



Calgary Homeless  
FOUNDATION

## **REQUEST FOR PROPOSAL (RFP)**

Scattered Site Supportive Housing  
Programming - Adults & Youth

Ref: 22088

**RFP Closing Date: July 29, 2022 @ 11:59PM MST**

Prior to proposal submission, please submit a notice of intent to CHF with your intention to apply to this RFP by July 15, 2022. Notice can be found here: [Notice of Intent](#)

**Response Submission Contact:**

Roman Katsnelson, Director Programs & Evaluation  
Calgary Homeless Foundation

Tel: 587.327.2074

Email: [funding@calgaryhomeless.com](mailto:funding@calgaryhomeless.com)

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## 1.0 INTRODUCTION

Working with homeless-serving agencies and community partners, Calgary Homeless Foundation guides the fight against homelessness in Calgary. Utilizing a three-pronged approach we:

- **Allocate resources for the highest impact and outcomes** to efficiently deliver and maximize benefits to people experiencing homelessness.
- **Build knowledge and understanding** of homelessness through our cutting-edge database and research.
- **Galvanize public and political will** to ensure people have the right housing at the right time.

This approach ensures we help Calgarians journey out of homelessness into a home with the support they need to thrive.

Through agile system coordination aligned with research and data, we find innovative and evidence-based supportive housing solutions for people at risk of or experiencing homelessness. Our approach ensures that our city's resources are allocated cost-effectively to provide a full spectrum of services, solutions, and homes for all Calgarians.

CHF responsibly stewards and allocates funding from the Provincial and Federal Governments (the "**Donor**") to agencies and their support programs/services to maximize efficiency and benefits to clients. Funds are allocated through ongoing and one-time grants to programs and services that best address the community's needs in a fiscally responsible way. Funding is awarded based on the quality of proposals received, the need in the community (derived from data and community feedback), and the overall contribution to Calgary's Homeless-Serving System of Care (the "**HSSC**"). Grounded in evidence-based research and data analysis, CHF strives to maximize program participant and fiscal impact.

## 2.0 OPPORTUNITY INFORMATION/GOAL

**Calgary Homeless Foundation (the "CHF") is currently conducting a selection process with the objective of selecting agency/organization partners (the "Service Provider") to provide, appropriate support, and implement low barrier Scattered Site Supportive Housing for Adults (SSSH) and/or Youth experiencing homelessness.**

This RFP issued by CHF is an invitation to interested parties (an agency/organization/service provider/legal entity) with the ability to enter into legally binding contracts (the "Proponent"), to submit a proposal (the "Proposal") for the provision of the services and scope of work outlined in this RFP. No agreement or contract for services is formed by responding to this RFP until a fully signed, mutually agreed upon contract (the "Agreement") is completed. A Proposal submitted through this opportunity is not irrevocable. CHF is not bound to enter into an Agreement with any Proponent who submits a Proposal.

## 3.0 BACKGROUND

Current data and recent community feedback demonstrate an ongoing need for increased de-centralized housing and programming supports. SSSH programming provides housing, case management, and

recovery-oriented supports in the community, which may or may be situated within a single location, but without an expectation of 24/7 onsite supports.

This RFP is seeking multiple agency partners to increase the availability of SSSH units for single adults (18+) and for youth (14-29) in Calgary's Homeless Serving System of Care. Program designs should accomplish recovery outcomes at the individual level and increased flow-through outcomes at the system level. The current RFP is broken into two distinct classifications: Adult (SSSH-A) & Youth (SSSH-Y). Proponents should clearly identify the distinct demographic to which they are applying.

#### 4.0 THE PROGRAM DESIGN (SCOPE OF WORK)

CHF is a funder of impact and outcomes. Current programs within the HSSC provide coordinated housing and programmatic supports to individuals and families experiencing homelessness. Programs are based on commitments to low-barrier housing, and person-centred, recovery-oriented supports in alignment with housing first and harm reduction principles. As a general practice, proponents interested in applying to this RFP should have program designs which align with the above principles.

