2025 Capacity Building Fund

Call for Proposals Applicant Guide

Contents

1. **Background** **3**
2. **Application period** **3**
3. **Funding Amount and Term** **3**
4. **Fund Description** **3**
5. **Funding Priorities and Anticipated Outcomes** **3**
6. **Eligibility** **5**
7. **How to Apply** **7**
8. **Assessment** **9**
9. **Reporting** **10**
10. **Contact Us** **10**
11. **Application Checklist** **11**
12. **Glossary** **12**

Background

As part of the Family & Community Support Services (FCSS) program, and guided by the FCSS Policy , the Capacity Building Fund is available to eligible non-profit organizations for one-time projects that enhance social impact and address emerging issues by strengthening organizational effectiveness.

Application period

Applications will be accepted through the Funding Information Management System (FIMS) from November 28, 2024 to January 2, 2025 at 11:59 pm. Late applications will not be accepted unless an extension is requested, and approved, 2 business days in advance of the application deadline. To request an extension, email fundingproposals@calgary.ca, and indicate the rationale for the request.

Funding Amount and Term

Up to $1 million will be available through this fund in 2025. Individual projects will be funded for a maximum of $100,000. Eligible projects must be one-time projects that can be completed, and funds spent, by December 31, 2025.

Fund Description

The 2025 Capacity Building Fund is designed to empower eligible non-profits for one-time projects that enhance social impact and address emerging issues by strengthening organizational effectiveness. This fund supports organizations in building internal capacity to become more effective, sustainable, and responsive to Calgarians experiencing vulnerabilities.
Eligible initiatives focus on increasing adaptive or technical capacity, going beyond regular operations or program activities to strengthen the organization's overall resilience and responsiveness.

Funding Priorities and Anticipated Outcomes

Funding for community-based organizations will be prioritized through this funding call to implement projects that will lead to positive change for the Calgarians they serve.

Community-based organizations are those that are:

- A registered non-profit organization.
- Serve Calgarians experiencing vulnerabilities, including individuals facing systemic barriers related to ability, age, ethnicity, gender, immigration status, Indigeneity, race, sexual orientation, and socio-economic status.
- Led by members of the community they serve, and;
- Have an annual operating budget of less than $250,000 a year;
  OR
- Have four, or fewer, full-time equivalent staff positions;

You do not have to be a Community-Based Organization in order to be eligible for this funding. Please see the Eligibility section below for details on organizational eligibility.

This year, projects that fall under the following areas will be accepted for funding:

1. **Good Governance:** Developing, or updating, policies, procedures, and strategies to foster good governance and increase the ability to meet community needs.
    - **Anticipated Outcome:** Improved governance and leadership, leading to greater accountability, transparency, and organizational effectiveness.

2. **Community Needs and Mobilization:** Strategies and activities to understand how to support and mobilize communities to co-create solutions. This can include assessing needs while simultaneously leveraging the existing strengths and resources within the community.
    - **Anticipated Outcome:** Improved alignment of services with community needs, ensuring that resources are directed effectively and that solutions are developed collaboratively with the community.

3. **Digital Transformation**: Enhancing technological resilience and upgrading digital infrastructure to improve service delivery, data collection, and outreach.
    - **Anticipated Outcome**: Improved performance and efficiency in delivering services and achieving goals.

4. **Change Management:** Strengthening leadership skills and governance structures to prepare organizations for future challenges. This includes scenario planning, contingency planning, and other strategies to ensure readiness and resilience in the face of organizational changes.
    - **Anticipated Outcome:** Strengthened organizational resilience with effective contingency plans in place, enabling organizations to navigate unexpected challenges and maintain stability.

5. **Financial Sustainability:** Building sustainable funding models, such as training in grant writing, fundraising tactics, or developing social enterprises.
    - **Anticipated Outcome:** Greater financial resilience and sustainability through diversified funding strategies.
6. **Mental Health and Wellbeing:** Initiatives to improve the mental health and psychological safety of staff or volunteers.
    - **Anticipated Outcome:** Enhanced mental health and well-being of staff and volunteers through the implementation of trauma-informed care practices and effective support strategies.
7. **Learning and Development:** Fostering a positive work environment by supporting organizational growth and employee development through professional development, support systems, and continuous learning.

