



## REQUEST FOR PROPOSAL

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## FUND DEVELOPMENT CONSULTING SERVICES

2025

# **Request for Proposal – Fund Development Consulting Services**

## **Introduction**

St. Leonard's Community Services London & Region (SLCS) is a non-profit community service organization dedicated to supporting and advocating with individuals who are, or who are at risk of being, justice-involved to promote a community where everyone feels safe, valued, and supported. SLCS has been in continuous operation since its incorporation in 1969, delivering essential residential and non-residential community services to our community.

Through the course of the organization's development, SLCS has built prevention and intervention programs and services in direct support of individuals and populations of people who are at higher risk of becoming justice-involved. Such services range from: high support congregate settings; specialized services to persons with mental illness and/or developmental disabilities including community reintegration programs for those exiting a correctional institution; prevention and early intervention services for youth in local schools; early intervention and diversion programs associated with the local police and courts; and housing programs for those that may be unhoused or precariously housed or who may require supportive housing services. At the present time, the organization owns and operates four community residential facilities and two community program centres & administrative offices.

SLCS is governed by a volunteer Board of Directors and employs approximately 170 people in the 20+ programs that we offer for the community of London and region. SLCS, a non-profit organization and registered charity, has funding from numerous provincial and federal ministries (Ministry of Health; Ministry of the Attorney General; Ministry of Children, Community and Social Services; Ministry of the Solicitor General; and Ministry of Public Safety – Correctional Services of Canada) along with funding from local entities (Ontario Health, Thames Valley District School Board and the City of London). SLCS is fully accredited by the Canadian Centre for Accreditation.

When the organization developed its 2023-26 Strategic Plan, one of the goals was to diversify our revenue to allow us to strengthen our organizational effectiveness. The Board of Directors and Leadership team recognize that increasing revenue must include alternatives to usual operational contracts, and may include pursuing grants, fundraising campaigns, and/or social enterprise.





## **Objective**

SLCS is now seeking proposals from those interested in collaborating with us in designing and implementing a strategic fund development implementation plan. That plan is meant to cultivate new revenue streams through fundraising initiatives, grant applications, and donations with the aim of ensuring financial resilience. As demand for SLCS services increases, a well-structured fund development plan will create the necessary financial foundation to expand existing services, launch new initiatives and address emerging community challenges. Within this, SLCS is anticipating a capital campaign in the near future to address current infrastructure needs. Implementing a fund development strategy now will help establish donor relationships, build a culture of philanthropy, and lay the groundwork for a successful fundraising effort when the time comes.

## **Scope of Services**

The successful consultant will be responsible for working with existing staff and providing expert advice and facilitation throughout the project with objectives including:

- Conduct a practical assessment of SLCS's current readiness for fund development activities
- Identify best practices in fund development which should be incorporated into a multi-year fund development strategy
- Develop an actionable and strategic fund development plan which will assist in the diversification of the SLCS funding base to ensure the long-term sustainability of the organization

## **Project Outline and Deliverables**

The successful consultant is required to create a customized written plan for SLCS with the following specific deliverables:

- Assess internal readiness through activities such as:
  - Reviewing SLCS's current fund development status
  - Setting up a way to measure success
  - Consult with the Board, organization leadership to determine overall fundraising goals (short and long-term)



- Involve organizational leadership in fund development through:
  - Defining key roles and responsibilities
  - Providing relevant training and coaching
  - Find ways to integrate fund development into existing structures
  - Inform SLCS board and leadership of ethical, financial or legal considerations related to fund development activities
- Strengthen brand visibility:
  - Create a relevant marketing and communication plan
  - Provide recommendations on how to develop capacity within staff members or roles for fund development
  - Using storytelling to showcase successes
  - Develop new community engagement initiatives
- Build a foundation for fund development by:
  - Creating necessary fundraising policies and procedures
  - Conduct funder/donor analysis of the sector
  - Develop processes and systems for managing donations, compliance, donor records, etc.
- Create an annual fund development plan, including:
  - Setting goals and key indicators that measure success for 2026/27
  - Identify types of revenue streams, how to build them, and appropriate frequency(ies)
  - Creation of a guiding fundraising calendar
  - Make recommendations on long-term financial sustainability of a permanent fund development position
- Enhance donor relationship building through activities such as:
  - Adopt and implement the appropriate donor “Bill of Rights”
  - Assess donor perceptions and trust
  - Identify strategies to build relationships with prospective donors and/or identify potential donors to approach

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## **Consultant Requirements**

It is expected that the successful consultant will have:

- At minimum, a working understanding of SLCS and the services SLCS provides
- Be local to the London region with an understanding of the community and ability to work with SLCS in both in-person and virtual capacities



- Demonstrable experience and understanding of fund development and fundraising in the non-profit sector in general and the community service sector specifically
- Experience in creating and facilitating the fund development planning process to produce a suitable strategic and achievable plan that can be implemented by agency staff

## Proposal Submission

Interested consultants are asked to email a proposal containing:

- Name of company and/or consultant(s), and contact information
- A CV/resume/profile illustrating expertise and experience, including three to five examples of projects of similar size and scope to this project
- Up to three relevant references, including client name, contact person, phone number, project description, and results
- Details describing the general approach or development strategy, work plan, critical path with timeframes, and explanation of how the RFP requirements will be achieved including suggested and needed human and support resources, with the understanding that the actual scope of work may be refined in consultation with the selected consultant that aligns with SLCS staff and board resource and time constraints.
- A description of the deliverable that will be provided to SLCS at the end of the project
- A fee quote for services that includes a detailed budget with a breakdown of expected hours and other expected costs
- Disclosure of any real or perceived conflict of interest that either presently exists or could reasonably be foreseen as arising in the future should the proposal be accepted. Of note, a conflict of interest will be evaluated on its merits and will not necessarily result in the exclusion of a response.

