



Request for Expression of Interest (EOI): Coaching for Growth - Edmonton Pilot Project

Delivered by: The Community Housing Transformation Centre (the Centre) in collaboration with LIFT Impact Partners

Funded by: The City of Edmonton and the Community Housing Transformation Centre



About the Centre

The Community Housing Transformation Centre is a national non-profit organization dedicated to strengthening and transforming Canada's community housing sector. It advances innovation, builds organizational capacity, and fosters strategic partnerships to support a more resilient and sustainable sector.

To date, the Centre has administered funding through federal, provincial, and municipal partnerships, developed tools and resources to support sector-wide learning and growth, and convened stakeholders to share knowledge and drive collective impact. Through these efforts, the Centre is helping position the community housing sector to achieve the ambition of representing 20 percent of Canada's housing stock.

About LIFT Impact Partners

LIFT Impact Partners is a national non-profit that works to scale the impact of social purpose organizations across Canada. Through strategic coaching, capacity building and partner network supports, LIFT empowers social purpose organizations to maximize their impact on communities across Canada.

LIFT brings deep expertise in using a cohort approach to capacity building and collaboration and specializes in execution-focused coaching for social purpose organizations, supporting strategy, governance, impact measurement, revenue diversification, performance management and implementation systems.



Program Overview

The Coaching for Growth (C4G) Pilot is an 18-month, cohort-based program designed to strengthen the capacity of community housing providers in Edmonton to grow the supply of affordable housing, strengthen organizational readiness, and advance non-market housing opportunities toward action.

The program is structured in two phases:

Phase 1 (6 months): Foundation

Participants engage in organizational diagnostics, cohort learning, and the development of board-aligned growth strategies and capacity-building roadmaps.

Phase 2 (12 months): Implementation and Acceleration

Participants receive individualized and cohort-based coaching to implement their growth strategies, advance priority projects, build capacity in key areas and strengthen execution systems.

C4G is not a general training program. It is a structured accelerator designed to help participating organizations convert strategic intent into stronger governance, clearer priorities, board-approved plans, and practical progress on real housing opportunities.

Through this approach, the program supports organizations to:

- Strengthen governance and decision-making discipline
- Improve financial resilience, capital readiness, and lender confidence
- Advance at least one priority housing opportunity through defined readiness stages
- Build internal systems for consistent, accountable execution
- Develop an organizational performance management framework.
- Contribute to a stronger, more coordinated Edmonton community housing ecosystem

What Participants Will Receive

Participants in the program will receive:

- Cohort-based peer learning and collaboration with up to four participating organizations
- Monthly one-on-one coaching
- Access to targeted technical expertise (e.g., financial modelling, governance, development support)
- Access to implementation funding of up to \$50,000 per organization, tied to approved execution priorities and demonstrated progress against agreed milestones

There is no program fee for selected participants. Phase 1 program delivery and Phase 2 implementation funding are supported through contributions from the City of Edmonton and the Community Housing Transformation Centre.



Funding Use and Conditions

Implementation funding will be available to all selected participant organizations during phase 2. The amount allocated to each organization will vary based on approved priorities, eligible costs, organizational needs, and progress against agreed milestones. Funding is intended to support activities directly tied to priorities identified through Phase 1 (e.g., financial modelling, due diligence, governance improvements, systems upgrades, or pre-development work) and may not be used for unrestricted general operating expenses.

Funding will be:

- Milestone-based, tied to agreed deliverables, evidence of progress, and approved implementation priorities
- Restricted to project and capacity-building purposes (not available for general operating funding)
- Administered according to the terms outlined in a participant Memorandum of Understanding (MOU)

Estimated Time Commitment

Participation in C4G requires a meaningful commitment from senior leadership, relevant staff, and board representatives at defined points in the program.

Applicants should plan for the following:

- Monthly one-on-one coaching sessions, plus preparation and follow up
- Participation in cohort workshops and peer sessions during both phases of the program
- Active engagement in organizational diagnostics, strategy development, and implementation tracking
- Board participation at defined milestones, including validation of strategic direction and approval of Phase 1 outputs

Applicants should ensure they can commit the necessary leadership attention and staff time across the full 18-month period.