- **Anticipated Outcome:** Improved staff support systems, manageable workloads, and a positive work environment.

8. **Data and Impact:** Strengthening the ability to collect, analyze, and use data for effective decision making and measuring impact.
    - **Anticipated Outcome:** Enhanced ability to collect, analyze, and use data to evaluate effectiveness, demonstrate impact, and guide informed decision-making.

9. **Equity, Diversity, Inclusion & Anti-Racism:** Integrating anti-racist and equitable practices into capacity-building efforts, fostering inclusivity, and ensuring equity-deserving groups have opportunities to fully participate and thrive.
    - **Anticipated Outcome:** Enhanced equity and inclusivity, providing more equitable access and opportunities for equity-deserving groups.

10. **Truth and Reconciliation:** Incorporating Indigenous knowledge and practices into capacity-building efforts to promote healing, education, and understanding, addressing the impacts of colonization on Indigenous communities in Calgary.
    - **Anticipated Outcome:** Strengthened Indigenous partnerships and practices, fostering cultural understanding and advancing truth and reconciliation efforts.

Eligibility

Organizational Eligibility

- Non-profit organizations with an elected volunteer Board of Directors, operating within Calgary's city limits. Organizations must be registered under one of the following:
    - The Alberta Societies Act;
    - The Alberta Companies Act;
    - The Canada Not-for-Profit Corporations Act; or
    - The Canada Business Corporations Act.
- Organizations must be in good standing with The City of Calgary. Organizations with a previous, or existing, funding agreement must have fulfilled all reporting and other contractual requirements or have no other conditions that would disqualify them from additional funding.
- Community-based organizations that meet the following criteria:
    - A registered non-profit organization
    - Led by members of the community they serve, and either:
    - Have an annual operating budget of less than $250,000, or
    - Have four or fewer full-time equivalent staff positions.

Project & Expense eligibility

Only one application may be submitted per organization.

Below are examples of eligible projects and expenses. Please note that this list is not exhaustive, and there may be other types of projects and expenses that could qualify for funding. If you are unsure whether your project or specific expenses are eligible, we encourage you to reach out to us via email at **fundingproposals@calgary.ca** for clarification.

Eligible projects and expenses include:

- One-time projects that strengthen organizational effectiveness to meet the needs of Calgarians experiencing vulnerabilities.
- Preference will be given to projects that align with one of the defined priority areas.

- Direct project expenses related exclusively to the proposed project:
    - Wages or consultant fees.
    - Travel and parking.
    - Materials and supplies.
    - Technology, such as hardware or software.
        - Please provide a rationale for the purchase of hardware, applications, software, or database enhancements as it relates to project delivery.
    - Collaboration expenses: Costs related to joint meetings, shared resources, and partnership activities.
    - Rent or lease expenses.
        - Only for the space intended for project delivery.

- Operational or administrative expenses:
    - Indirect or administrative expenses should not exceed 15% of the requested program funding.

- Contractual requirements:
    - General liability insurance
    - Financial audit expenses.
    - **NOTE:** The costs associated with obtaining insurance and completing audited financial statements should be included in the application budget, as these are eligible expenses.

- Funded projects may run until December 2025. No funding will be provided for ongoing maintenance, operation or staffing following the funding period.

Capacity-building funding **cannot** be used for:

- Multiple projects within a single application.
- Ongoing programs and services.
- Projects that are primarily for the recreational needs or leisure time pursuits of individuals.
- Offering direct assistance.
- Projects that are primarily rehabilitative in nature.
- Duplicating services that are ordinarily provided by a government or government agency.