Program designs should articulate specific outcomes and change pathways for participants, in alignment with the recovery domains of home, health, financial wellness, and community connection. Program designs should also articulate system-level outcomes for decreased barriers to access, improved system integration, increased system outflows, and reduced returns to homelessness.

Programmatic inputs may include any combination of integrated supports, supportive referrals, partnerships, and community connections. Program designs may specify a combination of clinical and social approaches, as access to formal supports and asset-based community development, respectively.

All approaches should be person-centred and demonstrate a capacity for effective supports for members of equity-seeking groups, including 2SLGBTQIA+, Indigenous, and racialized communities.

Programs should be specifically designed for those who have experienced or are experiencing homelessness and be delivered in a low-barrier and culturally appropriate manner. Program eligibility criteria may not include demographic factors except for minimum age (adults) or minimum and maximum age (youth).

All program designs, regardless of expected duration, should articulate consideration for post-program transitions (graduation process).

#### Design Elements

Proponents should clearly describe the program scope, including the amount of funding and programming spaces as appropriate, outcomes, and capacity.

Please clearly describe the following design elements in your proposals:

a. Service Design

Please describe your approach to providing housing and/or support services to program participants, including engagement strategies, support models in use, and staffing model. Your

program budget should be clearly linked to this service design. Collaborative partnerships are integral and encouraged for program design. All program participants will continue to be identified and placed through the Coordinated Access and Assessment (CAA) System.

- Please incorporate a description of the following elements:
  - Service Delivery Model
    - Confirmation of Target population: unaccompanied individuals (adults/youth)
    - Services and supports to be offered
    - Resources required (e.g., staffing model)
    - Cultural considerations
    - Indigenous healing approaches
    - Expected/average duration of support and exit pathways
  - Partnership/collaboration opportunities
    - Community or provincial supports
    - Preference for collaboration efforts that outline agency relationships based on shared goals, accountability, decision making and resources.
- You are invited to design a program utilizing an existing model or a combination of models while demonstrating a dedication to evidence-based principles.

b. Intended Outcomes

Please describe what system-level and individual-level outcomes your program design aims to contribute. Direct links between your service design elements and your intended outcomes will strengthen your application.

- Please describe your program's alignment with the recovery-oriented system of care
  - Outcomes in one or more of 4 Impact Domains (Home, Health, Finance, and Community)
  - Integration with HSSC Coordinated System / Coordinated Access

c. Organizational Experience and Capacity

Please discuss your organization's experience providing similar services, as well as alignment with values of safety, equity, cultural awareness, and reconciliation. Financial information about the organization is also included in this section.

## Recovery Orientation

The Calgary Homeless Foundation coordinates a recovery-oriented system of care. Recovery from homelessness is understood as improved quality of life for program participants.

The program delivers, without judgment, coercion, or discrimination, services and supports that are person-centred and build on the strengths and resilience of individuals, families, and communities to achieve positive outcomes in the domains of *home, health, financial wellness* and *community connection*.

## Data Collection and Reporting Requirements

To align with system-level impact, programs agree to meet associated outputs and meet reporting requirements, including:

- completing assessments at intake, at regularly scheduled intervals during program participation, and at program exit in the HMIS system;
- completing and updating a learning-focused Theory of Change document;
- participating in reflective practice efforts to surface learnings about program process and impacts; and
- completing financial reporting as set out in the program funding agreement.

## 5.0 OPPORTUNITY REQUIREMENTS

To be eligible for this opportunity, all Proponents must

- utilize the Homeless Management Information System ("HMIS") as the method for collecting data;
- participate in, and align with, Calgary's Coordinated System of Care; and
- demonstrate strong financial and governance policies and processes (see section 8.0 of RFP Response Form).

