

2024 Capacity Building – Organizational Effectiveness
Call for Proposals Applicant Guide

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Background

The Capacity Building Fund is available to eligible non-profit organizations for one-time projects to strengthen their organizational effectiveness, increase their programs' impact, and address emerging social issues and trends that are impacting Calgarians.

This fund focuses on two categories:

Emerging Social Issues for sector-wide projects

Organizational Effectiveness for projects that strengthen organizations.

Please note that each category has its own section on the Call for Funding Proposals webpage. This applicant guide is for Organizational Effectiveness.

2024 Capacity building – Organizational Effectiveness call for proposals

Application period

Applications will be accepted from all eligible applicants through the [Funding Information Management System \(FIMS\)](#) from Wednesday, November 1, 2023 to Wednesday, December 13, 2023 at 11:59 pm.

Late applications will not be accepted unless an extension is requested, and approved, 24-hours in advance of the application deadline. To request an extension, email fundingproposals@calgary.ca, and indicate the rationale for the request.

Amount & term

Up to \$1.5 million will be available through this fund in 2024. Eligible projects must be one-time projects that can be completed, and funds spent, by December 31, 2024.

The maximum funding amount per project is \$50,000.

Community-based organizations

This year community-based organizations will be encouraged to submit proposals within either funding stream, 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
 - 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 full-time equivalent staff positions

Up to \$500,000 of the \$1.5 million available through this fund will be allocated towards projects developed by community-based organizations.

Funding priorities for Organizational Effectiveness

Funds are available for one-time projects that improve an organization's effectiveness in supporting Calgarians experiencing vulnerabilities. These initiatives would include increasing the adaptive or technical capacity of an organization. The initiatives go beyond regular operating processes or

programmatic activities and seek to enhance the ability of the organization to be resilient and responsive.

Priority Areas

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

- **Technology solutions**
Examples could include software or hardware that increase the efficiency of the organization or its programs; advances digital equity; supports service delivery; promotes coordination of multiple organizations.
- **Data & evaluation**
Examples could include strategies that focus on data collection, analysis, or interpretation; change management plans that use data to identify challenges, adjust processes, refine goals, and demonstrate impact; evaluation or learning tools to better identify and understand the community the organization serves; program evaluations that measure impact, effectiveness, and achievements.
- **Employee health & wellness**
Examples could include human resource strategies; flexible work options; equity, diversity, and inclusion policies; employee engagement strategies, policies or practices that support employee mental health.
- **Management capacity**
Examples could include the development of revenue diversification strategies; financial reserve policies; alternate operational models; organizational realignment, and risk assessments.

Applications outside of these priority areas will also be accepted and considered for funding.

Anticipated outcomes:

- New strategies that enable an organization to prioritize, innovate, and respond to internal or external changes.
- Redistribution or reallocation of organizational resources to better respond to emerging issues within and outside of their organization.
- Increased ability to implement new organizational or programmatic functions.
- Increased organizational effectiveness or efficiency.

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.
- Organization 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.

Project & expense eligibility

Only one application may be submitted per organization, per category. Organizations may submit applications for both Emerging Social Issues and Organizational Effectiveness.

Eligible projects and expenses include:

- One-time projects that strengthen organizational effectiveness and/or enhance program design to meet the needs of Calgarians experiencing vulnerabilities.
- Capital expenses (vehicle purchase, facilities, etc.) will not be considered for funding. Exceptions include:
 - Technology purchased for the purposes of increasing organizational effectiveness are eligible. Please provide a rationale for the purchase of hardware, applications, software, or database enhancements as it relates to project delivery;
 - Rent is eligible so long as space is intended for delivery of activities conducted under this project.
- Funded projects may run until December 2024. No funding will be provided for ongoing maintenance, operation or staffing following the funding period.
- A portion of the organization's global audit is an eligible expense, and organizations are encouraged to include this cost in their budget.
- Organizations are encouraged to include the costs associated with insurance in the application's budget section.

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

- Multiple projects within a single application.
- Ongoing programs and services.
- Operational and administrative costs beyond those related directly to the proposed project.
- Projects that are primarily for the recreational needs or leisure time pursuits of individuals.
- Offering direct assistance, including money, food, clothing, or shelter.
- 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.

- Any costs required to sustain an organization that do not relate to direct service delivery under the project.
- Municipal property taxes and levies.
- Any payments to a member of a board or committee.

