



Request for proposals

Strategic Plan 2022 - 2025

Issue date: June 11th, 2021

Closing Date: July 16th, 2021

Crouch Neighbourhood Resource Centre
Strategic Plan
REQUEST FOR PROPOSALS 2021

Crouch Neighbourhood Resource Centre (CNRC) is seeking proposals from qualified consultants and/or consulting firms to assist in the development of a three-year comprehensive strategic plan that will focus on the organization's values, services and vision for the future.

Our strategic plan must be consistent with the current objectives of the City of London and United Way Elgin-Middlesex.

The successful candidate, in consultation with the Board and our key stakeholders, will use the above information as a basis to prepare a comprehensive plan which would map out the strategic direction for CNRC for the next 3-years. Our stakeholders include the Board of Directors, staff, clients and caregivers, and community partners.

Proposal/General Instructions

1. Please send one clearly identified electronic copy of the RFP as per the submission guidelines.
2. Proposals must be emailed to:
jmartino@crouchnrc.org
3. CNRC shall not be responsible for costs incurred in the preparation and submission of proposals in response to this RFP. CNRC reserves the right to reject any or all proposals submitted, or to accept a proposal in its entirety without negotiation, or to accept any part thereof, in its sole discretion, considering the best interests of CNRC. No obligation to enter into this contract with any company is expressed or implied. CNRC reserves the right to terminate the process without award of a contract.
4. Proposals submitted must be valid for 90 working days from the date of submission.
5. All inquiries and other communications related to this RFP must be directed to Jennifer Martino, Executive Director at 519-642-7630 x 4. Contractors should not base any portion of their proposals on any oral representations or actual/perceived past practices not specifically identified within this RFP.
6. Closing date: July 16th, 2021 at 5:00 PM local time.
7. This is a request for proposal not a bid process. Therefore, CNRC has the discretion to evaluate the qualitative as well as financial aspects of each proposal and make its selection based on what it considers to be in the best interest of CNRC as a whole. CNRC reserves the right to accept other than the most financially advantageous proposal. CNRC reserves the right to accept or

reject any and all proposals and waive any informality in proposals. CNRC may require oral presentation of one or more contractors for the purpose of discussion and negotiation.

8. The award document will be a Contract incorporating, by reference, all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

Background:

Crouch Neighbourhood Resource Centre is a neighbourhood organization which brings diverse people together to plan, develop, and provide services that support, build community capacity, and nurture the well-being of all residents in the Hamilton Road Community.

The vision of the Crouch Neighbourhood Resource Centre is to be a strong, dynamic, and diverse community organization that supports a process of neighbours helping neighbours, through programs, services, and projects that benefit the Hamilton Road Community.

Our Values

- We are committed to a Community Development philosophy which ensures the active involvement of our neighbourhood people in defining needs, issues, identifying strengths and capacities, and developing and implementing solutions.
- We are committed to the provision of inclusive and accessible services which are respectful and sensitive to the diversity of needs, backgrounds, cultures, abilities, and perspectives of all community members.
- We are committed to the provision of services which are preventive in nature.
- We are committed to community co-operation, partnerships and collaboration.
- We are committed to co-operative decision-making.
- We are committed to ensuring that all people involved with our services are treated with respect, dignity, in a non judgmental manner, and with confidentiality.
- We are committed to the provision of service within an environment which is welcoming, non-threatening, friendly, and anti oppressive.
- We are committed to being accountable to the community for all services delivered and to ensuring the involvement of the community in service evaluation.

SCOPE OF WORK:

The consultant shall, at minimum, accomplish the following:

Planning Activity and Final Deliverable

1. Design and execute a strategic visioning and comprehensive planning process including consultation with CNRC Board of Directors, staff, users of CNRC services and key community partners
2. Develop an actionable three-year strategic plan
3. Develop recommendations regarding the plan's implementation and support structure

Research

It is anticipated that these tasks will be accomplished through a combination of activities, such as:

- Focus groups, interviews, and/or any other method that will be useful in receiving stakeholder and community input
- Facilitated group meetings with partners to create consensus regarding a strategic plan (including goals, objectives, strategies, and tactics)
- Review and present available related data and stakeholder strategic plans as well as any relevant research and best practices.

The consultant will have knowledge and experience in:

- Non-profit trends/issues
- Research methodology
- Public consultation
- Market research
- Statistical analysis
- Presentations
- Working with multiple stakeholders
- Demonstrated knowledge of the healthcare/community support sector in London/Middlesex Region

ANTICIPATED PROCESS FOR STRATEGIC PLAN DEVELOPMENT

CNRC seeks the consultant's recommendations regarding the best process to develop an actionable strategic plan to be conducted in two stages.

Stage 1. Vision and key Strategic Direction and goals (September to December 2021)

This stage includes consensus building among the key informants to:

- a) Confirm that the current **strategic vision and mission**:

- Is still relevant
- Is clearly stated
- Is compelling
- Is timely
- Describes a clear and present need
- Motivates people to act
- Is a worthwhile challenge

b) Identify **key strategic directions & goals** after consultation with clients, care partners, Board of Directors, staff, and key community partners,

This stage should produce the substantive documentation and solutions needed for informing the strategic planning process

Stage 2. Write the strategic plan (January - February, 2022) – Plan to be approved by Board of Directors at their February meeting, which is set for February 25th)

Utilizing information from the first stage, this stage will include the development of an actionable strategic plan that will serve as the overall blueprint for CNRC's action plans for the next three years.

