



Calgary Homeless  
FOUNDATION

## REQUEST FOR PROPOSALS

Understanding flow between Treaty 7  
First Nations and Calgary's Homeless-  
Serving System of Care  
Ref: 19033

Closing Date: October 19, 2018 Time: 12:00PM MST

Please submit RFP Proposal to: [funding@calgaryhomeless.com](mailto:funding@calgaryhomeless.com)

If you have questions about this RFP please contact:

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Director of Research and Data  
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Amendment#1 made on September 27, 2018

## Table of Contents

1.0	INTRODUCTION .....	2
2.0	OPPORTUNITY INFORMATION/GOAL .....	2
3.0	BACKGROUND .....	2
4.0	SCOPE OF WORK.....	3
5.0	BUDGET.....	5
6.0	OPPORTUNITY REQUIREMENTS .....	5
7.0	WRITTEN PROPOSALS .....	6
8.0	PROCESS .....	7
9.0	ORAL PRESENTATIONS / INTERVIEW.....	7
10.0	VIDEO PRESENTATION (OPTIONAL) .....	8
11.0	RFP SCHEDULE.....	8
12.0	CONFIDENTIALITY.....	9
13.0	EVALUATION.....	9
	RFP Panel .....	10
	Selection .....	10
	Disqualification of Applicants .....	10
14.0	ADDITIONAL INFORMATION .....	10
15.0	PERIOD OF CONTRACT.....	11
16.0	AMENDMENTS: .....	11
15.0	THANK YOU .....	11
	APPENDIX A: SELF DECLARATION.....	12

## 1.0 INTRODUCTION

The Calgary Homeless Foundation (“CHF”) is a not-for-profit that was founded in 1998 to unify efforts to end homelessness in Calgary through strategic and focused management of local resources. One body to lead and coordinate the efforts of organizations, agencies and government to boost the efficiency and effectiveness on the ground, here in our city. Our mission is to provide leadership in Calgary’s homeless-serving system of care to ensure it meets the needs of those who are homeless. We provide necessary backbone supports and act as a catalyst and enabler for service providers and systems to work collaboratively towards optimizing client success. Together, we will end homelessness in Calgary.

## 2.0 OPPORTUNITY INFORMATION/GOAL

**The Calgary Homeless Foundation (“CHF”) is currently conducting a Request for Proposal (RFP) process to retain a team of research consultants to provide research into factors that determine flow from Treaty 7 First Nations to Calgary’s Homeless-Serving System of Care (HSSC) as set out below.** Treaty 7 includes the following communities: Blood Tribe, Piikani Nation, Siksika Nation, Stoney Tribe (Bears paw, Chiniki and Wesley) and Tsuu’tina Nation.

This RFP issued by CHF is an invitation to submit a non-binding proposal for the provision of services of a Research Consultant. For greater clarity, any submitted proposal does not constitute a tender and does not represent an offer to create binding contractual relations upon the submission of any such proposal. Any proposal that is submitted through this opportunity is not irrevocable.

## 3.0 BACKGROUND

Existing data reveals a disproportionate population of Indigenous Peoples among shelter users, rough sleepers and households in core housing need in Calgary. In many cases this arises from the movement of Indigenous peoples from reserves and rural areas into Calgary. In many cases, individuals and families coming from First Nations communities may ‘couchsurf’ with friends or family members in Calgary before access the city’s Homeless-Serving System of Care. Policy context and data would be helpful to assess this assumption and evaluate its scale.

The Calgary Homeless Foundation (CHF) wishes to initiate an exploratory research project with the objective of quantifying the magnitude and nature of both housing and income need among Indigenous households living on reserve near Calgary. This foundational work will also explore possible policy and program options to help prevent and mitigate Indigenous homelessness in light of these findings.

#### 4.0 SCOPE OF WORK

This project, focusing on Treaty 7 Nations, has a three-pronged approach the involving analysis of:

- 1) Housing need and supply;
- 2) Income assistance challenges; and
- 3) Jurisdiction (i.e., which order of government is responsible for addressing any gaps).

The consultants will work closely with a Steering Committee comprised of key CHF staff persons (including our Director of Indigenous Strategy) and at least one member of the Aboriginal Standing Committee on Housing and Homelessness. The consultant will have a monthly teleconference meeting with this Steering Committee to provide updates on progress and to receive feedback and direction. Steering Committee members will facilitate access to Treaty 7 Nations through existing and preferred contacts.

Every three months during the contract, a 2,000-word progress report should be provided to CHF. It should identify progress made, challenges encountered, a list of people contacted and any unexpected findings.

