



A COMMUNITY OF CONNECTIONS

# Calgary's Mental Health and Addiction Strategy

**2023 Change Can't Wait! – Collaborative Pilot Projects**  
Call for Proposals Applicant Guide

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## Background

In March 2021, Council approved \$14 million in support of the **Calgary Mental Health and Addiction Community Strategy and Action Plan** and its three outcome areas of Being Well, Getting Help, and Staying Safe.

To support the vision of the strategy, the **Community Investment Table** has leveraged a combined \$2.2 million to support pilot projects through the Change Can't Wait! campaign since 2020. Each round of funding has tested innovative ideas that bring change at the individual, family, community, and policy or system levels. Together, the Community Investment Table continues to co-invest in the advancement of two of the strategic outcome areas:

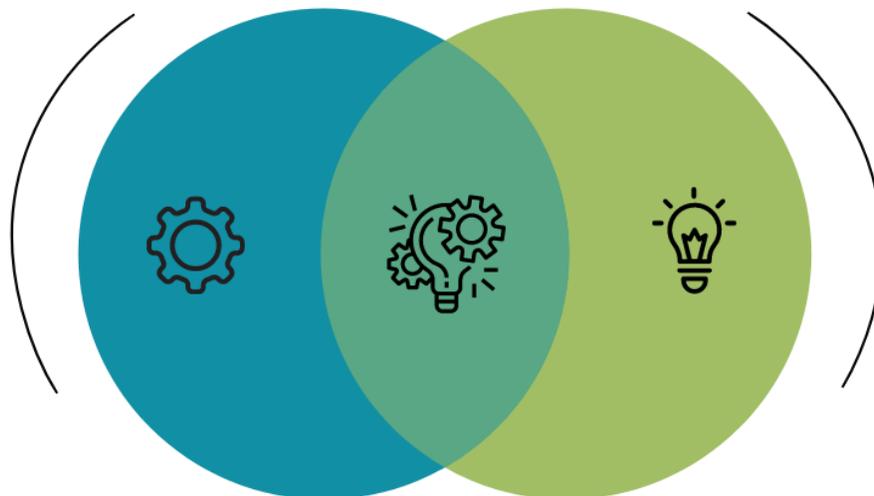
- **Being well:** Wellness at home, at school, at work and in the community
- **Getting help:** What you need, when, where and how you need it

## Description of funding

The **Community Investment Table** is launching the 2023 Change Can't Wait! call for proposals to test innovative ideas through pilot initiatives. In building on learnings and successes from the first three rounds of Change Can't Wait!, the purpose of this call for proposals is to support collaboratives in piloting innovative shared projects and strengthening the ways they work together in the process.

Funds are available to support collaboratives and sector coordination for collective impact initiatives addressing mental health and addiction. Proposed initiatives should support knowledge development and exchange, strengthen collaborative efforts, coordinate efforts among organizations working to address a sector gap, support technological advances or any activity wherein an innovative collaborative response is designed, developed and/or leads to implementation.

Proposed projects will be two-fold: the delivery of an innovative response to mental health and addiction in Calgary and the collaborative itself in their position to advance change within Calgary's mental health and addiction ecosystem.



### Collaborative

Establishing a collaborative approach to addressing systems-gaps, barriers and solutions. Expertise is leveraged from each partner to advance the goal of the project; however convening and collaborative work may extend beyond the scope of the project.

### Project Idea

Together, you have engaged in the creative process of identifying a process, project, program or system you would like to pilot to establish proof of concept and viability.

