



REQUEST FOR PROPOSAL (RFP)

SCOPE OF SERVICE: **Consultation for the End Homelessness Winnipeg (EHW)**

3 - 5 Year Strategic Plan to End Homelessness

ISSUING OFFICE: **End Homelessness Winnipeg**

CLOSING DATE: **Friday, June 14, 2024**

CLOSING TIME: **4:30 pm**

Process for proposal submission is included at the bottom of the proposal.

About Us

Mission

To create lasting solutions with our community that prevent and end homelessness.

Vision

A community where everyone has a home and the supports, they need to belong.

Core Values

- The UN Declaration that Housing is a Human Right
- The UN Declaration on the Rights of Indigenous Peoples
- Truth and Reconciliation as a path to ending Indigenous Homelessness
- Social inclusion and working to end all forms of discrimination and racism
- The voice of people with Lived Experience of homelessness
- People, organizations, and sectors working together around a common vision and shared goals
- Integrity, accountability, and transparency in all that we do



Background

In 2012, United Way Winnipeg and the Winnipeg Poverty Reduction Council established a community task force to develop a plan to end homelessness in Winnipeg. The task force included Indigenous leaders and people from multiple sectors, including the Government of Canada, Province of Manitoba, City of Winnipeg, the private sector, and community organizations. Over the course of two years, the task force consulted with more than 160 people (including 90 individuals with lived experience), 119 local organizations, four organizations addressing homelessness in other Canadian cities, and the Canadian Alliance to End Homelessness. The task force also conducted research into homelessness and familiarized itself with the Government of Canada's Homelessness Partnering Strategy.

The result was Winnipeg's 10-Year Plan to End Homelessness. Launched in 2014, the 10-Year Plan called on the community to coordinate and align approaches to make the shift from managing homelessness to ending it. Solutions identified in the plan consisted of four pillars: Prevention, Person-centred Supports, Housing Supply and Measurement.

The 10-Year Plan also recommended that a new organization be created to provide backbone support for its implementation. The task force envisioned that this new organization employ a Collective Impact approach, engaging diverse partners across sectors.

Since April 2019, End Homelessness Winnipeg has served as the Community Entity for Government of Canada's Reaching Home homelessness strategy, administering millions of dollars in annual funding. As Community Entity, End Homelessness Winnipeg is well positioned to align local and federal funding, and strategies to achieve tangible outcomes that can prevent and end homelessness. Serving as Community Entity strengthens End Homelessness Winnipeg's ability to support the homeless-serving sector, connecting strategies and services to address gaps and mobilize solutions.

As the Community Entity, the Government of Canada's Reaching Home Strategy requires all communities receiving designated funding to have a coordinated access system. "Naatamooskakowin" or Winnipeg's Coordinated Access System is a new way for people to connect quickly with the housing and supports they need. This resource is for people who experience homelessness and face barriers to finding a home. These barriers may include things like accessibility for those living with a disability,



accommodating large families, or those who may not have local supports like family or friends nearby.

In 2019, End Homelessness Winnipeg transitioned to become an Indigenous-led organization using the Winnipeg Indigenous Executive Circles' definition which stipulates 75 per cent of the Board of Directors and 75 per cent of staff are First Nations, Métis, or Inuit. Becoming an Indigenous organization reflects End Homelessness Winnipeg's core values while ensuring that the organization responds and is directly accountable to those disproportionately affected by homelessness in Winnipeg.

As we move into the next iteration to empower organizations and strengthen the homeless serving sector, we want to ensure that we are responding to the needs of the community and stakeholders. This plan will ensure we are able to meet those needs.

Purpose

The purpose of this RFP is to select an external Strategic Planning Consultant to work with End Homelessness Winnipeg's Board of Directors, Chief Executive Officer (CEO), and staff to create a 3 to 5 year strategic plan through a community-based process, discussing and establishing the organizations' strategic priorities and needs.

This RFP provides the background, scope of service and deliverables, project goals, proposal format, ownership and confidentiality, and process for proposal submission and evaluation.



Scope of Services & Deliverables

EHW expects the successful bidder to clearly demonstrate how they intend to fulfill the following scope of services and deliverables:

Productive Collaboration

Work closely with the Senior Director, Strategy and Impact, CEO and Board Co-Chair to develop specific details of the planning process, and workplan including timeline, logistics, and deliverables. Collaborative conversations should include opportunities to provide suggestions and feedback with respect to the content and structure of both stakeholder engagement and board planning sessions.

Stakeholder Engagement

Engage a diverse group of stakeholders including EHW board members, community partners, funders, governments, community members and community leaders, and others, in and around the field to inform the strategic planning process. Stakeholder engagement may consist of focus groups, sharing circles, data walks, surveys, or interviews. The successful proposal should describe methods of stakeholder engagement, the expected time an individual stakeholder might have to commit, and how the results of the stakeholder engagement will be incorporated into the final product.

Board Planning Sessions

Facilitators are expected to conduct one strategic planning session with the EHW Board Strategic Planning ad-hoc committee, staff and other stakeholders. The target group for the board planning session, not to exceed 25 people, would include a diverse group of those engaged in our work through a facilitated one-to-two-day session. Additional virtual sessions could be added with other targeted stakeholders.

