



## **Request for Proposals (RFP)**

Family Service Toronto

2026/31 Strategic Plan

### **Application Deadline**

September 12, 2024, 5.00 PM

### **Application Submission**

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### **Questions?**

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## **Background:**

Family Service Toronto (FST) works with individuals and families in Toronto, destabilized by precarious socio-economic circumstances, mental health, and/or developmental disability to achieve greater resilience and stability in more just and supportive communities. We achieve this through our direct service work of intervention and prevention which includes counselling, case management, peer support and education; research and evaluation; and, system-level work including social action, advocacy, community building and working with partners to strengthen the sector.

For additional information on FST, please go to <https://familyservicetoronto.org/>

### **1. Terms and conditions**

#### **1.1. Delivery of Proposal**

An electronic copy of the proposal must be submitted by 5.00 PM, Thursday, September 12, 2024.

#### **1.2 Proposal Time Limit**

The proposal shall be valid for a period of 30 days.

#### **1.3 Selection process**

The proposal shall be reviewed against all selection criteria and the strongest proposal will be selected. All applicants will be notified as per the timeline provided. Additional written materials may be requested. Following a review of the applications, an interview will be scheduled with identified candidates.

#### **1.4 Conflict of Interest**

Applicants responding to this RFP may not have any personal or business interest that would present an actual, potential or apparent conflict of interest with the performance of the contract to be awarded.

#### **1.5 Distribution of the Invitation for Proposals**

By notice to potential applicants identified by FST and publicly available on the FST website.

#### **1.6 Supply Chain Diversity**

This RFP includes preferential scoring for applicants certified by a Supplier Certification Organization to be more than 50% owned, managed and controlled by persons belonging to an equity seeing community.

**1.7 Liability Insurance**

All firms are requested to certify that the firm does not currently have any outstanding liability claims that may affect the future health of the firm. Additionally, the firm must maintain and confirm sufficient liability insurance relevant for a client of our size.

**1.8 Applicant Expenses**

FST is not responsible for Applicant’s expenses. The application process will not necessarily result in a commitment to sign a contract with the Applicant. FST is not liable for any expenses incurred by Applicants, including the expenses associated with the cost of preparing the Application.

**1.9 Successful Applicant**

The successful applicant will be required to enter into a Service Agreement with FST. Please be advised that successful Applicants will be required to:

- i. Provide the services for a defined period of time
- ii. Provide invoices to FST on account of their services, accordingly
- iii. Provide FST with an HST number for their business
- iv. Report their income and directly remit the payment of all taxes or payments assessed or levied against or in respect of their business, including income tax, Canada Pension Plan, and all other premiums or levies required by law to the appropriate Government Agency

**1.10 External Factors**

FST reserves the right to withdraw this RFP or terminate the resulting contract within the terms of the contract without penalty. FST’s programs and services receive funding from various sources and therefore all contracted services are subject to budget constraints.

**2. Proposal – Key Dates**

Issue Date	August 9, 2024
Deadline for Proposals	September 12, 2024
Interview with selected candidates	October 2024
Decision	October 2024

### **3. Invitation**

FST has a strong Theory of Change and 2021-2026 Strategic Plan: Open Hearts, Healthy Minds, Strong Communities. FST will undertake the process to develop the 2026-2031 strategic plan starting in the fall of 2024. We are seeking a consultant to design and implement a strategic plan process including a review of the previous plan implementation, identification of emerging organizational priorities, an effective partner engagement strategy, and both Board and staff ownership of and participation in the process. There are a number of themes the process will need to address, specifically: revenue generation/fundraising, decolonizing practice/confronting white supremacy, FST's evolving role as community service hub, and the future of PassportONE/individualized funding (in the context of the Ministry of Children and Community Services 'Journey to Belonging' initiative). The 2026/31 strategic plan will guide the organization over the next five (5) years and will continue to be based on the FST Theory of Change (TOC).

The successful candidate must have extensive strategic planning experience. They must have the ability to conduct and/or guide required research, coordinate and facilitate the planning process, and facilitate internal/external stakeholder interviews/meetings. The candidate must also have a strong understanding of trauma informed work, resilience, and decolonizing practice/confronting white supremacy thinking. The ultimate product, the 2026-31 strategic plan must be measurable, visionary and grounded in the lives of the people with whom we work.