We anticipate three research reports stemming from this—each one authored or co-authored by a subject specialist in that respective area. Each report should be written in plain language so that it can be accessible to a very broad audience. Not including appendices and executive summary, each report should be between 10,000 and 15,000 words in order to encourage broad readership. Each report should also conclude with no more than 10 targeted recommendations.

Each report should seek to understand as much as possible the interaction between the subtopic at hand and Calgary's Homeless-Serving System of Care. This may involve asking CHF for data. It also includes identifying potential policies and programs that might help reduce the high incidence of homelessness among Indigenous peoples in Calgary's Homeless-Serving System of Care—some such programs might be identified for implementation in First Nations, and others in Calgary.

Early drafts of each report will be sent to the Steering Committee, which in turn will share them with key stakeholders including: members of the Aboriginal Standing Committee on Housing and Homelessness; Chief and Council in each Treaty 7 Nation; staff who administer social programs in Treaty 7 Nations; Elders and Knowledge Keepers; Government of Alberta officials; federal government officials; and CHF staff.

At least one consultant will be identified as the lead author of each report and will have discretion when receiving feedback from stakeholders (especially in light of the fact that feedback from one stakeholder may contradict feedback from another).

In undertaking research consultation work, at least one member of the research team must be familiar with Indigenous research protocol and processes (though this person does not have to be Indigenous). The research team would also be expected to include one or more local Indigenous researchers (CHF could assist the consultant in finding local individuals for those roles).

Consultants should undertake targeted, semi-structured interviews with key Indigenous, federal and municipal/provincial informants. This should include Chief and Council, staff in each Nation who work in the realm of social programming, Elders, Knowledge Keepers and individuals with lived experience. Both

interviews and focus groups will be necessary. CHF can help the research consultants to identify interviewees, in partnership with local First Nations. They would provide important local perspectives and help ensure that recommendations would be both culturally respectful and practically useful.

The key deliverables for each piece of this project is outlined below:

1. **Housing need and supply.** While data suggest some levels of need and trends, there is also a concern about the quality of data pertaining to housing in Treaty 7 Nations, given historic census under reporting among Indigenous peoples. Accordingly, it may also be desirable to augment formal census data through some methodology to survey certain geographic areas (including Treaty 7 reserves). To the extent that the work is intended to include both an assessment of need as well as current supply, it will require some form of survey with the bands in the study area. We expect the research team to do the following:
  - Assemble formal data of Indigenous population, households and need in the study area (will require custom data requests to Statistics Canada, ideally covering 2011, or 2006, and 2016 to assess trends over past 5-10 years). This data should include population, households, household type, and level of core need (affordability, suitability and dwelling condition). It is noted that census core need counts exclude on reserve.
  - Analyse data to determine nature and extent of identified housing need
  - Undertake consultation with Treaty 7 band councils and any off reserve Indigenous organizations to review data and discuss gaps or under reporting.
  - Explore alternative methods to augment data.
  - Collect data on current housing supply targeting Indigenous peoples living on First Nations.
  - Identify land designation and community land rules (i.e., "Who's allowed to build where?").
  - Collect information from Calgary shelter data about Indigenous shelter users (and if possible any data of their home band).
  - Optional focus groups with Indigenous shelter users to determine pathways into homelessness and what interventions though bands might help to reduce flow from reserves.
  - Follow up with band councils and other Indigenous organizations on existing policy interventions to manage risk of homelessness and any prevention/division programs.
  
2. **Challenges pertaining to income assistance.** First Nations in Alberta operate their social assistance and other related programs under conditions determined by Canada's federal government. In Alberta, the Arrangement for the Funding and Administration of Social Services (referred to informally as the "1991 Alberta Reform Agreement") guides DISC's reimbursements to Alberta for social services that the Government of Alberta delivers to First Nations individuals who are ordinarily residents on reserve in the Province of Alberta. We expect the research team to do the following:
  - Obtain a picture of the administration of social assistance on Treaty 7 Nations.
  - Develop a solid understanding of how the Arrangement for the Funding and Administration of Social Services (referred to informally as the "1991 Alberta Reform Agreement") operates in practice.
  - Undertake interviews with senior federal staff in Alberta as well as a review of documents provided by them.