Active participation from senior leadership is required, and at least one board representative must participate at defined milestones, including onboarding, strategy validation, and review/approval of key Phase 1 deliverables

Delivery Partners:

In addition to the Centre and LIFT, participants will benefit from the experience of other partners and collaborators with specialized housing sector expertise.



Purpose of the Expression of Interest (EOI)

This Expression of Interest (EOI) is intended to:

- Identify community housing organizations in Edmonton that are ready to strengthen their growth readiness and delivery capacity
- Assess organizational readiness, leadership commitment, and alignment with program objectives and Edmonton housing priorities
- Select up to **four organizations** to participate in the C4G pilot cohort

This is the only written application stage. Shortlisted organizations may be invited to participate in a follow-up discussion to confirm readiness, fit, and participation expectations.

Organizations not selected may be considered for future cohorts or related opportunities.

Eligibility Requirements

Mandatory Eligibility

Organizations must:

- Be an incorporated non-profit, registered charity, co-operative, or community housing provider
- Have at least three years of operating experience
- Operate in the Edmonton region or primarily serve Edmonton communities
- Have a mandate aligned with non-market or affordable housing
- Demonstrate organizational stability (e.g., active governance, credible operational track record)
- Own or operate at least one housing property, or demonstrate credible control of a housing opportunity through a long-term agreement, partnership, or comparable arrangement

Readiness and Fit Criteria

Priority will be given to organizations that demonstrate:

- Strong commitment from senior leadership and board for growth and execution
- At least one real near-term housing opportunity (e.g., acquisition, development, or partnership) they are seeking to advance within the next 12-24 months
- Openness to collaboration, shared learning, and practical problem solving with peer organizations
- A clearly identified internal lead with sufficient decision-making authority and time to participate
- Willingness to share baseline information and participate in program evaluation and reporting
- Capacity and commitment to actively participate in both Phase 1 and Phase 2 program components
- Readiness to engage in structured milestones tracking, accountability checks, and evidence-based progress review



Required Readiness Evidence

Applicants will be asked to provide the following as part of the EOI process:

- Confirmation of current housing assets and/or active housing opportunity pipeline
- The name and role of the internal lead who will coordinate participation
- Confirmation that senior leadership supports participation
- Confirmation that the board is aware of the application and prepared to engage at defined milestones
- A brief description of the organization's current opportunity, decision stage, and key barriers to advancement

Ineligible Organizations

The following are not eligible:

- For-profit developers or private corporations
- Organizations outside the Edmonton region that do not primarily serve Edmonton communities
- Organizations unable to meet participation requirements
- Organizations seeking only unrestricted funding or a general training opportunity without a real growth or housing opportunity to advance

Program Expectations

Selected organizations will be expected to:

- Participate in monthly coaching sessions and cohort meetings
- Attend the required in-person cohort s workshop and virtual sessions across the full 18-month program
- Ensure active participation by senior leadership and board representatives at defined milestones
- Collaboratively develop a board-ready growth strategy, capacity roadmap and cohort collaboration plan in Phase 1
- Participate in quarterly planning, milestone tracking, and progress reporting in Phase 2
- Track and share progress against agreed milestones, deliverables, and performance metrics
- Contribute to cohort learning, shared problem-solving, and practical shared outputs where relevant

Participants will be required to sign a Memorandum of Understanding (MOU) outlining roles, expectations, funding conditions, and performance requirements.

Note: Participants should understand that C4G is a delivery commitment, not a passive learning program. Continued participation and access to implementation funding are tied to demonstrated engagement and progress.



Expression of Interest Questions

1. Organizational Profile

Please provide:

- Organization name and primary contact information
- Organization type
- Year established
- Main office location (mailing address)
- Mission and primary activities
- Number of staff and board members
- Current housing portfolio, including units owned and/or operated
- Annual operating budget (range)
- Name, title, and role of the internal lead who would coordinate participation in C4G

2. Current Capacity and Challenges

Please describe your organization's current capacity and constraints:

- Organization's current stage of growth and capacity
- Key strengths relevant to growth, project advancement, or housing delivery
- Key challenges limiting your ability to advance opportunities, including governance, financing, staffing, systems, internal decision-making, or partnerships
- Provide examples of where progress has recently stalled or slowed, and why
- Areas where support is most needed? (Select all that apply)
 - Governance
 - Financial management and capital readiness
 - Development capacity
 - Strategic planning
 - Property and asset management
 - Community relations and tenant/service integration
 - Partnerships and collaboration
 - Internal systems and execution discipline
 - Other

3. Readiness and Commitment

Please describe your organization's readiness to participate in C4G:

- Why is your organization seeking this support at this time?
- Who will participate from your organization, including senior leadership, staff, and board representation?
- Has your board been informed of this application, and is it prepared to participate at defined milestones? Please describe.