## Questions and Clarification

All consultants may seek clarification and ask questions by emailing [fundraising@slcs.ca](mailto:fundraising@slcs.ca). Questions should be received by noon (12:00 p.m. EST) Wednesday May 14, 2025. Responses to questions from any one consultant will be shared with all known participating consultants.

## How to Apply

Please submit your proposal by email on or before **4:00 p.m. EST Wednesday May 21, 2025** to [fundraising@slcs.ca](mailto:fundraising@slcs.ca). Proposals should:



- Be in one file in PDF (Adobe Acrobat) or DOCX (Word) format.
- Have a 15-page maximum (inclusive of appendices) with no less than 11-point font size

## **Selection Criteria**

Final determination and selection by a committee comprised of members of the Board of Directors and Leadership Team will follow a two-stage selection process:

### **Stage 1: Scoring of proposals based on the following criteria:**

- Education, training, and/or subject expertise: 10 points
  - Scoring can be based on related experience in other fund development planning, experience in similar work regionally or locally, experience in the non-profit and social services sector, demonstration of facilitation skills in working with a Board of Directors, staff, and other stakeholders
- Clear description of elements of work including expected outcomes: 60 points (10 points each for various project outline components and deliverables)
  - Scoring can be based on descriptions of how the scope of work and project deliverables will be accomplished, benchmarks and time needed to accomplish the various phases, ability to assess readiness inside and outside the organization in relation to SLCS services, outlines of approach to the development of capacity within the organization, approach to marketing and communication strategies, donor management strategies, development of a long-term strategy for fund development and fund raising activities beyond the end of the contractual engagement
- Relevance of completed projects, experience and references: 10 points
  - Scoring can be based on references from clients who have obtained similar services to those requested in the RFP
- Thoroughness of proposal and ability to meet requirements: 10 points
  - Scoring can be based on thoroughness, conciseness and detail to meet project requirements, identification of opportunities and challenges, approach to being flexible and responsive to potential obstacles, detail related to project budget and costing
- Ability to meet project budget:
  - Full 10 points to the most cost-effective proposal. Other proposed prices will receive scores that are proportional to their cost as compared to the lowest proposed price: (lowest proposed price divided by the submitted proposed price) x 10 points



## **Stage 2: Additional Information and Interviews**

If determined necessary, a short list of up to 3 consultants will be prepared. Consultants may be asked to submit further information as required. It is an expectation that the candidate attends an interview with members of the selection committee.

### **Project Timeline**

The proposed project is expected to take 9 to 12 months and is to begin no later than July 1, 2025.

### **Project Costing**

The budget allocated for this project is between \$55,000 and \$65,000, inclusive of all fees, expenses, and applicable taxes. Respondents are encouraged to propose solutions that align with this range, while also demonstrating value for money and cost-effectiveness. While proposals outside of this range may be considered, submissions that significantly exceed the upper limit without clear justification are unlikely to be successful. Respondents may, if appropriate, include tiered pricing or optional service levels that illustrate what could be delivered at varying investment points within or slightly beyond the range.

As described in the Selection Criteria and Scoring above, cost will be one of several evaluation factors. The final decision will not be based solely on lowest cost, but on the overall value to the organization.

Additional funds for donor management software (as mutually agreed upon) will be negotiated.

### **Conditions**

SLCS will not be liable for any costs incurred by a consultant in the preparation of their responses to this request or attending to a presentation (if required). SLCS reserves the right to ask for additional information and adjustments to any proposed response. SLCS will keep all information provided by the candidate as confidential. Information provided to the respondents is to be used for the sole purpose of responding to this request for proposal.



## **Confidentiality**

All information provided by or obtained from SLCS in any form in connection with the RFP either before or after the issuance of the RFP is the sole property of SLCS and consultants must treat it as confidential. It is not to be used for any purpose other than replying to the RFP and the performance of any subsequent consultant services.

It is the responsibility of the consultant to identify confidential information in their proposal or documentation. The confidentiality of such information will be maintained by SLCS. Furthermore, consultants are advised that their proposals, as necessary, may be disclosed on a confidential basis to the SLCS Board of Directors or its subcommittees and to staff for the purpose of evaluating or participating in the evaluation of their proposals.







## Our Mission

To support and advocate with individuals who are, or who are at risk of being, justice-involved.

## Our Vision

A community where everyone feels safe, valued, and supported.

## Our Values

**Inclusion** – Our foundation is a stance of non-judgement and openness that recognizes and honours the uniqueness and dignity of each person and their experience.

**Collaboration** – Relationships are central to who we are and what we do. We cultivate purposeful connections with our clients & participants, co-workers, partners, allies, and community.

**Compassion** – We are honoured to be part of other people's journeys. We accompany others and each other with empathy, flexibility, commitment, and respect.

**Accountability** – We are a reliable partner who provides compassionate supports. We steward well the resources entrusted to us as we do our best by, with, and for clients & participants, co-workers, volunteers, students, partners, allies, and our community. Accountability is an invitation to become our best selves as we learn and grow.