- Interview on reserve staff members charged with providing economic assistance to Nation members—especially income assistance. In other words, what are the forms of income support on reserve? Is inadequate income assistance on reserve leading people to leave? If so, are they leaving to go to educational institutions, to employment, or even simply to better forms of social support off reserve?
3. **Jurisdiction.** The purpose of the third component of this project is to help target advocacy efforts stemming from the analysis of housing and income discussed above. This particular component should set out relevant jurisdictional issues and responsibility centres involved. The research would seek to answer the following questions:
- i. With focus on income assistance and housing, which actors are responsible for services for First Nations people on Treaty 7 Nations? Which provide the same type of services to First Nations and Métis people in the City of Calgary?
  - ii. What jurisdictional, policy and program issues do advocacy organizations such as CHF have to navigate in addressing Indigenous homelessness in and around Calgary?
  - iii. What are promising strategies to address those issues? What are some key considerations in pursuing those strategies?

## 5.0 BUDGET

CHF has set aside a budget of up to \$150,000 for the fulfilment of the project scope of work outlined in this RFP. It is our expectation that this would cover all costs related to this project, including remuneration for one or more Indigenous research assistants and all travel by the research team. This amount would also be expected to cover consultation by the consultants in the following Treaty 7 communities: Blood Tribe, Piikani Nation, Siksika Nation, Stoney Tribe (Bears paw, Chiniki and Wesley) and Tsuu'tina Nation. Finally, this amount should include the cost of launching the report findings in Treaty 7 before dissemination to a broader audience.

## 6.0 OPPORTUNITY REQUIREMENTS

The research team should include individuals with experience in the following areas:

- a) Canadian housing policy and income assistance policy, especially pertaining to the on-reserve situation. This should include historical knowledge and an excellent understanding of the roles played by all orders of government.
- b) The utilization of housing data in the Canadian context. At least one member of the team must be very comfortable accessing housing data, assessing its quality and understanding how to address gaps in housing data.
- c) The administration of income assistance. At least one member of the team should have a strong understanding of how on-reserve income assistance interacts with the rest of Canada's social welfare system.
- d) The Alberta affordable housing and income assistance context. It is not a requirement that the consultant (or team) reside in Alberta. However, it would be ideal if one or more members of the

research team had some previous experiencing consulting in Alberta, especially within the Treaty 7 area.

- e) Jurisdictional debates pertaining to on-reserve social spending in Canada
- f) Relationships among and between all orders of government in Canada, especially as they pertain to social program design and social spending
- g) Recent events in Canada pertaining to reconciliation
- h) Mentoring junior researchers. We would like this team of consultants to take on at least one local, junior Indigenous researcher, in order to help build local capacity. If the consultants do not know a local, junior Indigenous researcher, they should indicate this in their proposal (the Steering Committee can introduce them to one).

### Mandatory Minimum Requirements

Applicants who do not meet these requirements will be disqualified:

Requirement	
M1	Application submitted prior to RFP deadline date
M2	Declaration, including Conflict of Interest declaration, has been completed and signed by the Proponent
M3	RFP Proposal Response Form fully complete in accordance to the instructions
M4	All members of applicant team have CV's attached
M5	A writing sample of each of the 3 deliverables/analysis areas must be provided

## 7.0 WRITTEN PROPOSALS

Interested Applicants are asked to submit a proposal utilizing the RFP Proposal Response Form and must address the Scope of Work and Opportunity Requirements as outlined in this RFP and in the Proposal Response Form. They must include:

- 1) Contact Information including legal entity/name, mailing and email address;
- 2) outline how you will meet the key deliverables/scope of work, including timelines, how you see consultation/engagement with each First Nation;
- 3) an outline of which member of the consulting team will carry out which tasks;
- 4) detailed cost/fees (including a detailed budget specifying how much will be spent on travel, accommodation, community consultation and data gathering, analysis and writing);
- 5) CV, including reference to experience related to performing the required tasks to complete this contract;
- 6) writing samples (at least one report on housing need, at least one report on income assistance, and at least one report on jurisdiction); and

7) conflict of interest declaration signed by an authorized signatory (see RFP Appendix A).

Any individual who believes they can bring strength to this RFP, but is not part of a team submitting a formal proposal, is encouraged to send their CV to [nick@calgaryhomeless.com](mailto:nick@calgaryhomeless.com) (this includes local Indigenous researchers at any stage of their career). Your CV will be kept on file in case the successful team needs assistance at any juncture.

## 8.0 PROCESS

**If you are interested in submitting a proposal, the completed proposal and signed declaration shall be delivered via email to the RFP Submission email, [funding@calgaryhomeless.com](mailto:funding@calgaryhomeless.com), in PDF format.**

To be accepted, proposals must be received by no later than the Closing Date and Time. Proposals received after the Closing Date and Time will not be accepted.