## Amount

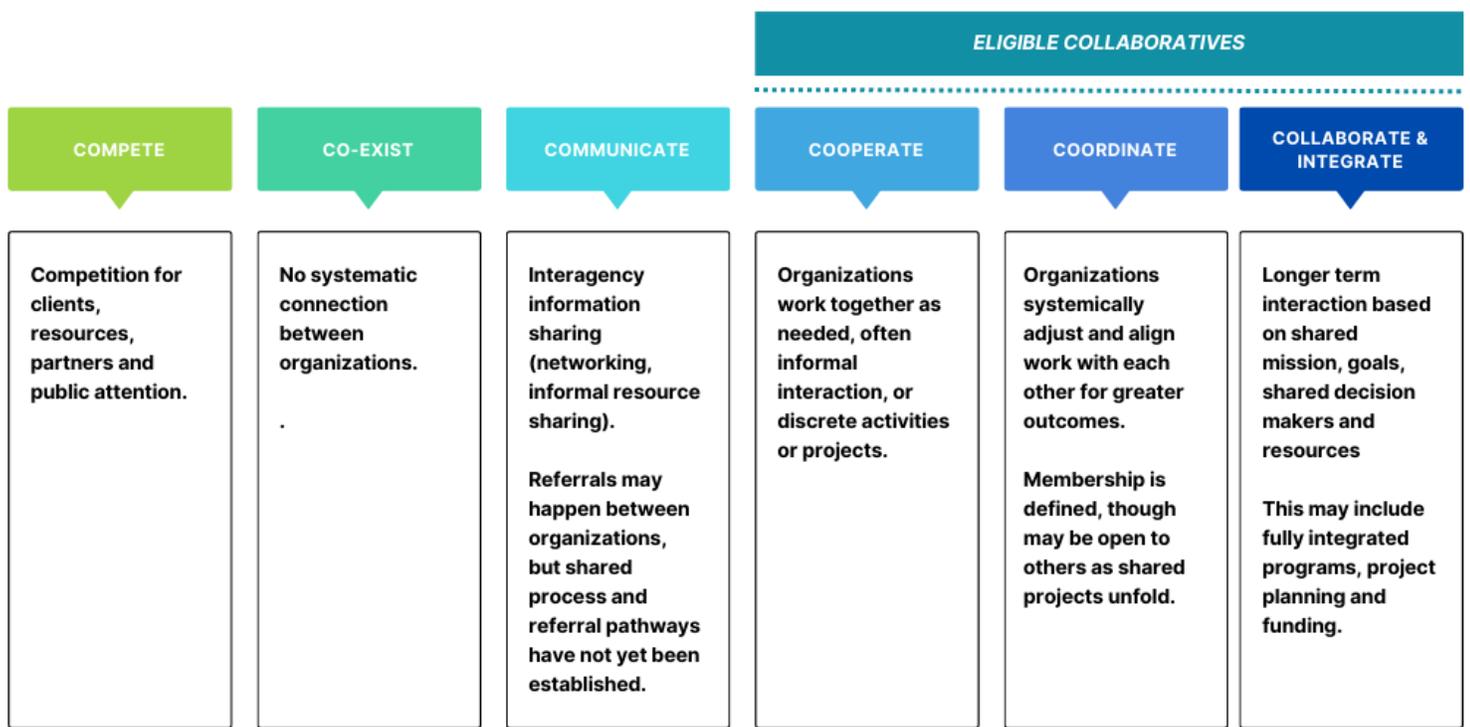
Through this call for funding proposals, up to \$1.8 million in funding will be available for a 15-month timeframe. There is no maximum or minimum amount that can be requested. However, the requested amount should be proportionate to the type of proposed activities and timelines.

Project timelines may run up until December 2024, however sustainability beyond the pilot period should be a consideration in developing the budget.

## What is a collaborative?

Collaboration and interorganizational partnerships are critical to successful system change efforts. By working with others, organizations can leverage a wider range of expertise and resources to inform change. Collaboratives vary in how they are structured and how they operationalize shared work, however for the purposes of this funding opportunity the collaborative is required to have:

- **Partners:** Two or more organizations working together towards a common goal
- **Backbone organization:** A backbone organization managing the collaboration (in this case the primary applicant and fiscal agent). The backbone organization will work with partners to carry out activities.
- **Communication:** Collaborative workflow, regular check-ins, and shared messaging for external communications.
- **Activities:** Expertise leveraged from each partner as part of the overall goals of the project.
- **Shared outcomes:** Common progress measures working towards a shared outcome
- **Common agenda:** Project schedules, decision-making structures, timelines, and accountabilities.



Collaboration Spectrum adapted from Tamarack Institute, 2017

## Strategic Outcomes

In addition to shared outcome measures established by your collaborative, initiatives must align with one of the following strategic outcomes:

### Being Well

- **Resilient people and communities:** Projects which increase the ability of Calgarians to recover from difficult times.
- **Reduced stigma:** Projects which address the complex social process which aims to exclude, reject, shame, and devalue groups of people based on mental health and addiction.