4. Growth Opportunities

This program is focused on helping organizations advance real housing opportunities toward growth and investment readiness. Please describe one priority opportunity your organization aims to advance through C4G within the next 12-24 months. Please include:

- Opportunity type: acquisition, redevelopment, new construction, partnership, merger, or other
- A short description of the opportunity
- The current stage of advancement of this opportunity
- Key approvals, decisions, or commitments required
- Likely financing or capital pathways, if known
- Key barriers to advancement, including both organizational and project-specific barriers
- What impact could this opportunity have, if successful.

5. Edmonton Impact and Strategic Fit

Please describe how your organization's participation in C4G could create practical value for Edmonton's affordable housing system over the next 12–24 months. Please be specific. We are looking for concrete examples, not general statements of alignment.

Please include:

- How your organization could contribute to the strengthening of Edmonton's community housing ecosystem; why is your organization well positioned to do so?
- What housing priorities could your participation most directly impact
- What could your organization contribute to a cohort of peer organizations? (include experience, relationships/partnerships, lessons, tools, etc.)

6. Collaboration and Data Sharing

Please describe your organizations approach to collaboration, accountability, and data sharing:

- Willingness to participate in cohort learning, peer exchanges and shared problem solving
- Willingness to share baseline and progress information related to organizational capacity and project advancement
- Willingness to commit to defined milestones and accountability structures, and periodic progress review
- Any conditions needed to support trust, confidentiality, or effective cohort participation



7. Additional documentation submission

Please provide the following supporting documentation, where available

- Latest Annual Report
- Current strategic plan or similar planning document
- Organizational Chart
- Most recent financial statements (if available)
- Board resolution, board minute, or comparable confirmation of organizational support for participation, if available
- Any brief project summary, concept note, or board material related to the opportunity described above, if available

Assessment and Selection

Program Objectives

C4G aims to:

- Strengthen organizational capacity for housing growth and delivery
- Accelerate the advancement of viable non-market housing opportunities
- Build a cohort of more investment-ready and execution-ready housing providers
- Establish practical systems of governance, execution, and accountability
- Foster collaboration, shared learning, problem-solving across participating organizations
- Reduce delivery risk and strengthen sector coordination
- Contribute to Edmonton's affordable housing [priorities and boarder housing ecosystem capacity](#).

Selection Criteria

Applications will be reviewed using the following weighted criteria:

- Alignment with program objectives (15 pts)
- Commitment to collaboration and cohort participation (10 pts)
- Organizational readiness, leadership commitment, and board engagement (20 pts)
- Organizational capacity, constraints, and need for support (15 pts)
- Strength and readiness of the identified growth opportunity (20 pts)
- Willingness to participate in accountability, evaluation, and data sharing (5 pts)
- Potential Impact on Edmonton housing outcomes and ecosystem learning (15 pts)

Total points: 100

A selection panel will include representatives from the Centre, LIFT and the City of Edmonton.



Timeline

- Submission Deadline: May 4, 2026, by 4:59pm Mountain Time
- Cohort Announcement: May 13, 2026
- Program Start: June 2026

Submission Instructions:

Submit your completed EOI via the online form by:
May 4, 2026, at 4:59 PM MT

For questions, please contact:

Joseph Daniels, Development Manager

j.daniels@centre.support

Ideal participants:

This program is best suited for organizations that:

- Are actively pursuing growth in non-market, affordable, or community housing
- Have at least one real housing opportunity they are seeking to advance in the next 12-24 months
- Are prepared to strengthen governance, financial readiness, and internal execution systems
- Can commit leadership attention, staff time, and board participation at defined milestones
- Are open to collaboration, accountability, and practical shared learning with peer organizations

Final Note

Coaching for Growth is a results-based investment in organizational capacity, execution discipline, and housing delivery. It is designed to help participating organizations move beyond planning by advancing real opportunities, strengthening internal decision-making, and contributing to a stronger Edmonton community housing system over time.