Questions in regards to this RFP should be directed to the RFP Questions Contact outlined in the Title Page of this RFP and should be made prior to the end of the Questions Deadline outlined in the Schedule (section 9.0) below.

CHF has the right to reject any and all proposals at its sole discretion. Should you have any questions about this opportunity, its requirements, deliveries or regarding the proposal requirements, please contact the Contact noted above for clarification prior to submitting proposal. You are reminded that your proposal should be inclusive of all travel costs, taxes, fees and permits, where applicable.

Proposal responses should be concise but thorough and ensure that each section is answered in its entirety.

Proposals will be reviewed to determine which is most advantageous to the CHF, guided by the Scope of Work outlined above. Selected proposals moving forward in this RFP process may be invited to present via teleconference to the CHF, see Oral Presentations below.

Included in this RFP toolkit are the following documents:

- RFP
- Appendix A: Declaration Forms
- RFP Proposal Response Form

## 9.0 ORAL PRESENTATIONS / INTERVIEW

Along with providing a written proposal, respondents may be requested to provide an oral presentation, either via teleconference or in person on November 5, 2018 as per the RFP Schedule below. The duration of each presentation/interview will be no longer than 90 minutes, including follow-up questions and answers. Should you be selected, eligible applicants will be notified by October 29, 2018 for their invitation to provide an oral presentation.

## 10.0 VIDEO PRESENTATION (OPTIONAL)

In honor and acknowledgement of traditional knowledge and culture, CHF provides the opportunity to submit an oral presentation through video in support of the written application form. This video is only a supplement to the application form and should clarify any of responses to the questions asked in the RFP application.

The video must follow the following format:

- MP4 or WMP File format
- No longer than 5 minutes
- Submitted via email with a YouTube, Google Drive, OneDrive, Dropbox (or similar hosts) hyperlink and delivered to submission email prior to close of RFP

Production values are not evaluated. This is an **optional** process.

## 11.0 RFP SCHEDULE

The CHF reserves the right to change the RFP schedule as needed.

RFPs Issued	September 19, 2018
Deadline for Questions	October 8, 2018
CHF Responses to Questions (posted on website)	October 12, 2018*
<b>Deadline for Proposal Submission</b>	<b>October 19, 2018 @ 12:00 PM</b>
Notification to Applicants	October 29, 2018*
<b>Oral Presentations/Interview</b>	<b>November 13, 2018</b>
Notification of Award	November 20, 2018*
Project Start Date	December 1, 2018*

\* Dates subject to change

<b>Proposed Timeline for Project (Open to change but Launch date set)</b>	
Community consultations and data gathering	January-June 2019
Analysis and writing	July-August 2019

Submission of Draft #1 of each of the three reports (to be shared with stakeholders)	September 2019
Integration and feedback	October 2019
Submission of Draft #2 of each of the three reports (to be shared with stakeholders)	November 1, 2019
Submission of final versions of each of the three reports	December 1, 2019
Local launch of each of the three reports	February/March 2020

## 12.0 CONFIDENTIALITY

By accepting to take part in this proposal process you agree to keep in confidence all information imparted to you in relation with the proposal process, not to disclose it to third parties and not to use it for any other purpose than for the proposal.

CHF will hold all information provided during the proposal process confidential, with the exception of queries made by proposing firms. CHF reserves the right to reasonably share queries and its responses with other participating organizations, if applicable.

## 13.0 EVALUATION

Applications will be reviewed on the basis of alignment with the goals of this RFP, experience, ability to perform the Scope of Work, and available dollars. The RFP proposal will be evaluated from both the written application and the oral presentation/interview by an evaluation panel.

<b>Weighting of selection criteria</b>	
<b>Category</b>	<b>Weight</b>
Experience working with Indigenous Peoples	25%
Research experience in the subject areas (including some knowledge of Calgary's Homeless-Serving System of Care)	25%
Quality and accessibility of writing	25%
Level of organization, reliability, ability to meet deadlines, team cohesiveness & composition (Applicants expected to utilize at least one junior Indigenous researcher)	25%

## RFP Panel

The selection of Preferred Applicant(s) for the allocation of project funding will be undertaken by the RFP Panel (the "Panel"), who have signed a conflict of interest declaration. The Panel's membership will include CHF staff and individuals with expertise in the RFP subject matter including, but not limited to, Indigenous culture, homelessness, housing, and research.

No officers, directors, board members or any employee of an Applicant will participate in the Panel.

The Panel may consult with others, including other CHF staff members, third-party consultants and references, as the Panel may in its discretion decide is required.