Interested Proponents responding to this RFP through its written Proposal will need to describe their approach to delivering the Services outlined in the Scope of Work, demonstrating an appreciation of the key issues and stakeholders for achieving the objectives and having an appropriate methodology and work plan for delivering the Services in the specified timeframes.

### Mandatory Minimum Requirements

Proponents must meet the following requirements in order for the application to be qualified:

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 fully complete in accordance with the instructions
M4	No history of non-performance of contract with CHF

## 6.0 BUDGET DESIGN

Funding allocated will be predicated on the designed model of the successful Proponent(s). Through this RFP, interested Proponents should identify a budget that they believe will be able to achieve the goals outlined in this RFP and their anticipated project.

CHF is not providing a prescriptive budget at this time to prevent limiting the design possibilities in RFP responses. Proposed budgets should provide the number of spaces the program is anticipated to support and detail expenses related to:

- staff wages and benefits,
- direct participant costs,
- programming expenses, and
- administrative expenses.

Funding for these projects will be provided by either the Government of Alberta or Government of Canada depending on program type.

## 7.0 NOTIFICATION OF INTENT TO APPLY

Proponents interested in this RFP are strongly encouraged to submit a Notification of Intent to CHF prior to full Proposal submission in accordance to the Schedule of Events below. This will help CHF identify potential Proponents for this opportunity. Once we receive your notification, we will be able to inform you of any updates or changes to the RFP process. CHF may also contact Proponents prior to proposal submission to clarify their intention and Proposal.

**Please click here to access:** [Notice of Intent](#)

## 8.0 WRITTEN PROPOSALS

**Interested Proponents must utilize the RFP Proposal Response Form (attached separately)** and must address the Scope of Work and Opportunity Requirements as outlined in this RFP.

Proposals must include:

- 1) contact information including legal entity/name, mailing and email address,
- 2) detailed outline of how you will meet the key deliverables/scope of work, including timelines,
- 3) detailed cost/fees (including a detailed budget specifying how much will be spent on staffing, service participant costs, etc.),
- 4) reference to experience related to performing the required tasks to complete the Services,
- 5) samples of previous work related to the scope of work outlined in this RFP, and
- 6) conflict of interest declaration signed by an authorized signatory (see RFP Appendix A).

CHF uses a standardized Proposal Response Form to streamline the application and review process. Proposal responses should be concise but thorough and ensure that each section is answered in its entirety. Attachments may be considered but only if they are relevant to the RFP and demonstrate previous related work and experience.

The completed Proposal and signed declaration should be in PDF format. Proponents acknowledge that submitted Proposals will be open for acceptance by CHF for at least 90 days after the Closing Date.

## 9.0 PROCESS

**Proponents interested in submitting a proposal must complete the RFP proposal form and signed declaration and shall submit 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.

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 utilize the Contact noted above for clarification prior to submitting Proposal. You are reminded that your Proposal should be inclusive of all taxes, fees, and permits, where applicable.

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 to the CHF, see Presentations below.

Included in this RFP toolkit are the following documents:

- RFP
- Appendix A: Declaration Forms
- Appendix B: Program Funding Agreement (For Reference)

## 10.0 PRESENTATIONS / INTERVIEW

Along with providing a written proposal, Proponents may be requested to provide a presentation and attend an interview, either in person or via teleconference (MS Teams) as per the RFP Schedule below. Proponents should prepare a presentation no longer than 20 minutes that provides an overview of their Proposal, highlighting and showcasing aspects of their proposed program to the RFP Panel. The duration of each interview will be no longer than 45 minutes, including follow-up questions and answers from both parties.

Should you be selected, please limit the number of your organization's participants in the oral presentation to no more than three. We kindly request that one of the participants of your presentation team be the Executive Director/ CEO (or equivalent) for the interview process to support organizational alignment to the goals outlined in this RFP.