Ineligible expenses include:

- The purchase of land or buildings.
- The construction or renovation of a building.
- The purchase of motor vehicles.
- Operational and administrative costs beyond those related directly to the proposed project.
- Client support expenses, including money, food, clothing, or shelter.
- Municipal property taxes and levies.
- Any payments to a member of a board or committee.
- Fundraising events or campaigns.
- Entertainment and hospitality.
- Fines, penalties, or legal fees.
- Pre-agreement expenses.

How to Apply

Applications must be submitted online through FIMS by January 2, 2025 at 11:59 pm. Late applications will not be accepted unless an extension is requested and approved, 2 business days in advance of the application deadline.

Step one – Before you apply

Before submitting your application, organizations are encouraged to review all relevant information and prepare the necessary documentation. Please ensure the following steps are completed:

- Review this webpage in full and familiarize yourself with all the guidelines and requirements for a successful application.
- Review the sample application form (non-fillable) as a reference to help you understand the type of information required.
- Consult this Applicant Guide to verify that your application aligns with the objective of the fund.
- Register for the Funding Information Management System (FIMS)
- Upload your organization's Certificate of Incorporation and most recent provincial or federal annual return in FIMS.

Step two – Application

All eligible organizations must apply through the Funding Information Management System (FIMS).

Organizations that don't have a FIMS account must register before accessing an application. Organizations access FIMS with a myID business account, which is a single sign-on approach used by businesses and organizations to access City services online. To register for a myID business account, organizations should obtain a business id number here, and then register their primary email address

here. Finally, set up a myID business account by visiting myid.calgary.ca, using the business ID number and registered email address. Learn about how to obtain a myID business account and register for FIMS, and review the FIMS training modules.

Questions about accessing FIMS may be directed to fundingproposals@calgary.ca. Alternate options to apply will be provided to organizations that encounter difficulties in accessing FIMS prior to the application deadline. Successful applicants will need to set up a FIMS account for payment and reporting purposes.

Disaggregated Data Collection

The application will include an optional section to gather disaggregated data in support of The City's commitment to diversity, equity, inclusion, and anti-racism. Disaggregated data means data that can be broken apart or "disaggregated" so that relationships and effects on different categories of people and organizations can be seen. All questions in the section are optional and therefore do not need to be completed. Answers will not have an impact on the success of an application.

Step three – Supporting documents

In addition to submitting your application through FIMS, the following documents should be uploaded in FIMS by the application deadline:

- Certificate of Incorporation
- Organizational Bylaws
- List of Board of Directors
- Organization's most recent approved provincial or federal annual return with the financial statement attached, *OR* an organizational financial statement.

*The annual return is not your income tax or registered charity annual information return, but a document that is submitted annually to either the provincial or federal government, depending on which Act your organization is registered under:

- Alberta society annual return (form REG3185);
- Alberta not-for-profit company annual return (form REG11322);
- Canada not-for-profit annual return (form 4022);

Only one of these documents needs to be submitted. If you are unsure what to submit, or you do not have an annual return, please contact us.

Step four – After you have applied

The City of Calgary will review applications and make decisions by April 2025. All applicants will be notified of the outcome of their application shortly thereafter.

Applicants may be asked to submit additional documents or answer questions to support the review and decision process.

Successful applicants will need to provide proof Commercial General Liability (CGL) in an amount not less than Two Million Dollars ($2,000,000.00) inclusive, with The City of Calgary as an additional insured. This may take time to accomplish, so it is advised to look into this process with your insurance provider

early. Organizations are encouraged to include the costs associated with insurance in the application's budget section.

Unsuccessful applicants may request feedback on why the application wasn't successful and what could be done differently in the future. Requests for feedback should be sent to fundingproposals@calgary.ca.

Assessment

Only one application may be submitted per organization.

All applications submitted will undergo a fair and consistent review process. Please note that requests for funding will likely exceed funds available, and therefore only the projects or initiatives that demonstrate the strongest alignment and potential for impact will be eligible.