### Getting Help

- **Improved service access and navigation:** Projects which increase service coordination and integration between the mental health and social services that serve Calgarians.
- **Increased knowledge:** Projects which ensure Calgarians know where to get help for mental health issues and problems, substance use and addiction issues where and when needed.

## Application period

Applicants can apply through the [Funding Information Management System \(FIMS\)](#) from Thursday, May 29 – Friday, July 14.

Organizations can access applications if they have access to FIMS. Organizations who do not have a FIMS account must register with a [myID business account](#) as applicants will need to set up a FIMS account for eligibility, payment and reporting purposes. A myID business account is a single sign-on approach used by businesses and organizations to access City services online.

Learn about how to obtain a myID business account and [register for FIMS here](#).

Questions about accessing FIMS may be directed to [fundingproposals@calgary.ca](mailto: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

## Responsibilities of the primary applicant

- Primary applicant (with whom the funding agreement will reside) is required to 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.
- Reporting
  - Financial reporting
    - Unaudited financial report from primary applicant (February 2025)
    - Audited financial statement for initiatives over \$25,000 (3 months after fiscal year-end)
  - Mid-project report (April 2024)

- End report (February 2025)

## Eligibility

- Primary applicants applying on behalf of the collaborative will need to be registered to operate in Alberta. The opportunity is not limited to non-profit or charitable organizations. For example, businesses, faith groups, community associations, academic and public institutions are all eligible.
- While not required, should a non-profit or charitable organization be a member of the collaborative it is recommended they take on the role of primary applicant when it makes sense to do so.
- Organizations will be required to list others operating in partnership, though this can be collaboratives working style can be captured in three ways:
  - **Joint Venture:** The primary applicant will work with partners to carry out activities. They will pool resources to accomplish outcomes.
  - **Cooperative:** Rather than pooling resources and sharing responsibility for the project, each organization instead takes on responsibility only for parts of the project. However, shared mission, goals, decision-making and resources are in place – with the primary applicant distributing resources accordingly.
  - **Other:** Applicant required to define the collaborative and working structure.
- Prior to applying, partnering organizations should have a history of working together and in some cases a written agreement (where appropriate).

## Project eligibility and additional considerations

- Collaboratives must pilot a new idea or way of advancing work together.
- This fund is not intended to sustain established initiatives, however, could pilot new components of a project which has already established proof of concept.
- Dollars are not used to form the collaborative (for example: identifying partners, initial meetings) but can be used to enhance operating through temporary staffing costs, convening costs and technology. In other words, you will have to have your collaborative formalized prior to applying.
- Capital expenses (vehicle purchase, facilities, etc.) will not be considered for funding. Exceptions include:
  - Technology purchased for the purposes of collaboration are eligible. Please provide a rationale for the purchase of hardware, applications, software, or database enhancements as it relates to program delivery.
  - Rent is eligible so long as space is intended for delivery of activities conducted under this initiative.
- Publications generated by this initiative are to be publicly available free of charge immediately upon their completion.

- Insurance and audited financials (for grants which exceeds \$25, 000) are required but should be added to the proposed budget as eligible expenses.
- Initiative may run until December 2024, sustainability beyond funding period will be a consideration. No funding will be provided for ongoing maintenance, operation or staffing following the pilot period.
- Staffing costs are eligible for the 15-month period only, with no expectation of extension.
- More than one idea may be submitted; however, a separate application form must be submitted for each distinct idea.

## Application assessment

Applications will be assessed in the following areas:

### Eligibility

- Application is received by the deadline – late applications will not be processed without extension process initiated 24-hours in advance of the application portal closing.
- Application is complete - partial applications will not be processed.
- Primary applicant is registered to operate in Alberta and currently operating in Calgary city limits.
- The collaborative and proposed initiative both align with the information provided in the call for proposals.
- Organizations with an existing funding agreement have fulfilled reporting and other contractual requirements.

### Program Design

- Primary applicants applying on behalf of the collaborative are registered to operate in Alberta. The opportunity is not limited to non-profit or charitable organizations. For example, businesses, faith groups, community associations, academic and public institutions are all eligible.
- Collaborative has evidenced working relationship which would benefit from investment in new ways of working together and a strong project proposal.
- Alignment to Calgary's Mental Health and Addiction Strategy outcomes.
- Strategy is clearly articulated and includes insights into how initiative will be piloted.
- Demonstration of need, and evidence to support request.
- Clear outline of intended measures for evaluating impact.
- Partners and their roles are clearly identified.
- Requested amount is proportionate to the type of proposed activities.
- Demonstration that activities can begin as soon as funding agreement is signed.
- Statement of sustainability indicating how your initiative will continue this work following the funding agreement.