## 11.0 APPLICATION SUPPORTS & SUPPLEMENTAL VIDEO PRESENTATION (OPTIONAL)

As a funder of impact and outcomes, CHF wishes to cultivate a robust social serving sector, and encourages all eligible service providers to apply. While all applicants are asked to carefully read this RFP, response form and any supporting documents, CHF welcomes conversation with potential applicants regarding all funding opportunities with CHF. More specifically, application supports are available throughout this RFP process including opportunities for questions (see section 12.0 below), Proposal response form support, and pre and post application consultation sessions, if required.



Additionally, should it benefit or complement your Proposal, CHF provides the opportunity for Proponents 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/enhance any of responses to the questions asked in the RFP application.

The video must follow the format below:

- MP4, WMP, or similar common video file format
- No longer than 5 minutes
- Submitted via email with a YouTube, Google Drive, OneDrive, Dropbox (or similar hosts) hyperlink and delivered alongside written proposal submission

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

## 12.0 QUESTIONS/QUERIES

Should Proponents have any questions about this opportunity, its requirements, deliveries, or regarding the response requirements, please contact [funding@calgaryhomeless.com](mailto:funding@calgaryhomeless.com) for clarification prior to submitting a proposal. CHF will strive to answer all questions with respect to this RFP, and where appropriate, to ensure a fair and transparent process, any relevant questions or answers that would be beneficial to all Proponents will be answered through a publicly available Question & Answer form on the CHF website as per the Schedule of Events below.

CHF reserves the right to: not answer questions that do not pertain directly to the subject matter to this RFP, answer questions outside of the deadline (within reason, given the answers would not provide an unfair advantage to any Proponent), as well as not disclose answers to questions where the answers would not benefit other Proponents.

## 13.0 RFP SCHEDULE OF EVENTS

The CHF reserves the right to change the RFP schedule as needed. Please note that late applications will not be accepted.

RFP Issued	June 6, 2022
Deadline for Submitting a Notification of Intent	July 15, 2022
Deadline for Questions	July 15, 2022
CHF Responses to Questions (posted on website)*	July 20, 2022
<b>Deadline for Proposal Submission</b>	<b>Tuesday July 29, 2022 @ 11:59 PM MST</b>
Notification to Proponents for Presentation*	August 8, 2022
Presentation/Interview*	August 15, 16, 2022

Recommendation for Award*	August 22, 2022
Anticipated Project Start Date	September 1, 2022

\* These dates subject to change

## 14.0 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 Proponents. CHF reserves the right to reasonably share queries and its responses with other participating organizations, if applicable.

## 15.0 FREQUENTLY ASKED QUESTIONS (FAQ)

### 1. Q. What does CHF mean by flow-through in the HSSC?

- A. Flow-through in HSSC is a system-level outcome, referring to the activated capacity to align with The Canadian Alliance to End Homelessness, which calls for "two complementary sets of actions to end homelessness: (1) reduce the inflow into the homeless service system, and (2) accelerate the out-flow in the form of permanent housing move-ins from the homeless system." (Recovery for All, July 2020). Program design should aim to contribute specifically to (2) above by setting participants up for success independent of the HSSC.

### 2. Q. What does CHF mean by recovery?

- A. Recovery is an umbrella term referring to improved quality of life outcomes for program participants. Program design should include person-centred supports that contribute to improvement in the domains of home, health, finance, and community connection to help individuals exit homelessness.

## 16.0 EVALUATION OF PROPOSALS

Applications will be reviewed on the basis of alignment with the goals of this RFP, experience, impact to the homeless-serving system of care, 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.

### RFP Panel

The selection of Preferred Proponent(s) (awarded Proponents under this RFP 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 may include CHF staff, members of the Reaching Home Community Advisory Board, and individuals with expertise in the RFP subject matter.

No officers, directors, board members or employees of a Proponent 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 Proponents' responses during the presentation/interview to form its recommendation. 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 Proponent(s).