#### **Scope**

The purpose of the FST Strategic Plan RFP is to solicit an organizational strategy/approach that includes a long-term vision that not only reflects the current social/economic environment but also anticipates the challenges FST may face in the future. The new strategic plan needs to articulate how FST can best position itself to continue its strong role as an innovative and collaborative leader, and a reliable and strategic partner. The plan will include priorities and objectives and measurement indicators for evaluation and tracking purposes. The Strategic Plan should include a summary of critical issues facing FST in its effort to meet the goals set forth in the plan, as well as available resources that can be utilized.

The successful proposal needs to include methods for establishing key strategic objectives/directions including but not limited to a comprehensive environmental scan; 15-20 key informant interviews/focus groups; a review of relevant documents; and Board facilitation and review of all pertinent information gathered.

The following primary stakeholders must be included in the process: Citywide Commons colleague agencies, Campaign 2000 steering committee colleagues, Ontario Passport Agency Network (OPAN), United Way of Greater Toronto and the Ministry of Children, Community and

Social Services. Additional stakeholders will be identified and prioritized through the plan development process.

The plan needs to incorporate close collaboration with the FST Senior Leadership Team to optimize use of internal resources and development of the Strategy.

**4. Deliverables**

Specifically, the consultant will be responsible for providing expert advice and facilitation throughout the project, and for the following deliverables, at minimum:

- Project Coordination, including regular meetings and status reports to keep the project on schedule and keep key stakeholders updated on the process
- Community, service users, leadership and employee input, including gathering of key stakeholder assessment and recommendations as well as using appropriate methods of communication and engagement
- Needs assessment / environmental scan – reviewing existing plans and documents pertinent to the comprehensive strategic plan, identifying trends and patterns that are applicable, analyzing strengths, weaknesses, opportunities and threats
- Process and meeting facilitation; assisting discussion and decision making and ensuring that conversations are progressive and innovative, and oriented towards creating a shared future
- Planning, coordinating, and taking minutes of agreed-upon meetings, including community/stakeholder consultation sessions and meetings with the Board of Directors
- Plan documentation, including the development of an interim and final report for the project, including executive summary
- The 2026-31 Strategic Plan must be written in an accessible format and easily understandable to the general public
- The 2026-31 Strategic Plan must provide guidance on how to evolve Family Service Toronto into an organization striving to be rooted in decolonizing practice
- The project will be expected to be completed within a timeframe of 8 months from the start of the contract (October 2024 – May 2025)

**Preliminary Work Plan:**

<b>Activity</b>	<b>Consultant time</b>	<b>Senior Leadership Team</b>	<b>Notes</b>
In house consultation	2 days - lead	Support	Interviews/focus groups
External consultations	2 days - lead	Support	Interviews/focus groups
Environmental scan	2 days - lead		
Analysis	1 day - lead		

Draft key strategic options	1 day - lead		
Stakeholder Day	1-day Facilitation		
First draft	2 days - lead	Support	
Organizational vetting of draft plan	1 day Facilitation		
Final plan for submission to FST Board	.5 day		
'Extra time' just in case, guidance, consultation, review	3 days		
Presentation to the FST Board	TBD	TBD	

## 5. Guidelines for Proposal Development

We request that all submissions include the following headings with the appropriate content:

- Executive Summary (1 page)
- Scope, Approach and Methodology (2 pages)
- Project Management Approach and Work Plan (2 pages)
- Declaration of Experience and Qualifications (1 page)
- Detailed and Itemized Pricing (1 page)
- References (1 page)
- Firm/Consultant Overview (1 page)

## 6. Evaluation

Submitted proposals will be evaluated upon the following criteria:

- i. Experience of consultants:
  - Experience of Primary Consultant -20% (30% if sole consultant)
  - Experience and Qualifications of Key Team Members -10%
  - Certified by a Supplier Certification Organization – 5%
- ii. Measurable Strategy/Quality of Approach & Proposed Methodology -20%
- iii. Understanding of Objectives -20%
- iv. Work Plan, Schedule, Cost and Level of Effort – 30%