

Request for Proposal – Brand Positioning Phase 2

Introduction

St. Leonard's Community Services London & Region (SLCS) is a registered charity community service organization dedicated to supporting and advocating with individuals who are, or who are at risk of being, justice-involved to promote a community where everyone feels safe, valued, and supported. SLCS has been in continuous operation since its incorporation in 1969, delivering essential residential and non-residential services to our community.

Through the course of the organization's development, SLCS has built prevention and intervention programs and services in direct support of individuals and populations of people who are at higher risk of becoming justice involved. Such services range from: high support congregate settings; specialized services to persons with mental illness and/or developmental disabilities including community reintegration programs for those exiting a correctional institution; prevention and early intervention services for youth in local schools; early intervention and diversion programs associated with the local police and courts; and housing programs for those that may be unhoused or precariously housed or who may require supportive housing services. At the present time, the organization owns and operates four community residential facilities and two community program centers & 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 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 West, Thames Valley District School Board and the City of London). SLCS is fully accredited by the Canadian Centre for Accreditation.

Recently the organization developed its 2026–2031 Strategic Plan and it identified strengthening community connections and advancing financial sustainability as key priorities. As an important first step in advancing these priorities, SLCS completed Phase 1 of its Brand Positioning work, which captured stakeholder perceptions of the organization, its current reputation and position in the community, key strengths and differentiators, priority audiences, and opportunities to strengthen public understanding of SLCS's role and impact.

Building on this foundation, the Board of Directors and Leadership Team recognize the need for clear, consistent community messaging that communicates the difference SLCS makes, strengthens public awareness and understanding, and supports meaningful engagement with donors, funders, partners and the broader community. Phase 2 will develop the key messages, taglines, impact measures, reporting tools and storytelling framework needed to support both everyday communications and the organization's emerging fund development strategy.

Objective

SLCS is now seeking proposals from qualified consultants interested in collaborating with us on Phase 2 of our Brand Positioning work. Building on the findings from Phase 1 and aligned with the 2026–2031

Strategic Plan, this project will develop clear, consistent and compelling community-facing messages that communicate who SLCS is, the impact of our work and the value we bring to the broader community. The work will include key messages, taglines, an impact measurement and reporting framework, and ethical, participant-centered storytelling tools that can be applied across everyday communications, community engagement and fund development. As demand for SLCS services grows and the organization advances its fund development strategy, this work will strengthen public understanding, support engagement with donors, funders and partners, and provide a consistent communications foundation for future fundraising initiatives, including a potential capital campaign.

Scope of Services

The successful consultant will work collaboratively with SLCS staff and provide expert advice, research and facilitation throughout the project. The scope of work will include:

- Reviewing and building upon the findings and recommendations from SLCS' Phase 1 Brand Positioning work and ensuring alignment with the organization's 2026–2031 Strategic Plan.
- Developing a clear community-facing messaging framework that communicates who SLCS is, who we support, the impact of our work and the value SLCS brings to the broader community.
- Creating consistent key messages, elevator pitches, tagline or signature-line options, program descriptions, proof points and supporting language for use across programs, community engagement, digital communications and fund development activities.
- Developing accessible responses to commonly asked questions about SLCS' work, the experiences of the people we support and the broader community issues connected to justice involvement, homelessness, restorative justice, community safety and risk prevention.
- Identifying meaningful organizational and program outcomes, indicators and evidence that can be used to demonstrate impact through social media, newsletters, the website, reports, presentations, donor communications and other public-facing materials.
- Developing a comprehensive case for support that explains who SLCS is, what we do, why community and philanthropic support is needed, the value of supporting SLCS and the participant and community outcomes made possible through donor support.
- Creating stewardship, recognition and donor-facing messaging that can be adapted for different types and levels of support.
- Reviewing SLCS' current online donation experience and providing recommendations and adaptable content for a donor-focused donation page.
- Supporting the development of SLCS' first targeted direct-mail fundraising campaign, including recommendations related to the campaign audience, messaging, delivery approach, calls to action and measurement.
- Recommending an implementation plan that identifies priorities, responsibilities, timelines, training needs and measures of success for introducing and sustaining the updated messaging and tools across the organization.

