



Britannia Community Master Planning Project Fund Development Feasibility Study

REQUEST FOR PROPOSALS

This document is a Request for Proposal (RFP) for the selection of a consultant to provide professional fundraising services. All interested and qualified parties may submit proposals.

INTRODUCTION AND BACKGROUND

Vision

To be a recognized leader in building community, promoting partnerships, celebrating diversity and enhancing the life and well-being of everyone who lives, works, and plays in our community.

Mission

To develop, coordinate, and support a wide range of excellent programs and services for Grandview-Woodland and Strathcona by working with community members, partners, and local agencies.

General History

The Britannia Community Services Centre Society, Partnerships, and Facilities:

- The Britannia “integrated concept” was developed in the late 1960s and early 1970s.
- The Community Services Centre first opened to the public in June 1976, and was one of North America’s largest facilities of its type.
- The Centre is community-operated and -managed by an elected volunteer Board of Management (Britannia Community Services Centre Society) made up of local residents.
- Funding for the centre is from a variety of sources, including the City of Vancouver, government grants (Provincial and Federal), user fees, and other grants.
- The City provides approximately half the funding used to resource the administrative core of the organization, including salaries, maintenance, supplies, etc. Programs are largely funded through the other sources.
- The Centre is a unique partnership of the City of Vancouver, the Vancouver School Board, the Vancouver Park Board, the Vancouver Public Library, and the community.
- Carefully planned not to overwhelm the neighbourhood, our innovative design integrates recreation, learning, and social facilities to provide services to a very mixed population.
- The Centre occupies an 18-acre site co-owned by the City of Vancouver (40%) and the Vancouver Board of Education (AKA the Vancouver School Board) (60%).
- Facilities include an elementary school and a secondary school, a library (which doubles as a Vancouver Public Library branch and as a school library for both schools), an art gallery, an ice rink, a swimming pool, a fitness centre, four gymnasiums, childcare centres (one on-site and five off-site), two seniors’ centres (one on-site and one off-site), a teen centre, and several meeting rooms.

PROJECT DESCRIPTION

Britannia Community Services Centre Society (BCSCS) requires assistance to identify relevant approaches and an implementation framework for a fund development direction that should include a capital campaign to rebuild existing facilities and a fund development campaign to support the organizational mission. The selected consultant will have significant experience with community fundraising projects.

OBJECTIVE OF FEASIBILITY STUDY

The objectives of the feasibility study are to:

- Develop a “Case for Support” to identify appropriate approaches for a successful capital campaign for rebuilding our multi-purpose facility and a campaign to support the programs for this multi-purpose facility.
- Specify and conduct a minimum number of interviews with feasibility study participants.
- Establish a realistic and attainable fundraising target as well as estimate as to when the campaign goal will be realized.
- Determine potential donor support for the project and make recommendations with regard to the cultivation process for potential donors.
- Identify potential sources of government funding.
- Describe the characteristics of and then identify suitable and potentially interested campaign leaders.
- Identify the target community in terms of geographical location and the potential “client” service population.
- Clarify the strengths and weaknesses of partnerships as they relate to the development of the campaign fundraising strategy and make recommendations.
- Assess the campaign readiness of the organization and other organizations in the partnership.
- Test the philanthropic appeal of both the rebuilding of a multi-purpose facility and the ongoing support for diverse programs for people of all ages.
- Develop a “Chart of Standards” and identify potential support at each of the levels in the chart.
- Test proposed plans by conducting interviews with those closest to the organization(s).
- Determine appropriate timing for the annual activities and provide a detailed capital campaign implementation schedule including structure and resources required.
- Provide a comparison of implementation strategies considering the use of external resources, internal resources, or some combination of both. This assessment should include advice on the need for roles and responsibilities and make up of a campaign committee.
- The feasibility study is to provide feedback to the parties on the support for various elements of the project (for example, specific support of a new school, library, or rink).
- Identify any potential issues which could impact the success of the campaign. This assessment should also consider issues that may present opportunities for success for the campaign.
- Assess the potential effects of other local and regional campaigns on the ability of the campaign to meet its target and on schedule or format.
- Assess the strengths and weaknesses of existing internal organizational infrastructure to support the strategy.
- Identify internal and external resources required to support the campaign fundraising strategy.
- Gather any other information that would be helpful to the partnership in its fundraising efforts.

SCHEDULE

The following schedule, which may be negotiated, has been established for this Request for Proposals:

August 8, 2011 – Due dates for proposals
August 26, 2011 – Approval and Contract Awarded
September 2011 – Study begins
December 30, 2011 – Study completed and report(s) provided

SUBMISSION FOR PROPOSALS

Five copies of your proposal for consulting services are required and the submission will include the following:

- A brief history of your firm.
- A client list and minimum of three references that will be contacted.
- Experience of the principals and senior staff.
- Identification of the principals and staff who would be working directly on the project, including a commitment from the project leader to give the project a high priority.
- Experience of your firm with comparable capital campaigns that involve multiple partnerships within the municipal and not-for-profit sector.
- Experience of your firm in providing follow-up and support following the feasibility study.
- Full cost of professional fees and disbursements required to fully complete the project. Your budget should identify any assumptions used that could potentially lead to extra costs.
- A work program describing major activities, types and scopes of internal and external surveys that will be completed, products that will be delivered, study milestones, and your approach to communicating with the Britannia Board of Management.
- A detailed timetable for completion.
- Resources required from the Britannia Board of Management and the Steering Committee in order to complete the required study.
- Specifics as to what will (and will not be) included in the final report(s), including the list of contacts made, potential donor lists, estimated donor amounts, and campaign-leadership candidates.

FINAL REPORT

The final report should consist of an executive summary and recommendations and a detailed report, which should provide sufficient background and direction to initiate a capital campaign and a campaign for ongoing program funding. Ten copies of the executive summary should be provided for presentation and five copies of the detailed report will be required by the Britannia Board of Management.

CONTACT DETAILS

Send proposals to:

Britannia Hiring Committee
c/o Brenda Coombs
1661 Napier Street
Vancouver, BC
V5L 4X4
brenda.coombs@vancouver.ca

For more information:

Cynthia Low, Executive Director
Britannia Community Services Centre Society
T: 604-718-5815
C: 604-831-6815
cynthia.low@vancouver.ca

Note: We would like to thank all applicants however only those selected to be interviewed will be contacted.