

Request for Proposals: Multi-Year Fund Development Plan and Implementation Support

Summary

This document requests proposals from fund development consultants for the development of a multi-year Fund Development Plan (September 2019 - March 2023) for the Canadian Alliance to End Homelessness. Please carefully review the information and requirements in this Request for Proposals and address any questions to the contact at the CAEH noted below.

RFP Delivery Instructions, Deadline and Destruction

All submissions must include one (1) electronic version in Microsoft file format/s attached to email received by the CAEH contact noted below prior to **4:00 pm Calgary time April 23, 2019**. Proposals arriving after this deadline will be automatically rejected.

The Alliance's receipt of submissions will be confirmed to the sender via email. Submissions should be provided in sufficient time to ensure any miscommunication or transmission errors can be corrected prior to the deadline.

Notification of the successful proposal in this RFP process will be made on or before May 30, 2019. Please note that the CAEH is fundraising to support this project and the contract will be awarded only when funding is in place. The CAEH reserves the right to select one or more proposals or no proposal submitted in this RFP process. All proposals will remain confidential between the submitter and the CAEH and electronic copies will be destroyed on or before December 31, 2019.

Contacts

The CAEH is happy to speak to proponents to offer additional background on the CAEH or answer any questions on this Request for Proposals. Please contact:

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Request for Proposals Fund Development Plan and Implementation Support 2019-2023

Introduction

This Request for Proposal is for the creation of a Fund Development Plan for the Canadian Alliance to End Homelessness for the next three and a half fiscal years: September 1, 2019 to March 31, 2023. The plan will recommend strategies and tactics for fund development within constituencies other than governments and be suitable for implementation by the CAEH. The CAEH is a newly registered charity and a key objective of this proposal is the development of the CAEH's internal fund development capacity.

Proposal Requirements

In creating a response to this request for proposals, the consultant should carefully consider the fund development opportunities and challenges represented by the unique mandate, scope and constituencies of the Canadian Alliance to End Homelessness.

Proposals should clearly demonstrate the consultant understands the Alliance's requirements and outlines the methods by which the consultant proposes to create this Fund Development Plan and support implementation of that plan. The CAEH is headquartered in Calgary, but the consultant can work anywhere in Canada.

At a minimum, the proposal should include:

- An understanding of the unique nature and scope of the CAEH;
- A description of the experience of the consultant and/or consultant's firm with fund development, advocacy and similar assignments with organizations like the Alliance;
- A description of the experience of the individuals who will be supervising, directing and / or creating the plan and their experience with similar assignments;
- References for the company and individuals who will be involved in the creation of the plan;
- The proposed methodology, timing and activities of the consultant in creating the plan;
- An estimate of the time and requirements that the consulting will require of the CAEH to support the consultant's creation of the plan;
- The proposed fixed price required by the consultant to create the plan including peripheral expenses and all applicable taxes;
- A proposal and the proposed fixed price to provide implementation support for up to one year; and,
- The proposed work plan, including earliest start date and projected completion date.

Fund Development Plan Requirements

Specific requirements and deliverables to be included in the written Fund Development Plan are to:

- Identify key opportunities for fund development as well as challenges;
- Analyze and recommend traditional and non-traditional fund development revenue opportunities;
- Recommend digital and other fund development strategies that also help the CAEH develop a broad national base of public and political support in support of the Alliance's advocacy work;
- Develop a case for support;
- Recommend realistic and achievable yearly fund development targets;
- Recommend the required yearly fund development budget to successfully implement the three-year plan;
- Provide a preliminary time table for various fund development activities over the next three and a half fiscal years;
- Identify potential campaign leaders and key donors;
- Assess the CAEH's resources for the plan;
- Recommend strategies within the plan and detail actions to be taken;
- Strategic fund development opportunities and recommendations on mix and timing of specific campaign types;
- Recommendation on the specific type of donor and campaign software to be purchased by the Alliance to complement the plan (ideally a technology that can also support advocacy efforts);
- Recommendations for the development of internal fund development capacity including job description(s) for required staffing;
- Recommendations on the method for recruiting suitable candidates for any required staffing and suggestions for possible candidates.

Implementation Support Requirements

The CAEH has a small staff team and is a new charity with no dedicated internal fund development capacity. A key objective of our work with the consultant is to develop CAEH's internal fund development capacity. Proposals should include recommendations for implementation support including (but not limited to): fundraising to support internal capacity development, support for CAEH fund development for up to one year; recruitment and training of new staff; and, implementation of the Fund Development Plan's activities for up to one year. The proposal should include proposed costs for implementation support.