## Decision-making and correspondence

The **Community Investment Table** will review applications and make decisions in September 2023. All applicants will be notified on the outcome of their application shortly thereafter.

Applicants may be asked to submit additional documents or answer questions to support the review and decision-making 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](mailto:fundingproposals@calgary.ca).

## Reporting

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

- **Primary applicant is responsible for meeting all funding requirements including reporting**
- Mid-report through FIMS (April 2024)
- Year-end report will be submitted through FIMS that details the program outputs and outcomes (February 2025)
- **A financial report and an unaudited financial statement** will be submitted through FIMS.
  - Unaudited financial report from primary applicant (February 2025)
  - Audited financial statement for initiatives over \$25,000 (3 months after fiscal year-end)
- Insurance and audited financials are required. The costs associated with both should be included in the application budget, as they are eligible expenses.
- Initiative may run until December 2024, sustainability beyond funding period will be a consideration. No funding will be provided for ongoing maintenance, operation or staffing following the pilot period. As such we recommend that your Collaborative has a rough plan for how you will carry the project beyond pilot if it is successful.

## Contact

If you have identified barriers with this call for funding proposals or would like to suggest ideas on how to make this funding process more accessible and equitable, please email [fundingproposals@calgary.ca](mailto:fundingproposals@calgary.ca). We commit to integrating the feedback when possible and providing rationale if we are currently unable to make the changes.

## Application Checklist – 2023 Change Can't Wait! - Call for Funding Proposals

Applications are being accepted through the [Funding Information Management System \(FIMS\)](#) until July 14, 2023 at 11:59pm. Due to the expected volume of applications and the time needed to review them, late applications will not be accepted without accommodations in place 24-hours ahead of portal closing. Those seeking accommodations should email [fundingproposals@calgary.ca](mailto:fundingproposals@calgary.ca)

### Before you apply:

- Review the 2023 Change Can't Wait! call for proposal webpage and this applicant guide in its entirety.
- Review Calgary's Mental Health and Addiction Strategy and Action Plan.
- Optional:** Attend one of the scheduled Information sessions or connect with [fundingproposals@calgary.ca](mailto: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](http://Calgary.ca/startbusiness) or call 403-268-5311.
  - Register your primary email address online at [Calgary.ca/businessemail](http://Calgary.ca/businessemail) or call 403-268-5311.
  - Set up your myID business account by visiting [myid.calgary.ca](http://myid.calgary.ca) and using 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 collective capacity to lead this work. **These documents are not a requirement for consideration**, but if available will serve as one element of the review panel's assessment of the capacity of a collaborative to offer the proposed project/initiative:
  - Certificate of incorporation (primary applicant only).
  - Organization's provincial or federal annual return (primary applicant only).
  - Organization's most recent financial statement (primary applicant only).
  - Financial statements for previous year (primary applicant only).
  - Collaborative Membership Chart.
  - Memorandum of Agreement, Terms of Reference, or written agreement.
  - Information sharing policies and/or procedures.
- Access the application in FIMS under the 'Available Funding' section.
- Complete and submit application.
- If you have any questions during the application period, please email [fundingproposals@calgary.ca](mailto:fundingproposals@calgary.ca) and we will respond within three business days.

## Glossary

**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).

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<sup>i</sup> Mosley JE. Organizational Resources and Environmental Incentives: Understanding the Policy Advocacy Involvement of Human Service Nonprofits. *Social Service Review*. 2010;84(1):57-76. doi:10.1086/652681

<sup>ii</sup> Policy Advocacy at PATH: A Catalyst for Change. *PATH A catalyst for global health*; 2013:3.  
[https://path.azureedge.net/media/documents/APP\\_path\\_advocacy\\_approach\\_fs.pdf](https://path.azureedge.net/media/documents/APP_path_advocacy_approach_fs.pdf)

<sup>iii</sup> Sherraden MS, Slosar B, Sherraden M. Innovation in Social Policy: Collaborative Policy Advocacy. *Social Work*. 2002;47(3):209-221. doi:10.1093/sw/47.3.209