Results

Overall planning results should include affirmation and/or revision of EHW's mission, vision and core values as well as strategic goals, strategies or action steps, and key performance indicators.



Project Goals

Pre-Planning

The successful bidder will research and report the following in preparation for the strategic planning session and include the following:

- A review of EHW's history, interviews of EHW's current leadership team and staff, and overall assessment and evaluation of opportunities or concerns through a gaps assessment or SWOT analysis of the organization.
- Research on the level of need for End Homelessness Winnipeg's services in the community and an analysis of current service provision.
- Focus groups, sharing circles, data walks, surveys and interviews to receive partner and community input.

Strategic Planning Creation

The successful bidder will assist End Homelessness Winnipeg identify strategic goals and create an actionable strategic plan including:

- An executive summary
- A comprehensive plan that identifies:
 - Shared Mission, Vision, and Values
 - Organizational Objectives
 - Priorities for Action in the Short, Medium and Long Term
 - Tactics or Strategies to Realize Objectives or Priorities for Action
 - Listing of Responsible Parties and Roles
 - Measurable Outcomes and Results
 - Resource Development or Sustainability Strategies
 - Communication Strategies



Proposal Format

The successful proposal will outline the bidder's approach to incorporate the priority areas and scope of work/services provided in this document addressing the items below:

1. Proposed approach to working with EHW leadership.
2. The services to be provided and deliverables including an estimated timeline.
3. Resources and support needed from End Homelessness Winnipeg staff and other consultants which outlines the number of staff supports required and including board, committee and other volunteer or stakeholder time if appropriate.
4. Statement of qualifications.
5. Proposed budget.
6. Minimum two professional references.
7. One sample of a previously completed strategic plan. Portions may be redacted to protect privileged information as needed.

Preferred Qualifications

We are looking for a consultant who is passionate about ending homelessness with an in-depth understanding of homelessness and housing, the needs of particularly vulnerable and over-represented populations, and the issues affecting many homeless/houseless and low-income people. Successful bidders will have the following qualifications or an equivalent combination of education and related experience:

- Knowledge of Indigenous cultures, history, knowledge systems, and Indigenous community relationship-building practices and protocols.
- Knowledge of community issues related to homelessness and knowledge of colonization and the historical factors that continue to affect Indigenous people about homelessness, poverty, and the social determinants of health.
- Relevant education (degree(s) and/or certificate(s)).



- Previous experience successfully developing strategic plans.
- Knowledge of collective impact.
- Strong facilitation skills.
- Experience in gathering and utilizing data to drive the strategic process.
- Project management experience.
- Excellent written communication skills to prepare documents for executive decision-makers and various other audiences.
- Experience working with the principals of Ownership, Control, Access, and Possession (OCAP).
- Knowledge of the functional zero concept.

EHW is an Indigenous-mandated, collective impact organization committed to ending homelessness in Winnipeg. Preference is given to Indigenous (First Nations, Métis, Inuit) consultants who meet the RFP requirements.

Ownership and Confidentiality

All intellectual property will become the property of End Homelessness Winnipeg. All data stays the sole property of End Homelessness Winnipeg. The consultant shall agree to keep information related to this process in strict confidence, including, but not limited to, the terms of the contract and any confidential business information or proprietary information that has been gathered on this project.



Process for Proposal Submission and Evaluation

Instructions for submission:

1. Closing Submission Date:

Proposals are due by 4:30 on Monday, June 14, 2024

2. Inquiries:

Inquiries concerning the RFP should be directed electronically to:

jhunt@endhomelessnesswinnipeg.ca

3. Conditions of Proposal:

All costs incurred in the preparation of a proposal responding to this RFP are the responsibility of the consultant and will not be reimbursed by End Homelessness Winnipeg (EHW). We respectfully thank all who submit a proposal, but EHW reserves the right to, without explanation, decline to respond to inquiries post-closing.

4. Submission Instructions:

Proposals should be submitted electronically to:

jhunt@endhomelessnesswinnipeg.ca.

Late submissions will not be accepted. It is the responsibility of the bidder to ensure that the response is received by End Homelessness Winnipeg by the closing date and time.

The proposal should provide the name of the consultant, title, address, phone number, email address, social media handles and website, if one exists.



5. Scoring

Proposals will be reviewed and evaluated on the following criteria:

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| 1. Qualifications | 35% |
| 2. Scope of Proposal | 25% |
| 3. Work Plan | 25% |
| 4. Budget | 15% |

6. Confidentiality:

If the bidder considers any material submitted to be proprietary or confidential, the bidder must indicate this in the relevant sections of the response.

7. Notification of Selection and Timeline:

It is expected that a bidder will be selected within 2 to 3 weeks of the closing submission date, although this timeline is subject to change.

RFP Released: May 17, 2024

Proposals Due: June 14, 2024

Notification of Finalists Selected for Interview: June 28, 2024

Selections Made: July 12, 2024

Contract Signed by Both Parties: July 26, 2024

Project Begins: August 1, 2024

Desired Final Report: March 31, 2025