Anticipated Funding Requirements for 2019-2022

In 2018 our annual budget was \$3.3 million. We received approximately \$1.5 million in government funding in 2018 and \$920,000 in revenue from our National Conference on Ending Homelessness.

The objective of this proposal is to raise funds for the program and core operational needs of the Canadian Alliance to End Homelessness in fiscal years from 2019 to March 2023 and put in place the fund development capacity to meet our fundraising needs on an ongoing basis.

We anticipate our fundraising needs to be approximately \$3.5 million per year. These funds would support:

- Core operating (including current administration and leadership, new fund development capacity, expanded communications capacity and expanding policy development/research and advocacy capacity).
- Built for Zero Canada (including funds to support learning sessions and program costs not covered by a federal government grant).
- Training and Technical Assistance (including adding new Housing First training capacity and other costs not covered by a federal government grant).
- Staffing to support Allied Networks.

We would also like to grow our national conference sponsorship up to \$350,000 per conference. We do expect to generate revenue to partially offset costs in our Training and Technical Assistance program

Background on the Canadian Alliance to End Homelessness

The [Canadian Alliance to End Homelessness](#) is a newly registered charity founded in 2011 to build and lead a national movement of individuals, organizations and communities working together to end homelessness in Canada.

The CAEH mobilizes communities to take action on homelessness and supports them to apply proven approaches including Housing First, data driven decision making and collective action to transform programs, policies and systems toward the goal of ending homelessness.

We're a leading voice on homelessness in Canada and we work closely with our peers and government partners to lobby for the policy changes and funding necessary to help communities achieve their goal of ending homelessness.

We have five core initiatives:

Built for Zero Canada (BFZ-C) (bfzcanada.ca) Built for Zero Canada is an ambitious national change effort helping a core group of leading communities end chronic homelessness – a first step on the path to eliminating all homelessness in Canada. BFZ-C is currently working directly with 38 communities in eight provinces including over half of the current federal Reaching Home designated communities.

Training and Technical Assistance (TTA) (training.caeh.ca) - We deliver on the ground Housing First focused training and support to communities and front-line workers through this mission based, non-profit training and technical assistance program. The TTA has delivered training to over 45 communities across Canada.

National Conference on Ending Homelessness (<http://conference.caeh.ca>) – The National Conference on Ending Homelessness is the annual gathering of Canada's growing movement to end homelessness. It is designed to accelerate an end to homelessness in Canada by providing policy makers, funders, researchers, advocates, community leaders and front-line workers with the inspiration, information, tools and training they need to end homelessness. We have delivered six highly successful annual conferences. Our seventh conference, November 4 to 6th in Edmonton, Alberta, is expected to host over 1,300 participants.

State of Homelessness in Canada - The CAEH partners with the Canadian Observatory on Homelessness (COH) to present this comprehensive national report card on homelessness in Canada. This report is an example of our long-standing research partnership with the COH.

Allied Networks (<http://caeh.ca/caeh-initiatives/allied-networks/>) - The CAEH supports several allied networks working toward our shared mission of ending homelessness. These networks bring together different individuals, organizations and communities to raise awareness, share best and promising practices to transform local responses to homelessness and to influence policy in support of ending homelessness.

The CAEH is actively involved in public policy and advocacy to lobby for the policy changes and funding necessary to help communities achieve their goal of ending homelessness. Our priority focus for the last three years has been the development and implementation of the National Housing Strategy, participation in the Ministerial Advisory Committee on Homelessness that advised on the new Reaching Home Strategy, lobbying for a legislated right to housing in Canada and lobbying for federal action on ending veteran homelessness.

The CAEH is [mission and values driven organization](#) with a [small team of 11 professionals](#) working remotely from home offices across the country. We do not have dedicated fund development capacity. We are governed by a [14-member Board of Directors](#) and are working toward our shared vision (see Vivid Vision, Appendix 1)

For more information on the Canadian Alliance to End Homelessness please visit our website www.caeh.ca

Appendix 1: CAEH Vivid Vision

Vivid Vision

Our 'vivid vision' for the CAEH is a shared vision of where we see the alliance being by 2020. The idea behind a vivid vision is to expand on the concept of a vision statement by painting a detailed picture of our future that we can work toward and build our planning back from.