Application assessment

Only one application may be submitted per category, per organization. Applications will be assessed in the following areas:

Fund eligibility

- Application is received by the deadline – late applications will not be accepted unless an extension is requested, and approved, 24-hours 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 processed.
- 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 have fulfilled all reporting and other contractual requirements.
- Organization operates within Calgary city limits.
- Organization and project align with the criteria of the Organizational Effectiveness category.
- Demonstration that the project is clearly a one-time project, with the ability to spend the funds by December 31, 2024. Programs will not be funded.

Project eligibility – Organizational Effectiveness

- Clear articulation of organizational need, what capacity is being built, and how capacity is being built.
- Clear outline of intended outcomes.
- Clear outline of intended measures for evaluating impact.
- 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.
- Demonstration that activities can begin as soon as funding agreement is signed.

Application Process

Applications are accessed and submitted through the [Funding Information Management System \(FIMS\)](#). Download the sample application form and budget for reference to assist in preparing answers ahead of time.

Organizations that don't yet have a FIMS account must register in the FIMS system before accessing an application. FIMS is accessed through a [myID business account](#). A myID business account is a single sign-on approach used by businesses and organizations to access City services online. Information on FIMS, and how to access the system, and FAQs, and be found on the [FIMS resource page](#).

Questions about accessing FIMS may be directed to fundingproposals@calgary.ca. Alternate options to submit an application 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.

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

- Organization's Certificate of Incorporation.
- Organization's provincial or federal annual return.

If you have questions during this application period, contact us at fundingproposals@calgary.ca.

After you have applied

All applicants will be notified of the outcome of their application. Applicants may be asked to submit additional documents or answer questions to support the review and decision process.

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.

Successful applicants

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.

Reporting

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

- A project-end report will be submitted through FIMS that details the project outputs and outcomes. This report will be due on March 1, 2025.
- A financial report and an unaudited financial statement for the project will be submitted through FIMS. This report will be due on March 1, 2025.
- For projects funded for \$25,000 or more, project audited financial statements will need to be submitted within three months after the organization's fiscal year-end.
- The organization's annual global audited financial statements will need to be submitted within three months after the organization's fiscal year-end.

Organizations are encouraged to include the costs associated with audited financial statements in the application's budget section.

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 to submit an application. Answers will not have an impact on the success of an application.

Definitions pertaining to the disaggregated data section:

- **Black** – Refers to any individual who self-identifies as belonging to the Black Race. This includes individuals from the African continent, African Diaspora, Caribbean, South/Latin American heritage, North American ancestry or Other.
- **Gender diverse** – Refers to people whose gender identity does not align with the sex they were assigned at birth (i.e., who are not cisgendered), and could include, but is not limited to, gender nonconforming, transgender, agender, Two-Spirit, gender queer, non-binary, and gender fluid.
- **Indigenous** – People whose ancestors lived on and with these lands prior to colonization and identify as First Nations (status or non-status), Métis, or Inuit.
- **Indigenous, Black and diverse Racialized Peoples Organizations** – An organization that is led by and for Indigenous, Black, and/or diverse Racialized Peoples. This includes individuals and groups that The City of Calgary recognize to be experiencing systemic racism, racialization and racial discrimination due to historical oppression and colonization. These are organizations whose mandate and most of their activities and resources are dedicated to serving these communities and those that are created by, led by (at all levels) and involve a majority of people from these communities.
- **LGBTIQ2S+ sexually diverse** – Refers to people whose sexual orientation is not heterosexual/straight, and could include, but is not limited to, lesbian, gay, bisexual, pansexual, asexual, demisexual, and queer/questioning.
- **Racialized** – Individuals who experience systemic racism and Racial discrimination. These individuals are non-White, non-Indigenous and self-identify.

Contact information

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

Email: fundingproposals@calgary.ca

Application Checklist – 2024 Capacity Building – Organizational Effectiveness

Applications are being accepted through the [Funding Information Management System \(FIMS\)](#) until December 13 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 24-hours ahead of application deadline. Those seeking an extension should email fundingproposals@calgary.ca.

Before you apply:

- Review 2024 Capacity Building – Organizational Effectiveness webpage and this Applicant Guide in its entirety.
- Optional:** Attend one of the scheduled Information Sessions 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

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.*)

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.

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.