Appendix:

Program structure

Phase 1: The Foundation (6 months)	
Core Activities	Deliverables
<p>Organizational capacity assessment Strategy, governance, financial resilience and reporting, operations, development readiness, and expansion capability.</p>	<p>Capacity assessment reports: An individual report for each provider and a cohort-level synthesis outlining strengths, gaps, and priority constraints.</p>
<p>Discovery and validation sessions: Working sessions with senior leadership and boards to validate findings, clarify priorities, and align on what “growth-ready” looks like for the organization.</p>	<p>Capacity-building roadmaps: Phased roadmaps for each provider focused on closing the specific gaps that limit execution</p>
<p>Cohort forums and workshops: Peer-learning sessions + cohort workshop to build a shared readiness language, surface common barriers, and accelerate practical learning across providers.</p>	<p>3-year growth strategies: Board-ready growth strategies for each participant, including identified priority opportunities, and a short cohort-level “shared priorities” summary to support collaboration and alignment.</p>
<p>Strategic growth prototyping: Facilitated design work to explore viable growth pathways.</p>	<p>Theory of change and performance framework: A practical results framework with outcome indicators and a readiness-stage approach to track progression through Phase 2</p>
<p>Opportunity identification and early pipeline support: A structured review of near-term opportunities to identify what is feasible to advance during Phase 2.</p>	



Phase 2: Implementation + Acceleration (12 months)	
Core Activities	Deliverables
<p>Monthly 1:1 execution coaching: Work with each organization to turn the growth plan into action through clear priorities, sequencing, and accountability. Each session resolves barriers and confirms next steps with owners and deadlines.</p>	<p>Provider execution system: A working 90-day plan, accountability rhythm, and milestone tracker for each organization, updated quarterly. It names priorities, owners, timelines, and what “done” looks like.</p>
<p>90-day planning and progress tracking: Establish quarterly priorities and a simple commitments log to track what gets done. Use evidence-based check-ins to maintain momentum and surface risks early.</p>	<p>Commitments and evidence log: A simple record of monthly progress against milestones with proof of completion (decisions made, policies adopted, pipeline steps advanced). This becomes the backbone of performance accountability.</p>
<p>Cohort collaboration activation: Launch Phase 2 with a cohort session to select three shared goals and agree on how the cohort will work together. Maintain a regular cadence to drive joint problem-solving, not just peer learning.</p>	<p>Cohort collaboration outputs: A small set of shared tools, templates, or approaches tied to the three cohort goals. These outputs are designed to be reusable beyond the pilot.</p>
<p>Secretariat support: The Centre will offer secretariat support for 1 year to manage agendas, minutes, and action tracking.</p>	<p>End-of-phase capability snapshot to document what changed and what is now feasible because of those changes.</p>
<p>Targeted deep dives and specialist support: Bring in the right expertise when technical barriers arise (finance, governance, pipeline, partnerships). Integrate specialist inputs into the 90-day execution plan so they translate into decisions and progress.</p>	



Implementation roadmap

The Coaching for Growth pilot spans 18 months from cohort formation to sustained execution. The roadmap is structured to maintain momentum and accountability, with city involvement focused on a small number of decision points and reporting touchpoints.

Timeline overview

Phase	Primary focus	Duration
Phase 1 (Parallel to Start of Phase 1 Foundation)	Recruitment and onboarding Purpose: Recruit cohort participants; onboard participants to the program; Activities: Expression of interest; preliminary team meetings;; diagnostics Deliverables: participant selection decisions and signed MOU with Cohort Participants	1 month
Phase 1	Strategic foundation Purpose: Convert diagnostic insight into board-endorsed growth strategies and capacity roadmaps with an actionable implementation plan Activities: Diagnostics; strategies/roadmaps; cohort plan + report Deliverables: growth strategies; capacity roadmaps; cohort plan; readiness snapshot	6 months
Phase 2	Implementation and Acceleration Purpose: Execute priorities; accelerate projects to financing readiness Activities: 90-day cycles + grants; mid-review (M8); project acceleration; evaluation and reporting Deliverables: Pipeline progress; cohort tools; final outcomes report + scalability playbook	12 months