The CAEH and homelessness in Canada in 2020

The CAEH is a registered charity, solely and resolutely focused on our mission to end homelessness. We work with diverse networks of allies who each play an essential role in our mission. Our most important stakeholders are Canadians who are at risk of or experiencing homelessness. Our relationships with all other stakeholders, and all our work, is in service to our mission and our primary stakeholders. We're unique because we have national scope, our movement has been successful in reducing homelessness, we can draw on the support and wisdom of our extensive networks and we're active on the ground in communities across Canada. We're catalysts and conveners, bringing individuals organizations, communities and governments together around a shared vision while supporting them to apply proven approaches to transform homelessness systems, programs and policies toward the goal of ending homelessness.

To achieve our mission, we have prioritized chronic and high acuity homelessness. This prioritization has allowed us to focus on those Canadians in the most urgent need across a broad range of populations (including youth, women, Indigenous Peoples, rough sleepers) and to achieve rapid success. Our focus has given us the opportunity to build and test key strategies, put in place critical systems (like By Name Lists and Coordinated Access Systems) which we will scale up to ultimately end homelessness for all Canadians.

We recognize mass homelessness was created by policy and requires policy solutions. We have been successfully advocating for policy action at the federal, provincial and territorial level to prevent and end all homelessness. Our work in communities has developed data that has begun to transform public systems (like child welfare) that contribute to homelessness and is informing the implementation of the National Housing Strategy. We work closely with and support national partners like A Way Home, the Canadian Observatory on Homelessness and the Canadian Housing and Renewal Association.

In 2020, the lethal trajectory of homelessness in Canada has begun to reverse thanks in part to the leadership of 20 cities in 8 provinces and one territory who will end chronic homelessness this year as part of our 20,000 Homes Campaign. 20 other cities, including Toronto, are on pace to end chronic homelessness by 2023.

This critical mass of communities across Canada has proven without question, homelessness can end.

Cities and governments across Canada are clamouring for our help. We are on the ground in communities across Canada, starting wherever they are at, and working with them to transform local responses to homelessness with expert coaches and trainers. Our small but mighty team of over-achievers models the urgency, technical excellence, leadership and mission focus we seek to instill in communities.

Success, experience and knowledge gained through our Training and Technical Assistance program and 20,000 Homes Campaign has positioned the CAEH as experts. Our work in communities across Canada gives us the visibility and reach to strategically focus our resources and create regional 'tipping points' into ending homelessness. We are indispensable partners to government and are sought after and trusted non-partisan policy experts deeply engaged in federal and provincial policy development. We are reshaping housing and social policy in Canada in service to our mission.

We have a reputation for excellence - everything we do is done well and on time; it's not flashy or grand, but it works and people can count on us. We are seen as modest, selfless, smart, effective and trustworthy. We're relentless in the pursuit of our mission, we're ready to take risk, make and admit mistakes and we're always improving. We're happy to remain in the background of our communities' or partners' success. We will do what it takes to achieve our mission and end homelessness in Canada.

We are leaders in Reconciliation with our Indigenous neighbours and have taken a leadership role in opening doors to greater equity, success and opportunity for Canadian women and LGBTQ2S Canadians struggling in homelessness and housing instability. We are vocal advocates for the voice of lived experience and the empowerment of people experiencing homelessness. We have integrated lived experience of homelessness into all levels of our organization. We're working to support the employment of people with lived experience as the 'workforce of the future' for ending homelessness. People who are experiencing or have experienced homelessness see us as champions.

Training and Technical Assistance

The Training and Technical Assistance program (TTA) is an award-winning mission based, non-profit training and technical assistance social enterprise that provides on the ground training and support to communities and front-line workers. The mission of the program is to facilitate and accelerate the shift to Housing First and ending homelessness in Canada by providing high quality, accessible, affordable, evidence based training and technical assistance.

In 2020 the TTA will be training in more than 50 communities, host three regional training conferences and will have a balance of contract, fee for service and grant funding.

20,000 Homes Campaign / Built for Zero Canada

In 2019 the 20,000 Homes Campaign hit its target to house 20,000 of Canada's most vulnerable homeless people and shifted to become Built for Zero Canada (BFZ-C), a rigorous, disciplined and ambitious national change movement working with a dedicated group of 50 communities from across Canada to end chronic homelessness.