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

### Weighted Criteria

Category	Weight
<b>Approach</b> <ul style="list-style-type: none"> <li>• Understanding of Scope of Work</li> <li>• Program Design Elements</li> <li>• Alignment with system-level and individual-level outcomes</li> <li>• Alignment with recovery-oriented system of care</li> </ul>	60%
<b>Capacity/Experience</b> <ul style="list-style-type: none"> <li>• Organizational Capacity</li> <li>• Demonstrated Experience</li> <li>• Ability to perform scope of work</li> </ul>	30%
<b>Value/Cost</b> <ul style="list-style-type: none"> <li>• Alignment between program design and budget</li> </ul>	10%

### Disqualification of Proponents

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

- 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
- a Proponent, in the opinion of the CHF, is not qualified for the scope of work specified (minimum score); or
- an unsatisfactory performance record exists as shown by past or current work for CHF; or
- current commitments exist (CHF or otherwise), which might hinder or prevent the prompt completion of the work.

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

### Notification of Results

At the conclusion of this process, all Proponents will be notified. If a Proponent is awarded a contract, CHF will publicly post the Proponent(s) name on the CHF website upon conclusion of award (unless directly related to confidential CHF internal business processes).

Proponents may request a debriefing meeting with the CHF at [contracts@calgaryhomeless.com](mailto:contracts@calgaryhomeless.com) at a mutually convenient time. CHF reserves the right to decline such a request if deemed inappropriate.

## Appeal Process

Proponents to an RFP may register a grievance or protest a decision made regarding their Proposal in alignment with the CHF RFP Appeal Process. A full copy of this process may be requested from CHF.

## 17.0 ADDITIONAL INFORMATION

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

### **Guiding the Fight Against Homelessness: Strategic Plan to 2025**

<https://www.calgaryhomeless.com/focus-to-2025/>

## 18.0 PERIOD OF CONTRACT

By submitting a Proposal, the Proponent agrees that should the CHF select its Proposal through this RFP to perform the services (scope of work), a mutually agreed upon contract must be signed and executed between CHF and the selected Proponent. The terms and conditions of such contract to be finalized to the satisfaction of CHF. A copy of a Program Funding Agreement is attached as Appendix D for reference.

Written notice to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written contract will constitute an agreement for the services, and no Proponent will acquire any legal or equitable rights or privileges relative to the services until the occurrence of both such events.

The intended period of contract: **September 1, 2022 – March 31, 2023**, with the intention to annually renew the agreement in 1-year intervals, conditioned upon the service provider meeting CHF performance requirements, funding availability, and CHF's donor requirements (Government of Alberta or Canada).

## 19.0 AMENDMENTS:

This section is reserved for RFP amendment descriptions.

**Amendment # 1:** Extended RFP submission deadline to July 29, 2022 and the accompanying schedule of events that follow.

## 20.0 GENERAL TERMS & CONDITIONS

### Eligible Proponents

Any duly incorporated legal entity, including a not-for-profit organization, charity, or a corporation that has significant experience providing social services to vulnerable populations.

### CHF Right to Revise

The CHF reserves the right to:

- a) revise the RFP Schedule;
- b) revise the RFP and/or to issue amendments to the RFP; and
- c) reject, cancel or to reissue the RFP in whole or in part if it is deemed in the CHF's best interests, with no penalty, prior to the execution of an Agreement.

### No CHF Obligation

This RFP does not commit the CHF in any way to select a Preferred Proponent, or to proceed to negotiations for an Agreement, or to award any Agreement.

### No Contract

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract of any kind of services is formed under, or arises from, this RFP, prior to the signing of a formal written Agreement.

### CHF Right to Terminate due to no Funding

The CHF reserves the right to terminate the RFP where the Donor (the Government of Canada or the Government of Alberta) provides CHF with indications of future funding, which CHF relies upon to commence this RFP whether reasonably or unreasonably, such funding which the Donor does not subsequently provide to CHF.