## Selection

The Panel will consider the Proposal and the Applicants' responses during the presentation/interview to form its recommendation to the CHF for the Preferred Applicant(s).

Upon completion of the Proposal review and interview process, the Panel will deliberate and form a written recommendation to CHF for the selection of a Preferred Applicant(s).

The CHF will make a final decision on awarding contracts and shall negotiate terms of the contract with successful Applicants at its discretion.

## Disqualification of Applicants

At the sole discretion of the CHF, an Applicant may be disqualified and its Proposal(s) rejected if:

- a) the proposal is incomplete and/or missing information and/or contains out of date or incorrect information and/or has not followed the submission instructions in the RFP; or
- b) an Applicant, in the opinion of the CHF, is not qualified for the scope of work specified (minimum score);  
or
- c) an unsatisfactory performance record exists as shown by past or current work for CHF; or
- d) current commitments exist (CHF or otherwise), which might hinder or prevent the prompt completion of the work.

Should an Applicant be disqualified, no further obligation is required of the CHF, its staff or Board of Directors.

## 14.0 ADDITIONAL INFORMATION

Guiding documents and additional information is included with this RFP to assist your organization in developing a proposal.

### **CHF System Planning Frameworks:**

CHF Singles System Planning Framework

[http://calgaryhomeless.com/content/uploads/SSPF\\_V116\\_2017-03-15.pdf](http://calgaryhomeless.com/content/uploads/SSPF_V116_2017-03-15.pdf)

CHF Family System Planning Framework

[http://calgaryhomeless.com/content/uploads/FSPF\\_V116\\_2017-03-15.pdf](http://calgaryhomeless.com/content/uploads/FSPF_V116_2017-03-15.pdf)

**Calgary Plans to End Homelessness:**

Plan to End Aboriginal Homelessness in Calgary  
<https://www.ihearthomeyc.com/aboriginal-plan/>

Calgary's Updated Plan to End Homelessness: People First in Housing First  
<https://www.ihearthomeyc.com/calgarys-plan/>

Calgary Plan to Prevent and End Youth Homelessness – 2017 Refresh  
<https://www.ihearthomeyc.com/youth-plan/>

**15.0 PERIOD OF CONTRACT**

Should the CHF select an Applicant through this RFP process to perform the work, a contract will be executed between CHF and the selected Agency.

The intended period of contract: December 1, 2018 up to March 31, 2020.

CHF expects the launch of all three final reports to be complete prior to March 31, 2020.

**16.0 AMENDMENTS:**

This section is reserved for Amendment descriptions.

Amendment # 1 (September 27, 2018):

- Update to Interview Date – From November 5, 2018 to November 13, 2018
- Update to Contract Start Date – From November 23, 2018 to December 1, 2018
- Added Optional Video Presentation process (Section 10.0)
- Added Mandatory Minimums (Section 6.0)

**15.0 THANK YOU**

Thank you for your consideration of this Request for Proposal. Calgary Homeless Foundation is committed to working with the community to help all people find their way home.

Sincerely,

**Nick Falvo, PhD**  
**Director, Research & Data**  
**Calgary Homeless Foundation**

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## APPENDIX A: SELF DECLARATION

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A Bidder shall disclose any potential, actual or perceived conflicts of interest and existing business relationships it may have with the CHF, its elected or appointed officials, representatives, employees, funded agencies or funders.

A Bidder shall disclose any relationship between any Representative of the Bidder(s) and any Representative of CHF including where:

- (i) the Representative of the Bidder presently or previously serve(d) as a Representative of CHF;
- (ii) a Representative of the Bidder and a Representative of CHF are Family; or
- (iii) it is known that a Representative of the Bidder will become a Representative of CHF in the future; or
- (iv) It is known that a Representative of CHF will become a Representative of the Bidder in the future.

For the purposes of this Conflict of Interest declaration,

- (i) a "Representative" means an employee, director, officer, volunteer or contractor;
- (ii) "Family" means a spouse, common-law partner, domestic partner, child, grandchild, great grandchild, parent, parent-in-law, brother, sister, brother-in-law, sister-in-law, son-in-law, daughter-in-law, aunt, uncle, great aunt, great uncle, cousin or second cousin and includes foster and step relationships for any of the above.

CHF may rely on such disclosure

- I/We declare no conflicts.
- I/We declare the following conflicts.

Where a conflict exists, at minimum two (2) members of CHF executive or board representatives will review declaration to determine if proposal shall be accepted or rejected.

**Name & Title (printed):** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_