Between 2018 and 2020 BFZ-C was a large-scale demonstration project and change movement for ending chronic homelessness working in partnership with the Government of Canada. In April 2019, a new federal homelessness program launched to replace the HPS. That new program was influenced by the lessons from the 20,000 Homes Campaign embedding Housing First, real time data, coordinated access, performance improvement science and other key strategies.

By December 2020, 20 BFZ-C communities will achieve functional zero chronic homelessness and 20 other cities, including Toronto, will be on pace to end chronic homelessness in the next three years. 30 new communities will join the campaign and begin down the path of ending chronic homelessness by 2025. BFZ-C communities have begun building on the success of the model to tackle homelessness for other populations including youth and rough sleepers. Lessons and data gleaned from BFZ-C has begun to influence policy in several areas including homelessness prevention and implementation of the National Housing Strategy which will in turn lead to larger scale national reductions in homelessness.

Built for Zero Canada gains national and international acclaim and help propel Canada into an international leadership role on ending homelessness.

National Conference on Ending Homelessness

The National Conference on Ending Homelessness is the annual gathering of the movement to end homelessness in Canada. Every year our content and keynote speakers are met with rave reviews and the attendees report they feel this is the conference that must attend. The conference attracts over 1,300 people in 2020 and creates critical momentum for ending homelessness in the host community.

The Alliance

The Alliance has blossomed into a coordinated and sophisticated network of stakeholders we work with toward our mission of ending homelessness in Canada. There are four key elements to the Alliance:

1. **National collaborations** - formal and informal working relationships we have with related national organizations, usually working on policy and advocacy.
2. **Stakeholder advisories and networks** - Stakeholder advisories and networks are committees or networks we cultivate to help us understand the unique needs of key groups, build relationships with those groups, mobilize opinion leaders or sectors in support of ending homelessness, and partner with on different joint projects.
3. **Community partners** – are communities we are working directly with through Built for Zero Canada and the Training and Technical Assistance program.
4. **Partners** - Partners of the CAEH are individuals or organizations that share our commitment to end homelessness in Canada, support the Housing First philosophy and agree to act within their capacity to achieve our shared mission.

Identifying, Cultivating and Mobilizing Leaders in Community

We've recognized that leaders in community are a critical success factor in ending homelessness. We have identified, cultivated and mobilized a loose network of high-octane leaders through Built for Zero Canada and the TTA program who carry our message, inspire others to our mission, and are the leaders in community who do what it takes to end homelessness.

Our Board

Our Board of Directors are nationally recognized and influential leaders who bring credibility to our organization, wisdom to our strategy and discipline to our governance. The membership of our Board is draw from across the country and reflects Canada's diversity and that of the people we serve.

Our team

Our small but mighty team of overachievers are a collection of very smart, entrepreneurial leaders united in a relentless in pursuit of our mission. Constant improvement is in our DNA. We are ready to take risk and to make and admit mistakes. We're not interested in blame or acclaim, only our mission. We're modest, selfless, effective and trustworthy and we're happy to remain in the background of our communities' or partners' success. We speak up and have difficult conversations when we need to.

We are a team of equals who treat each other with respect and kindness. We're welcoming, non-judgemental and focused on performance. Even though we each work from home offices we're tight knit and disciplined about being coordinated and building a family-like team culture. Like a family we're goofy, fun, protective and fiercely loyal. We embrace our flaws, foibles and dysfunction.

Our mission is paramount. We will do what it takes to achieve our mission and end homelessness in Canada.

Communication & fundraising

Communications is a critical element in movement building, leadership and advocacy. The CAEH has a small but sophisticated communications and fundraising operation employing the latest tools and strategies for online communication, stakeholder relations and media relations. Our communication style and brand reflect our personality – focused, honest, humble, purposeful and clear while conveying the urgency and high quality of our work. We're happy to remain in the background of our communities' and allies' success. We're not slick or grand, but professional and sophisticated. We speak with our stakeholders and the public regularly, using communication strategically to raise important issues, build support for ending homelessness and mobilize Canadians to action.

Our fundraising operation raises one-third to one-half of our annual budget from foundation grants, corporate philanthropy and individual donations, taking care to steward those donations and relationships with our donors and supporters.

Financial

In 2020 the CAEH has revenue from four main sources: the TTA program, the national conference, donations/philanthropy and government grants. We take a balanced and conservative approach to budgeting and are not too reliant on any one source of revenue. We keep a four-month operating reserve. We're careful in our spending and in the growth of our organization so we're only just as big as we need to be. Our financial strategy gives us security and independence, insuring we're always following our mission and not the money.