### Proponent's Expenses

Proponents are solely responsible for their own expenses in preparing and submitting Proposals, and for any costs incurred by the Proponent in meetings, negotiations or discussions with the CHF or their representatives relating to or arising from this RFP.

The CHF and their representatives, agents and advisors will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for an Agreement, or other activity related to or arising out of this RFP.

### Conflict of Interest

A Proponent shall disclose in its Proposal 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 as part of the Mandatory Requirements. A Proponent must disclose any Relationship of Close Proximity defined as a relationship between any employee, director, officer or

volunteer of the Proponent(s) and the CHF where they are or have served as a director, a family member, a past employee or a known future employee. The CHF may rely on such disclosure.

### Property of the Owner

All materials submitted in response to this RFP will become the property of the CHF upon delivery to the RFP Coordinator and will not be returned to the Proponent. The Proponent's written response to the RFP, or portions thereof, may also become a part of the Agreement.

### Award Terms and Conditions

Upon award, the Proponent will be responsible to adhere to the terms and conditions of all awarded agreement(s) and contract(s), including but not limited to, adherence to all applicable Federal, Provincial and Municipal codes and by-laws and must obtain all required permits and licenses as well as adhere to all safety rules, regulations and labour codes in effect in all jurisdictions where the work is to be performed.

The Proponent agrees to obtain and maintain adequate insurance coverage relating to the operations and liability assumed under the agreement(s) in form and substance satisfactory to the CHF and agrees to indemnify and save harmless the CHF for any claim demand arising out of the performance by the Proponent of the agreement.

### Multiple Preferred Proponents

The CHF reserves the right and discretion to divide up the Services, either by scope, case load, geographic area or other basis as the CHF may decide, and to select one (1) or more Preferred Proponents to enter into discussions with the CHF for one (1) or more Agreements to perform a portion or portions of the Services. If the CHF exercises its discretion to divide up the Services, the CHF will do so reasonably having regard for the RFP and the basis of Proposals.

In addition to any other provision of this RFP, Proposals may be evaluated on the basis of advantages and disadvantages to the CHF that might result or be achieved from the CHF dividing up the Services and entering into one (1) or more Agreements with one (1) or more Proponents.

If a joint program Proposal becomes a selected Proponent pursuant to this RFP, the CHF may choose to enter into discussions for individual Agreements with each agency/organization for their portion of the joint program or may enter one agreement with the primary Proponent, and request documentation of a formal partnership with the second agency/organization.

### Errors and Omissions

While CHF has used considerable efforts to ensure information in this RFP is accurate, the information contained in the RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by CHF, nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

### Acceptance of Terms and Conditions

Submitting a Proposal indicates acceptance of all the terms and conditions set out in the RFP, including these RFP rules and appendices to the RFP and any future amendments.

## 21.0 THANK YOU

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

Sincerely,

**Aaron Li, Manager, Contracts & Procurement**  
**Calgary Homeless Foundation**

## APPENDIX A: SELF DECLARATION

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

- (i) The Representative of the Proponent presently or previously serve(d) as a Representative of CHF;
- (ii) A Representative of the Proponent and a Representative of CHF are Family; or
- (iii) It is known that a Representative of the Proponent 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 Proponent 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):**

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**Signature:**

**Date:**

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## APPENDIX B: PROGRAM FUNDING AGREEMENT

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**A copy of the Program Funding Agreement, to be signed between the successful Proponent(s) and CHF is linked below for reference only (DO NOT SIGN THIS AGREEMENT).**

By submitting a proposal through this RFP, Proponents are agreeing in principle to the terms and conditions contained within this Program Funding Agreement. No funding relationship exists between CHF and the Proponent until a fully executed Program Funding Agreement is signed and executed by both parties.

**Note:** the terms and conditions may change between this copy and the final copy Proponents may sign.

[Link to Program Funding Agreement here](#)