



Child & Community Resources

**Ressources pour l'Enfance
et la Communauté**

**Application
for
Strategic Plan Approach**

August 10, 2026



1. INTRODUCTION

1.1 About Child & Community Resources (CCR)

For over 30 years we have worked in collaboration with families, referral sources, educators, health care providers, and local community partners in the North to connect families to programs and quality services. We strive to understand the unique needs and strengths of each child, youth, and family that we have the privilege of working with.

Our services are based on expertise in applied behaviour analysis for children with autism, early child development in a variety of settings, and on supporting children and youth with transitioning to various settings and life stages. CCR offers a wide range of services for children, youth, families, and professionals, to support the inclusion, integration, and wellbeing of children and youth throughout the North Region of Ontario.

We value trust, integrity, innovation, and resilience, and collaborate with our community to provide families with the programs and supports that they deserve.

For more detailed organizational information, please refer to our website at www.ccrconnect.ca

Note: The content of this RFP was developed with AI assisted tools and reviewed by CCR staff and Board members.

1.2 Purpose of the RFP

CCR is seeking proposals from qualified consultants to support the development of its next multi-year Strategic Plan and review of its organizational values. CCR will utilize a hybrid planning approach whereby the Board and leadership team retain ownership of the strategy while the consultant provides expertise in facilitation, stakeholder engagement, environmental scanning, analysis, and plan development.

CCR seeks a collaborative, evidence-informed process that results in clear strategic priorities, updated agency values, measurable outcomes, and a framework for ongoing monitoring and Board oversight.

2. PROJECT BACKGROUND

CCR's previous Strategic Plan has reached completion, and the organization has successfully advanced the majority of its strategic priorities. During a transition in executive leadership, CCR intentionally deferred the development of a new strategic plan and focused on maintaining strategic momentum through priority-setting and planning activities led by the Senior Leadership Team.

CCR is now prepared to develop its next Strategic Plan and is seeking a consultant to support a thoughtful, inclusive, and future-focused planning process that will guide the organization over the next several years.

The Strategic Plan should build upon CCR's strengths while positioning the organization to respond to emerging opportunities, system changes, workforce challenges, evolving community needs, and the unique realities of service delivery across Northern Ontario.

2.1 Budget

Child & Community Resources expects the successful consultant to provide a detailed fixed-fee proposal, including optional or phased elements where applicable. CCR would welcome suggestions on innovative ways to obtain maximum value for money on the project.

2.2 Eligibility

Child & Community Resources intends to contract with a consultant who has experience in strategic planning for not-for-profit organizations, preferably with organizations similar in size and complexity. Preference will be given to proponents with experience supporting organizations operating within Northern Ontario or similarly diverse geographic regions.

2.3 Schedule

The following is the anticipated schedule for this assignment, subject to revision at Child & Community Resource's sole discretion:

August 31 st , 2026, by 3:00 pm	Deadline for receipt of Proposals
September 25 th , 2026	Contract awarded to the successful Consultant
October 13 th , 2026	Project start date
March 26 th , 2027	Project completion

3. PROJECT OBJECTIVES

The objectives of this project are to:

- Develop a clear and compelling multi-year Strategic Plan (anticipated 3–5-year horizon) that establishes a clear strategic direction, priorities, measurable outcomes as well as updated agency values.
- Engage key stakeholders in meaningful dialogue regarding organizational priorities, agency values, and future directions.
- Identify strategic opportunities, risks, trends, and external factors that may influence the organization over the coming years.

- Establish a focused set of strategic priorities, agency values, and desired outcomes.
- Develop a practical and sustainable performance measurement framework that enables the Board and leadership team to monitor progress against strategic priorities over the life of the plan.
- Create a final Strategic Plan that is actionable, measurable, and sustainable.

4. SCOPE OF SERVICES

The consultant will work collaboratively with the Board of Directors, Strategic Planning Sub-Committee, CEO, and Senior Leadership Team to support the development of CCR's Strategic Plan.