Project Outline and Deliverables

The successful consultant will develop a customized Phase 2 Brand Positioning and Community Messaging Framework for SLCS. The project will build upon the findings of Phase 1 and align with SLCS' 2026–2031 Strategic Plan and emerging fund development strategy. The following activities and deliverables are required:

- **Review and validate SLCS's positioning and communication needs by:**
 - Review the Phase 1 Brand Positioning Report, SLCS's 2026–2031 Strategic Plan and other relevant organizational materials.
 - Assess current organizational and program messaging for clarity, consistency and alignment with SLCS' mission, values and strategic priorities.
 - Consult with designated SLCS staff to confirm priority audiences, communication needs, fundraising objectives and implementation considerations.
 - Identify gaps, inconsistencies and opportunities within SLCS's existing community and donor-facing communications.
- **Develop a community-facing messaging framework by:**
 - A clear and compelling organizational narrative explaining who SLCS is, who we support, what we do and the value our work brings to the community.
 - Concise elevator pitches of varying lengths for use in conversations, presentations, meetings and written communications.
 - Tagline or signature-line options, including recommendations and rationale for their use.
 - Core organizational key messages that can be used consistently across programs and service areas.
 - Examples of audience-specific messages for participants, families, donors, funders, community partners, government, businesses and the broader community.
 - Clear and consistent program descriptions or a template that SLCS can use to create and update program descriptions.
 - Key data, evidence, outcomes and proof points that demonstrate organizational, program, participant and community impact.
 - Guidance for using the messaging consistently across the website, social media, newsletters, presentations, reports, community outreach and fund development materials.

All messaging must reduce stigma and reflect SLCS's person-centered, inclusive, strengths-based and community-based approach.

- **Develop a Frequently Asked Questions Document**
 - The consultant will develop an editable Frequently Asked Questions document for use on the SLCS website and in other community-facing communications.
- **Develop an Outcomes and Indicators Framework**
 - Identify meaningful organizational and program outcomes aligned with SLCS' strategic priorities.

- Recommend qualitative and quantitative indicators that demonstrate participant, program and community impact.
 - Identify appropriate data and proof points that can support key messages and fund development communications.
 - Provide guidance for translating program data and outcomes into clear, accessible and engaging community messages.
 - Recommend indicators and approaches for communicating and measuring impact through social media, newsletters, the website, reports, presentations and donor communications.
 - Recommend measures for evaluating public awareness, community engagement and fund development communications.
- **Develop a Case for Support**
 - The consultant will develop a comprehensive and editable organizational Case for Support that includes:
 - Who SLCS is and who we support.
 - What SLCS does and the impact of its work.
 - The community needs and challenges SLCS is responding to.
 - Why philanthropic and community support is needed.
 - Why support is needed now.
 - A clear donor value proposition.
 - Key outcomes, evidence and proof points.
 - The difference that donor support can make for participants, programs and the broader community.
 - Calls to action and ways to support SLCS.
 - An adaptable template or framework for developing program-specific cases for support and funding requests.
- **Develop Stewardship and Recognition Messaging**
 - The consultant will develop adaptable stewardship and recognition messaging that may be used for:
 - Donation acknowledgements and thank-you communications.
 - Donor recognition, where consent has been provided.
 - Donor impact updates.
 - Website, newsletter and social-media recognition.
 - In-kind, restricted and unrestricted donations.
 - Individual, corporate, community and foundation supporters.
 - Different types and levels of giving and engagement.

The messaging should help SLCS build lasting donor relationships and demonstrate how contributions support participants, programs and the community

- **Provide Donation Page Recommendations and a Content Template**

- Recommendations for the structure, content and flow of the donation page.
 - An adaptable donation-page content template.
 - Clear messaging about community need and the impact of donor support.
 - Suggested calls to action.
 - Recommended language describing different ways to give.
 - Guidance for incorporating participant and community outcomes, proof points and stories.
 - Recommendations for building donor confidence, reducing barriers and creating a clear path from interest to action.
- **Support SLCS's First Targeted Direct Mail Campaign**
 - Recommendations regarding the campaign's purpose, fundraising goal and target audience.
 - Guidance for identifying, segmenting and reaching the intended audience.
 - Campaign key messages, case for support and calls to action.
 - Draft content and recommended structure for the primary mail piece and accompanying materials.
 - Recommendations for coordinating the campaign with email, website, social media and other communications.
 - A suggested campaign timeline and follow-up approach.
 - A measurement framework that identifies appropriate campaign indicators, including reach, response, donor acquisition, revenue, cost and return on investment.
 - Recommendations that will allow SLCS to adapt the approach for future fundraising campaigns.