This plan should include:

- ☐ An Executive Summary of the main findings, including key recommendations numbered and priority ranked
- ☐ A comprehensive, detailed plan that identifies:
 - Vision & Mission
 - Key Strategic Directions
 - Goals
 - Objectives
 - Strategies
 - Tactics
 - Stakeholders and their roles
 - Measures
 - Outcomes

Supplementary information should include:

- Initial communications strategies (What are the key messages? Who are the targets for those messages? How are the messages delivered? Who delivers the messages?)
- Key values and guiding principles to assist direction and decision making
- A detailed strategic planning process model complete with key milestones and timelines
- Performance measurement tools during the implementation phase
- Strategic areas of focus and service priorities for the next 3 years
- Services and programs (both current and new) that will support goals, including potential external partnerships
- A review of the current status of CNRC's organization, including existing plans, policies, financial status, long-term goals and other relevant, related research deemed necessary

- Copies of any communication items such as newsletters, publications, media releases, public meeting agendas, website updates etc

Consultant Qualifications

To accomplish the scope requested, the consultant will need to possess the following qualifications:

- Experience at successfully developing consensus-based strategic plans
- Knowledgeable of collective impact or collaborative strategic initiatives
- Strong facilitation skills
- Knowledgeable of the non-profit sector and issues
- Knowledge of the current healthcare sector
- Working knowledge of the healthcare & community support systems in London/Middlesex Region
- Experience at creating a neutral environment for, and soliciting input from, individuals from various sectors
- Experience at gathering and utilizing data to inform the strategic planning process
- Knowledgeable in marketing, communications, and branding
- Knowledgeable in resource development

Work Plan

The proposal should contain a detailed description of the activities to be conducted by the consultant in order to complete the requested scope of work, including:

- The specific activities to be conducted at each stage
- A timeline for the activities at each stage
- Milestones and deliverables tied to those activities
- A detailed budget for each stage, along with a proposed payment schedule tied to project milestones and/or deliverables.

Criteria for Evaluating Success of the Project

The Board of Directors will deem this a successful project when they are given a clear report which outlines the strategic directions, areas of improvement and a recommended action plan including measurable outcomes. Previous strategic and other plan materials will be provided to the consultant as background information upon request.

References

The proposal should include three references of individuals who can speak to their experience with the consultant in conducting projects of similar scope. Information regarding each reference should include the individual's name, address, telephone number, and email address.

Previous Work Product

The proposal should include at least two examples of written works like the scope of work requested within this RFP (e.g., strategic plan).

Application Review Process:

The Board of Directors will review all proposals at a committee meeting in July. CNRC will then reach out with any questions regarding these proposals or if it so chooses to pick a proposal at that board meeting. Once selected the chosen organization who created the proposal will create a contract for service with CNRC.

The strategic planning process will begin in September, 2021 and is to be completed by the mid-February, 2021. The plan will be reviewed at our February board meeting to accept it or make any changes, and the strategic plan should be set to begin in September of 2022.

REFERENCE CHECKS

Information from references will be evaluated using the following criteria. The evaluation will be labeled as satisfactory or unsatisfactory. References (Satisfactory/Unsatisfactory)

- The reference would hire the consultant again
- The original Scope of Services was completed within the specified timeline
- Interim deadlines were met in a timely manner
- The consultant was responsive to the referee's needs
- The consultant anticipated problems, and solved them quickly and effectively
- The original Scope of Services was completed within the project budget

Consultants may be asked to participate in an interview to further gauge their fit and ability to work on this project. Consultant selection will be based on the consultant's written proposal and the results of the reference checks.

General conditions

1. Payment will be made on a monthly basis. These payments will be made within 30 days of receipt of an approved invoice.
2. Contract period - the contract will be negotiated with the consultant based on discussions on time needed for the project.

Insurance

The contractor shall always purchase at its own expense and keep in force with an insurance company the following required minimum coverage:

- Commercial Gen. liability - \$2 million per occurrence
- Professional Liability Insurance - \$2 million per occurrence

The contractor shall furnish any original certificate(s) of insurance evidencing the required coverage to be in force on the date of this contract and any renewal certificate(s) of insurance coverage has an expiration or renewal date occurring during the term of this contract. Failure of CNRC to obtain certificates or other insurance evidence from the contractor shall not be deemed as a waiver by CNRC. Failure to comply with insurance requirements may be regarded as a breach of the contract.

The successful vendor is responsible to ensure their employees are covered by appropriate Worker's Compensation Insurance, in the province of Ontario.

Indemnification

The contractor undertakes to indemnify, defend and hold harmless CNRC and its agents and employees from and against all claims, demands, losses, costs, damages, actions, suits, or proceedings by third parties that arise out of, or are attributed to, their performance of the contract. This indemnity shall survive termination of the request for proposals.

Termination

CNRC may terminate the contract at any time in whole or in part by providing at least 30 days written notice to the contractor. The contractor may terminate the contract at any time in whole or in part by providing at least 30 days written notice.