The scope of services is expected to include:

- Review of relevant organizational documents, reports, and background materials.
- Environmental scanning and analysis of relevant sector trends and challenges.
- Design and implement a stakeholder engagement strategy. Stakeholder groups may include the Board of Directors, Senior Leadership Team, employees, families, caregivers, community partners, and funders.
- Facilitation of strategic planning discussions and workshops with the Board and leadership team.
- Analysis and synthesis of stakeholder feedback and key findings.
- Identification of strategic priorities, agency values, goals, and desired outcomes.
- Development of performance measures and indicators to support monitoring and evaluation.
- Preparation of draft and final Strategic Plan documents.
- Presentation of final recommendations and Strategic Plan to the Board of Directors.

CCR welcomes recommendations from proponents regarding innovative approaches that will strengthen the planning process and overall project outcomes.

5. DELIVERABLES

The successful proponent will be responsible for providing expert advice throughout the project and for the following deliverables (note that proponents are not limited by the deliverables and may wish to alter or expand on them):

- **Project Coordination and Workplan**
 - Detailed project plan, timeline, milestones, and engagement strategy.

- Regular meetings and status reports to keep the project on schedule and keep the Board and Senior Leadership team apprised of the process.
- Assisting discussion and decision-making; ensuring that conversations are forward-looking, action-oriented, and move the participants towards creating a shared future.
- **Environmental Scan Summary**
 - Analysis of relevant internal and external factors, emerging trends, opportunities, and risks.
- **Stakeholder Engagement Sessions and Findings Report**
 - Gathering of stakeholder information and input; using appropriate methods of communication and engagement
 - Summary of engagement activities, themes, updated values, insights, and recommendations.
- **Facilitated Strategic Planning Sessions**
 - Facilitation of planning discussions with the Board and designated leadership representatives.
- **Strategic Themes and Priority Areas Report**
 - Interim summary of key strategic directions and agency values identified through engagement and analysis.
- **Draft Strategic Plan**
 - Draft strategy document with agency values for review and refinement.
- **Final Strategic Plan**
 - Final Board-approved Strategic Plan incorporating feedback from key stakeholders,
- **Performance Measurement Framework**
 - Recommended outcomes, measures, and indicators to support monitoring and reporting.
- **Board Presentation**
 - Presentation of the final Strategic Plan and key recommendations to the Board of Directors.

The final Strategic Plan should provide strategic direction, agency values, and measurable outcomes, including a high-level strategic implementation roadmap identifying key phases, priorities, and considerations for execution.

6. PROPOSAL SUBMISSION REQUIREMENTS

All proponent's must provide with their Proposal the following information:

- **Cover Page**

Include a cover page identifying the RFP subject, name of the Consulting business/firm name, address, email, telephone number, contact person, and date of preparation. The cover letter should be signed by a person authorized to legally bind the proponent to the statements made in the Proposal.

- **Qualifications**

Describe the background, experience, and strategic planning capabilities of your business/firm specific to providing strategic planning consulting and facilitation services to not-for-profit organizations, preferably within the North Region of Ontario. Proponents should provide up to two examples of recent strategic planning projects of similar scope and complexity, including a brief description of the engagement process, deliverables, and outcomes achieved.

- **Scopes of Services**

Provide a detailed summary explaining your understanding of the assignment and the approach your business/firm will take to complete the assignment. Provide a scope of services and proposed outline of tasks to be undertaken as part of this assignment along with a projected timetable and key milestones for completion of the strategic plan. Major proposed deviations from the desired scope of services outlined in this Request for Proposal should be clearly noted.

Also describe the specific services the proponent proposes to provide and list the specific tasks it expects Child & Community Resources staff to undertake to ensure orderly completion of the project.

- **Equity, Diversity, Inclusion and Accessibility**

CCR is committed to fostering inclusive, accessible, and respectful environments for children, youth, families, employees, and community partners.

Proponents should demonstrate how their engagement and facilitation approach will support diverse perspectives and ensure meaningful participation from stakeholders across the communities served by CCR. Consideration should be given to accessibility, cultural responsiveness, and the unique realities of Northern Ontario service delivery.

- **Cost Proposal**

Provide a cost Proposal for the scope of your services, including all fees, expenses, and applicable hourly and daily rates for each of your staff members/associates assigned to this project.

The proponent will use their best efforts to keep expenses to the minimum required.

Proponents should clearly identify all anticipated travel and accommodation expenses associated with the project. CCR prefers a fixed-fee proposal with any anticipated expenses identified separately.