Applications will be evaluated based on the following criteria:

Application Assessment

- Application is received by the deadline – late applications will not be assessed unless an extension process is initiated 2 business days in advance of the application deadline. To request an extension, email fundingproposals@calgary.ca, and indicate the rationale for the request.
- Application is complete - partial applications will not be assessed.
- The organization and project align with the fund's objectives, specifically the indicated funding priorities.
- Demonstration that the project is clearly a one-time project, with the ability to spend the funds by December 31, 2025. Programs will not be funded.

Organizational Assessment

- Organization is a registered non-profit organization and a legal entity in good standing. Organizations with an existing funding agreement with The City of Calgary must have fulfilled all reporting and other contractual requirements or have no other conditions that would disqualify them from additional funding.
- Organization operates within Calgary city limits.
- The organization demonstrates the ability to meet contractual requirements.
- The organization can implement the program as soon as the funding agreement is signed.
- If partnerships with other organizations are identified, they are named, and their roles are clearly identified (if applicable).

Project Eligibility Assessment

- Clear articulation of organizational need, what capacity is being built, and how capacity is being built.
- Clear outline of intended outcomes.
- The impact of the project on Calgarians experiencing vulnerabilities is clearly articulated, with a clear outline of intended measures for evaluating impact.

- The budget is proportionate to the type of proposed activities.
- Initiative is a single defined project, not multiple activities with different outcomes.

Reporting

Organizations will be required to report using the following accountability methods:

Project Reporting

Project reports collect information on outputs, outcomes, clients/participants, contacts, partnerships, and success stories. All project reports will be submitted in FIMS. Successful applicants will need to complete a project-end report covering the full agreement term, due March 1, 2026.

Financial Reporting

To ensure funds are expended as approved, organizations must report on how funds were utilized in the following ways. Failure to meet reporting requirements may result in termination of the funding agreement and impact future funding eligibility.

- Submit a project financial report and unaudited project financial statement by March 1, 2026 showing revenues and expenses of project funds signed by two officers of the organization with signing authority; and
- an annual audited organizational financial statement for all organization operations, due three months after its fiscal year-end.
    - Applicants are encouraged to include costs for preparing audited financial statements in their budget.

Contact Us

If you have any questions during or after this application period, please contact us. This web page will be updated regularly to address submitted questions but will not include identifying information about the organization or individual.

If you have identified barriers with this call for funding proposals or would like to suggest ideas on how to make this funding more accessible and equitable, please contact. We are committed to integrating the feedback when possible and providing rationale if we are currently unable to make the changes.

All inquiries can be emailed to fundingproposals@calgary.ca.

Application Checklist – 2025 Capacity Building Fund Call for Proposals

Applications are being accepted through the Funding Information Management System (FIMS) until January 2, 2025 at 11:59pm. Due to the expected volume of applications and the time needed to review them, late applications will not be accepted without an extension process being initiated at least 2 business days ahead of application deadline. Those seeking an extension should email fundingproposals@calgary.ca.

Before you apply:

- ☐ Review 2025 Capacity Building Applicant Guide in its entirety.
- ☐ **Optional:** Attend the scheduled Information Session or connect with fundingproposals@calgary.ca with any clarifying questions.
- ☐ **Optional:** Download the non-fillable copy of the application form for review in advance of completing the application in FIMS.

Setting up Funding Information Management System (FIMS):

- ☐ Review the FIMS frequently asked questions.
- ☐ Complete FIMS online training modules .
- ☐ Organizations that do not have a FIMS account must set up a myID business account in order to register.
    - ☐ To obtain a business id number, visit Calgary.ca/startbusiness or call 403-268-5311.
    - ☐ Register your primary email address online at Calgary.ca/businessemail or call 403-268-5311.
    - ☐ Set up your myID business account by visiting myid.calgary.ca and use your existing business ID number and your registered email address.
- ☐ Create a FIMS account and set up organization profile ahead of creating a funding application. As it can take 3-5 business days to finalize this step and organizations are advised to allow ample time for creating these accounts.

