

Request for Proposal – Strategic Planning Consulting Services

Introduction

St. Leonard's Community Services London & Region (SLCS) is a non-profit community service organization that has been in continuous operation since its incorporation in 1969. We are dedicated to supporting and advocating alongside individuals facing complex life challenges, including those either currently involved in or at risk of involvement in the justice system. SLCS delivers a wide range of residential and community-based services to individuals across London and the surrounding region, working to foster a community where everyone feels safe, valued, and supported. Our programs contribute to broader social goals of well-being and community safety by addressing the root causes of vulnerability and social exclusion, not only through our justice-related services, but also through health, housing, and prevention-focused initiatives.

SLCS has developed a continuum of prevention and intervention supports that respond to the diverse needs of the people and communities we serve. These include high-support congregate housing settings; specialized services for individuals living with mental illness; supportive programs for adults with developmental disabilities; supports for individuals transitioning from correctional institutions; youth-focused early intervention programs connected to schools and local police; and housing-first, homelessness prevention, and community reintegration services. SLCS currently owns and operates four community residential facilities, along with two community program centres and administrative offices.

SLCS is governed by a volunteer Board of Directors and employs approximately 170 people in the 20+ programs that we offer for the community of London and region. SLCS, a non-profit organization and registered charity, has funding from numerous provincial and federal ministries (Ministry of Health; Ministry of the Attorney General; Ministry of Children, Community and Social Services; Ministry of the Solicitor General; and Ministry of Public Safety – Correctional Services of Canada) along with funding from local entities (Ontario Health, Thames Valley District School Board and the City of London).

2023-26 Strategic Plan

SLCS is in the final year of its 2023-2026 Strategic Plan. That plan identified 4 priority areas:

- Bolster opportunities for those we support: including elevating the voices of people with lived experience, advancing our work in Housing First and Restorative Justice, and fostering community belonging and social inclusion.
- Integrate our work with our collaborators: this focused on advocating to address systemic barriers and injustices, engaging in systemic change aligned with our mission, and strengthening strategic partnerships.
- Invest in our people: continuing to build a culture of community, fostering well-being and resilience, addressing systemic gaps in total compensation, and prioritizing team collaboration, development, and opportunities to contribute to the advancement of the organization.
- Strengthen organizational effectiveness: this included embedding EDI throughout our work, continuing to strengthen our community identity, increasing revenue and optimizing capital assets, and contributing toward social responsibility and environmental stewardship.

Since 2023, we have made steady progress towards our strategic goals:

- As an organization with one of the largest Housing First programs in the City of London, we have provided consistent leadership through our involvement with the City of London-led Health & Homelessness initiatives.
- Staff across the agency have been trained in Restorative Practices. We have provided training to others in the community including judges, lawyers, police officers, school administrators, teachers, and other service partners.
- We continue to develop meaningful partnerships in various areas such as the Ontario Community Residential Facility Alliance, the National Youth Justice Network, the Ontario Mental Health & Addictions Regional Advisory Council, Whole of Community Response Strategy and Accountability Table, and others.
- Developed multiple processes focusing on our workforce including wellness initiatives, social committee, and ongoing evaluation of and change to components of total compensation.
- Undertook an organizational design review to evaluate workforce needs and implemented changes.
- Our Justice, Equity, Diversity and Inclusion efforts are becoming more fully embedded across the organization from Board to leadership to front line through multiple avenues and initiatives. SLCS is also an active partner in London's Equity, Diversity, and Anti-Racism (EIDAR) Collaborative.
- Internal and external channels of communication continue to grow and are developed and fostered very intentionally.
- We have developed an initial fundraising and fund development framework and are proceeding to deepen our capacity for this work.

Objective

SLCS is now seeking proposals from those interested in collaborating with us to design and facilitate a strategic planning process that will result in a refreshed Strategic Plan. That plan will guide our efforts over the next five years and allow us to build upon the successes and momentum we have achieved.

Scope of Services

The successful consultant will be responsible for providing expert advice and facilitation throughout the project with the following deliverables:

- A critical path with relevant timelines for the development of the 2026-2031 Strategic Plan
- A process designed and delivered to gather input from persons served, staff, the Board of Directors, and system partners and careholders. Engagement with partners and careholders may include surveys or interviews; engagement with persons served, staff and board members may include planning sessions, interviews or surveys.
- The SLCS vision, mission, and values were refreshed in 2020 during the development of our 2020-23 strategic plan and were reviewed again in 2023. They should be explored but this

should not be an exhaustive overhaul, rather a review with an aim of re-affirming that they are inclusive of the work we do, relevant to current priorities and needs, and that they align with changing preferences to language.