- **References**

Provide a list of at least two (2) clients who can verify your Consulting firm's/business' ability to provide the scope of services outlined in your Proposal. Provide the name, title, complete address (including email), and telephone numbers of each reference/contact individual.

- **Conflict of Interest**

Proponents shall disclose in their Proposals any actual or potential Conflict of Interest and existing business relationships it may have with Child & Community Resources, its Board of Directors, or employees.

7. EVALUATION CRITERIA AND SELECTION PROCESS

3.1 Criteria

The evaluation of Proposals will be based on the following:	
Strategic Approach	50%
• Understanding of CCR's Needs	20%
• Strategic Planning Methodology	20%
• Cultural Fit & Partnership Approach	5%
• Stakeholder Engagement Approach	5%
Consultant Fit and Experience	30%
• Consultant Team and Facilitation Skills	15%
• Northern Ontario/Sector Knowledge	5%
• Experience and Qualifications	5%
• References and Past Performance	5%
Project Delivery and Management	10%
• Scope and Deliverables	8%
• Timeframe and Project Management	2%
Financial Investment	10%

3.2 Final Selection Criteria:

Following the review and analysis of the Proposals submitted, a shortlist of qualified proponents will be made based on the following criteria:

- Demonstrated experience and qualifications in strategic planning, with specialized experience working with not-for-profit organizations;
- A demonstrated understanding of the scope of the work to be done under this RFP;
- The background and experience of the individual(s) assigned to our project and; and
- Proposed costs.

CCR may invite short-listed proponents to participate in an interview and presentation process. The purpose of the interview is to further evaluate the consultant team's facilitation approach, understanding of CCR's needs, proposed methodology, and overall fit with the organization. Proponents should be prepared to participate in one interview/presentation meeting and possibly a second meeting, if required.

CCR may also contact the short-listed proponents to undertake more serious negotiations regarding specific terms.

8. INSTRUCTIONS TO PROPONENTS

To be considered, one (1) version of the Proposal should be emailed with the Subject line: **"RFP Proposal for Strategic Planning Consultant Services to communication@ccrconnect.ca**. All inquiries related to this RFP, including any requests for information and clarification should be directed to:

Megan Dumais, Chief Executive Officer
Child & Community Resources
662 Falconbridge Road
Sudbury, Ontario P3A 4S4
1 (705)-525-0055 ext. 2610
communication@ccrconnect.ca

The Proposal should include the cover letter documenting all required information and signed by a person authorized to legally bind the proponent to the statements made in the response to this RFP.

It is the sole responsibility of the proponent to submit their completed Proposal to Child & Community Resources on or before:

- **3:00 PM – Monday, August 31, 2026**

Late submissions will not be considered.

9. CONDITIONS OF PROPOSAL

Proposals shall be irrevocable for 30 days from date of closing. Proponents may be requested to deliver specific information in writing that may be missing from their original Proposal.

Child & Community Resources reserves the sole right to choose one or more successful proponents based on their area of specialty, costs and other criteria meeting the requirements of the organization and to accept, reject, or negotiate modifications to Proposals. Child & Community Resources will not necessarily accept any Proposal or award a contract to the lowest or any proponent. Child & Community Resources reserves the right to not proceed to contract award if no suitable Proposal is found to meet our requirements or budget.

All costs incurred by the proponents in the preparation of their responses to this Proposal call will be at their own expense. Proposal documents will not be returned. Firms/Businesses may be invited to make an in-person or virtual presentation, as a part of the selection process. Individuals in attendance should be those who will work on this assignment.

All information provided by CCR through the RFP process is to be treated as confidential and used solely for the purpose of preparing a proposal.

9.1 Notification

The successful proponent (s) will be notified by phone and will be required to enter into a formal contract upon acceptance of the Proposal. Unsuccessful bidders will be advised by email only.

9.2 Withdrawal of Proposals

The bidder may withdraw their Proposal at any time prior to the Proposal closing time by submitting a written withdrawal letter to Child & Community Resources.

9.3 Ownership of Proposals

All Proposals, including attachments and any documentation, submitted to and accepted in response to this RFP become the property of Child & Community Resources.