Application Process:

- ☐ Upload relevant documents through FIMS by the application deadline and/or upload alternative attachments which demonstrate your capacity to lead this work. If these documents are not available, please indicate why in the corresponding application form:
    - ☐ Organization's provincial or federal annual return.
    - ☐ Applicants may be asked to submit additional documents or answer questions to support the review and decision process.
- ☐ Access the application in FIMS under the 'Available Funding' section.

- ☐ Complete and submit application.
- ☐ If you have any questions during the application period, please contact us and we will respond within three business days. Email: fundingproposals@calgary.ca

Glossary

- **Annual return** – Registered nonprofit organizations must file an annual return to the provincial or federal government, depending on how they have been incorporated. This is not the return that is submitted to the Canada Revenue Agency. Returns verify your organization's information and maintain its active status as an incorporated body. We use this information to verify organizational details and status.
- **Audited financial statement** – Audited financial statements are completed and signed by a Chartered Professional Accountant who is independent of the organization.
- **Capacity-Building** – Building the capacity of an organization or community involves strengthening the resources, capabilities, knowledge of a group, with the end goal of strengthening that group's ability to achieve its mission and vision and increase its measurable impact. (*Adapted from: Huffman, D., Thomas, K., & Lawrenz, F. (2008). American Journal of Evaluation, 29(3), 358-368*.).
- **Certificate of Incorporation** – An organization can be incorporated under federal, provincial, or territorial statutes. Certified means that the documents have an effective date and are stamped or signed by the appropriate incorporating authority.
- **Community** – A community is a group of people that interact and support each other, and are bonded by shared experiences or characteristics, a sense of belonging, and often by their physical proximity. Examples include, but are not limited to, communities of geography, race, culture, religion, ability, sexuality, and experience (*Adapted from: Cobigo, V., Martin, L., & Mcheimech, R. (2016). Canadian Journal of Disability Studies, 5(4), 181-203.).*
- **Community-based organization** – Non-profit, non-governmental, or charitable organizations that represent community needs and work to help them. Community-based organizations may be associated with a particular area of concern or segment of the community. For the purposes of this fund, eligible community-based organizations are those that are led by members of the community they serve and have an annual operating budget of less than $250,000 a year or have 4 or less fulltime-equivalent (FTE) staff positions.
- **Digital Transformation** – Investing in comprehensive technology upgrades that enable long-term improvements in data collection, service delivery, and outreach. This could include integrating new systems, enhancing digital platforms for community engagement, or implementing advanced data analytics for decision-making.
- **Disaggregated data** – Disaggregated data means data that can be broken apart or "disaggregated" so that relationships and effects on different categories of people and organizations can be seen.
- **Equity** – Treating everyone with fairness by taking into account individual differences and social conditions. It means conditions are adjusted to meet people's diverse needs, strengths, and social realities.

- **Full-time equivalent (FTE) staffing position** – An FTE is a unit of measurement used to figure out the number of full-time hours worked by all employees in an organization. A full-time job is one in which a person works 30 or more hours a week. A person working 30 hours a week is considered one (1) FTE. Someone who works 15 hours a week would be considered a half (0.5) FTE. You can calculate the number of FTEs in your organization by adding everyone's average weekly working hours and dividing by 30.
- **Funding Information Management System (FIMS)** – A secure, online platform for non-profit organizations to manage their organization's profiles, manage their reporting requirements, and apply for funding for social programs and services.
- **myID** – An online service that provides citizens and business owners access to multiple City of Calgary services using a single account. A myID business account is required to access the Funding Information Management System (FIMS).
- **Organizational Effectiveness** – Developing the capabilities of an organization to improve its effectiveness and sustainability. (*Cornforth, C., & Mordaunt, J. (2011). Voluntas, 22(3), 428-449.*).
- **Program –** A program is an ongoing activity or service offered by an organization, usually involving clients that benefit from their participation in the service.
- **Project** – An activity with a clear beginning and end, with clear deliverables at the end.
- **Unaudited financial statement** – Unaudited financial statements are prepared by an accountant, includes all program revenue, all eligible expenses, any accrued interest on the grant that have been used for the approved project and are signed by two (2) officers of the organization with signing authority.