, short-term rentals, conference accommodations, and other forms of temporary housing.

Food and Beverages

Definition: Costs associated with meals, catering, refreshments, snacks, beverages, hospitality, or entertainment expenses.

Professional Certifications

Definition: Costs associated with obtaining, maintaining, or renewing professional certifications, licenses, designations, or credentials, including First Aid, CPR, and other certification training.

Conference Fees

Definition: Registration fees, attendance costs, memberships, event passes, or related expenses associated with conferences, conventions, trade shows, or networking events.

Late payment fees and interest charges

Definition: Penalties, interest charges, finance charges, late payment fees, or other costs resulting from overdue payments or financial obligations.

Bank Fees

Definition: Routine banking costs, transaction fees, service charges, overdraft fees, credit card fees, wire transfer fees, and other financial institution charges.

Staff Training and Development

Definition: refers to learning opportunities, professional development activities, certifications, coaching, and skills-building initiatives. Costs may be eligible when they are necessary to improve the quality, effectiveness, accessibility, or cultural responsiveness of funded programs or services.

Examples include training related to community navigation, crisis intervention, survivor supports, youth mentorship, housing stability, newcomer supports, cultural competency, and evidence-informed practices that enhance service delivery to priority communities.

Appendix C: Key Performance Indicators (KPIs) and Progress Reports

KPIs must be completed semi-annually. Each objective will have unique KPIs. Successful applicants will be required to complete the KPIs associated with their approved expense. Successful applicants will receive confirmation of their approved expense and the applicable objective associated with the expense. This will support the successful applicant in knowing which KPI's to complete.

Objective 1: Increase Organizational Capacity

KPIs:

- # of positions funded
- # of positions filled or retained
- # of systems implemented or improved
- # of policies and/or procedures completed

Progress Report Questions:

- Identify and explain the systems that the approved expense has enabled your organization to implement or improve.
- Identify and explain the policies and/or procedures the approved expense has enabled your organization to complete.
- Identify and explain how the approved expense has increased organizational capacity.

Objective 2: Improve Operational Stability

KPIs:

- # of positions funded
- # of operational expenses funded

Progress Report Questions:

- Is the approved expense supporting a new or existing vacant position?
- Identify and explain how the approved expense has supported operational stability.

Objective 3: Increase Access to Capacity-Building Resources

KPIs:

- # of database or systems implemented or enhanced
- # of staff supporting or leading the implementation of these databases or systems

Progress Report Questions:

- Identify which databases or systems were implemented or enhanced from the approved expense and explain how they have improved your organization.
- Identify and explain how your organization plans to maintain and evaluate the success of the implemented databases or systems.

Objective 4: Increase Organizational Readiness and Sustainability

KPIs:

- # of plans (risk management or sustainability) developed
- # of risks reduced or mitigated
- # of new revenue streams accessed

Progress Report Questions:

- Identify the plans developed by the approved expense and explain how they have reduced or mitigated risk.
- Identify how the organization plans to increase or diversify its revenue sources through use of the approved expenses.
- Identify how the approved expense has increased organizational readiness and sustainability.

Appendix D: Regional Strategies

Community Safety and Well-being Plan sets out how partners across different sectors can work together to make Peel a safer, more inclusive, and connected community where all residents thrive

Peel Poverty Reduction Strategy (2018-2029) focuses intentionally on 3 priority areas, income security, economic opportunity, and well-being and social inclusion.

Peel Public Health Strategic Plan (2020-2029) plan presents 5 strategic priorities based on the public health needs of Peel residents, now and in the future.

Seniors Services (2024-2029) Plan is focused on addressing the needs of the growing seniors' population in Brampton, Caledon, and Mississauga.

Peel Housing and Homelessness Plan (2018-2028) plan to help residents get and keep housing they can afford and prevent homelessness in Peel.

Early Years and Child Care (2025-2030) is a road map for how we will continue to build and grow an early years and child care system that meets the evolving needs of children and families in Peel.

Strategy to Address Human Sex Trafficking in Peel Region strategy aims to address human sex trafficking through Prevention, Intervention and Exits.

Climate Change Master Plan 10-year plan that outlines actions and activities to manage climate change.

Accessibility Plan Plan outlines how the Region will keep removing barriers and improving accessibility for everyone in Peel.

Diversity, Equity and Inclusion Strategy Peel Region's 5-year strategy to strengthen well-being and belonging across our organization and in the communities we serve.