All final materials must be provided in accessible, editable formats that allow SLCS to update and adapt the content for future use. The consultant's proposal should clearly identify the number of consultation sessions, draft stages and revision rounds included for each major deliverable, as well as any assumptions or additional costs associated with implementation support.

A comprehensive visual rebrand—including the redesign of SLCS' logo or overall visual identity—is not included in the scope unless separately proposed and approved.

Consultant Requirements

It is expected that the successful consultant will have:

- At minimum, a working understanding of SLCS and the services SLCS provides
- 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
- Demonstrable experience in brand positioning, community-facing messaging, impact communication and storytelling within the non-profit sector, preferably with experience in the community services sector.

- Experience leading and facilitating brand positioning and messaging processes that result in practical, strategic and achievable frameworks, tools and implementation plans that can be consistently applied by agency staff, leadership and the Board.

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 of 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 fundraising@slcs.ca. Questions should be received by noon (12:00 p.m. EST) Friday, September 18 2026. Responses to questions from any one consultant will be shared with all known participating consultants.

How to Apply

Please submit your proposal by email on or before **4:00 p.m. EST Friday September 25, 2026** to fundraising@slcs.ca. Proposals should:

- Be in one file in PDF (Adobe Acrobat) or DOCX (Word) format.
- Have a 15-page maximum (inclusive of appendices) with no less than 11-point font size

Selection Criteria

Final determination and selection by a committee comprised of members of the Board of Directors and Leadership Team will follow a two-stage selection process:

Stage 1: Scoring of proposals based on the following criteria:

- Education, training, and/or subject expertise: 10 points
 - Scoring can be based on related experience in brand positioning, community-facing messaging, impact communication and storytelling; experience completing similar work

regionally or locally; experience in the non-profit and social services sector; and demonstrated facilitation skills in working with a Board of Directors, staff and other stakeholders.

- Clear description of elements of work including expected outcomes: 60 points (10 points each for various Project Outline and Deliverables components)
 - Scoring can be based on descriptions of how the scope of work and project deliverables will be accomplished; proposed benchmarks and time required to complete the various phases; ability to review and validate SLCS's existing brand positioning and communication needs; approach to developing community-facing messages, organizational narratives, key messages and taglines; approach to impact measurement, reporting and ethical storytelling.
- Relevance of completed projects, experience and references: 10 points
 - Scoring can be based on references from clients who have obtained similar services to those requested in the RFP
- Thoroughness of proposal and ability to meet requirements: 10 points
 - Scoring can be based on thoroughness, conciseness and detail to meet project requirements, identification of opportunities and challenges, approach to being flexible and responsive to potential obstacles, detail related to project budget and costing
- Ability to stay within project budget: 10 points
 - Full 10 points to the most cost effective proposal. Other proposed prices will receive scores that are proportional to their cost as compared to the lowest proposed price: (lowest proposed price divided by the submitted proposed price) x 10 points

Stage 2: Additional Information and Interviews

If determined necessary, a short list of up to 3 consultants will be prepared. Consultants may be asked to submit further information as required. It is an expectation that the candidate attends an interview with members of the selection committee.

Project Timeline

The proposed project is expected to take 3 to 5 months and is to begin no later than November 1, 2026.

Project Costing

The budget allocated for this project is between \$7,000 and \$10,000, 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 the 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 responses to this request or attending 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 proposal.

Confidentiality

All information provided by or obtained from SLCS in any form in connection with the RFP either before or after the issuance of the RFP is the sole property of SLCS and consultants must treat it as confidential. It is not to be used for any purpose other than replying to the RFP and the performance of any subsequent consultant services.

It is the responsibility of the consultant to identify confidential information in their proposal or documentation. The confidentiality of such information will be maintained by SLCS. Furthermore, consultants are advised that their proposals, as necessary, may be disclosed on a confidential basis to the SLCS Board of Directors or its subcommittees and to staff for the purpose of evaluating or participating in the evaluation of their proposals.