



## REQUEST FOR PROPOSAL (RFP) NORTH YORK COMMUNITY HOUSE - STRATEGIC PLANNING 2025

**Issued by:** Bonnie Hunter - Executive Director

**Issued Date:** January 24, 2025

**Proposal Submission Deadline:** February 12, 2025, at 5:00 p.m. ET

North York Community House (NYCH) is embarking on a process to develop its new strategic plan. We are a seeking an experienced consultant or team of consultants to design and facilitate a participatory strategic planning process with NYCH's board of directors and staff that will build on our achievements, refine our strategic framework to effectively respond to a rapidly changing context, and support the health and sustainability of the organization into the future. The work of the consultant(s) will be supported and guided by a Strategic Planning Committee comprised of NYCH board and staff members.

### WHO WE ARE

NYCH is a dynamic community agency that has been working with residents of under-resourced and low-income neighbourhoods in northwest Toronto for 35 years. We are committed to helping build strong, vibrant communities by supporting new Canadians, children, youth and their families, seniors, and local residents to thrive and meet their goals. We do this through everything from settlement counseling, language skills, after school and youth programs, to employment, financial literacy, and mental health supports.

At NYCH, we pride ourselves on working collaboratively and creating a supportive environment. We recognize the work we need to do to improve and are constantly striving to do so. Our team has shown incredible adaptability, strength, creativity, and dedication, particularly in the past few years, and we continue to learn and grow, and innovate while dealing with the challenges many of our communities are facing.

#### **Project Scope:**

NYCH has mapped out key steps below for the development of our strategic plan but welcome innovative/alternate methods to achieving this result. The successful consultant will develop a new strategic plan, which we envision as a 4-year plan with an assessment at the 2-year mark, for NYCH using the following activities:

- Review of NYCH's current strategic plan, key documents, and internal program and service data
- Facilitation of a strategic planning retreat for NYCH's board and senior management

- Design of a participatory process, which could include:
  - Focus groups comprised of staff and board members
  - Strategic meetings with staff and board
  - Key informant interviews
  - Stakeholder mapping
- Development of NYCH's new strategic plan, which includes (but is not limited to):
  - Context analysis
  - Problem identification
  - Clear goals, strategies and objectives
  - Success Indicators
  - Evaluation methods
- Use of an anti-racist/anti-oppression framework in the planning process and strategic plan
- Presentation of draft strategic plan to key stakeholders
- Provision of guidance in the development of an initial implementation plan.

## **Deliverables:**

The following are specific deliverables produced through the process outlined above:

- A complete and approved strategic planning process
- An environmental scan
- Stakeholder feedback summary
- A presentation of key themes, opportunities, priorities, etc.
- Sessions to gather additional information as required
- Presentation of draft strategic plan to Strategic Planning Committee

## **Goals:**

Our goals are that this plan:

- Aligns with NYCH's values and leverage our strengths
- Centres community needs



- Builds on the successes and learnings from our current strategic plan
- Fosters innovation, collaboration, and resilience
- Promotes anti-racism/anti-oppression and equity

## **Timeline, January – November 2025:**

Candidates will be notified when their proposals are received. Interviews will likely take place during the week of February 17 (following the closing of the posting on February 12). After reference checks are completed, the successful consultant will be notified by the end of February. (Other candidates who have been interviewed will also be notified about the results of the process.) Work will likely begin in early March, and the goal is to complete the final plan in October so the full board can give their approval in November.

## **Required Skills and Experience**

- Proven experience in strategic planning with the not-for-profit sector including experience with conducting stakeholder consultations, gathering and analyzing data to inform decisions;
- Demonstrated experience in anti-racist and anti-oppression approaches;
- Experience using a range of current strategic planning tools;
- Demonstrated experience in appreciative inquiry approaches (or equivalent);
- Familiarity with using the Strengths, Opportunities, Aspirations, Results (SOAR) approach in strategic planning (or equivalent model);
- Excellent facilitation and communication skills;
- Successful facilitation experience using virtual platforms and a hybrid approach;

## **Assets**

- Understanding of multi-service organizations, community development, and settlement services are assets.

## **Reporting and Working Relationship**

The successful Consultant will report to the Executive Director and engage with the Strategic Planning Committee, at regular intervals.

## **Proposal Submission Process:**

Proposals are to be submitted by February 12, 2025, at 5:00 p.m. ET, via NYCH's online portal only. NYCH will not be responsible for any technical problems regarding the submissions. Consultants will receive confirmation that their proposal has been received shortly after submission.

Late proposals will not be accepted. It is the consultant's responsibility to ensure that their proposal is submitted on or before the RFP closing date.



Proposals must be five (5) pages maximum (not including resume) and include:

- A cover letter, including the legal name and contact information of the consultant, signed by an authorized representative of the consultant, as well as:
  - Information about any conflict (real or potential) of interest, previous experience with NYCH in any role, or connection to any NYCH employees or board members.
  - Mention of the consultant's capacity to complete the work as described within the outlined timeframe.
- A description of the consultant's approach to providing the services outlined above, including deliverables and timelines.
- A resume, including details about three (3) recent projects as they relate to the above-mentioned skills and experience.
- Three (3) references with similar project requirements, including full name and contact information and a brief description of organization type and services provided.
- The proposed fee with breakdown of costs. The budget range for this scope of work is \$15,000 - \$20,000. NYCH is a not-for-profit organization, proposal submissions should indicate if any discounts will be available to NYCH based on its status as a not-for-profit organization.

Should you have any questions about the RFP, you can submit them to [mgarcia@nych.ca](mailto:mgarcia@nych.ca). You should receive a reply within 1-2 business days.