- Project coordination through regular collaboration with the SLCS Executive Director and/or Strategic Planning Committee.
- A Strategic Plan suitable for public review and presentation along with an Operational/ Management Plan including measurable goals and a framework to report and evaluate achievement of those goals over years 1 to 3 and years 4 to 5. This is to be delivered before the end of June 2026.

Consultant Requirements

It is expected that the successful consultant will have:

- At minimum, a working understanding of SLCS and the services SLCS provides
- Demonstrable experience and understanding of the non-profit sector in general and the community service sector specifically
- Be local to the London region with an understanding of the community and ability to work with SLCS in both in-person and virtual capacities
- Strategic planning experience coordinating and facilitating the planning process to produce a suitable and comprehensive strategic plan

Proposal Submission

Interested consultants are asked to email a proposal containing:

- Name of company and/or consultant(s), and contact information
- A CV/resume/profile illustrating expertise and experience, including three to five examples of projects in similar size and scope to this project
- Up to three relevant references, including client name, contact person, phone number, project description, and results
- Details describing the general approach or development strategy, work plan, critical path with timeframes, and explanation of how the RFP requirements will be achieved including suggested and needed human and support resources, with the understanding that the actual scope of work may be refined in consultation with the selected consultant that aligns with SLCS staff and board resource and time constraints.
- A description of the deliverable that will be provided to SLCS at the end of the project
- A fee quote for services that includes a detailed budget with a breakdown of expected hours and other expected costs
- Disclosure of any real or perceived conflict of interest that either presently exists or could reasonably be foreseen as arising in the future should the proposal be accepted. Of note, a conflict of interest will be evaluated on its merits and will not necessarily result in the exclusion of a response.

Questions and Clarification

All consultants may seek clarification and ask questions by emailing Michael Oates, Executive Director, at RFP@slcs.ca. Questions should be received by noon (12:00 p.m. EDT) Friday August 15th, 2025.

Responses to questions from any one consultant will be shared with all known participating or potentially participating respondents; any potential respondents are encouraged to indicate their intention to respond even if they do not have questions so that they may receive the responses to questions from others.

Selection Criteria and Scoring

Final determination and selection by members of the Board of Directors and SLCS Leadership will be based on the following scoring criteria:

- Demonstrated understanding of the project (5 points)
- Clear description of elements of work including expected outcomes (15 points)
- Relevance of completed projects, experience and references (10 points)
- Education, training, and subject expertise (5 points)
- Thoroughness of proposal and ability to meet requirements (10 points)
- Ability to meet project budget constraints (5 points)
- Proposals are to be concise, contained in one PDF file and not exceed 15 pages in length
- If determined necessary, a short list of up to 3 consultants will be prepared. Consultants may be asked to submit further information as required or attend an in-person meeting with members of the selection committee.

Project Timeline

The proposed project timeline is October 2025 to June 2026.

Project Costing

The budget allocated for this project is between \$20,000 and \$30,000, inclusive of all fees, expenses, and applicable taxes. Respondents are encouraged to propose solutions that align with this range, while also demonstrating value for money and cost-effectiveness. While proposals outside of this range may be considered, submissions that significantly exceed the upper limit without clear justification are unlikely to be successful. Respondents may, if appropriate, include tiered pricing or optional service levels that illustrate what could be delivered at varying investment points within or slightly beyond the range.

As described in the Selection Criteria and Scoring above, cost will be one of several evaluation factors. The final decision will not be based solely on lowest cost, but on the overall value to the organization.

Conditions

SLCS will not be liable for any costs incurred by a consultant in the preparation of their response to this request or attending to a presentation (if required). SLCS reserves the right to ask for additional information and adjustments to any proposed response. SLCS will keep all information provided by the candidate as confidential. Information provided to the respondents is to be used for the sole purpose of responding to this request for quotation.

How to Apply

Please submit your proposal by email on or before 4:00 p.m. EDT Friday August 29th, 2025 to Michael Oates, Executive Director St. Leonard's Community Services by emailing RFP@slcs.ca.