



Children's Aid Society
La Société d'aide à l'enfance
NIPISSING & PARRY SOUND

REQUEST FOR PROPOSAL

STRATEGIC PLAN CONSULTING SERVICES

REQUEST FOR QUOTE: DEVELOPMENT AND
IMPLEMENTATION OF A STRATEGIC PLAN FOR THE
CHILDREN'S AID SOCIETY OF THE DISTRICT OF
NIPISSING AND PARRY SOUND

All inquiries to this request for proposal
shall be forwarded via email to:

Krystal.mcneice@parnipcas.org

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General Instructions:

1.1 Invitation

The Children's Aid Society of the District of Nipissing and Parry (CASNPS) is soliciting proposals from qualified individuals to assist in the development of the 2020-2025 Strategic Plan.

1.2 Proposal Documents, Delivery and Deadline

Proponents are requested to submit one copy of their proposal electronically to krystal.mcneice@parnipcas.org before 4:30 p.m. on November 29, 2019.

Proposals sent by mail only will not be accepted.

In order to facilitate the evaluation of proposals, proponents are requested to organize their proposal as per the evaluation the following criteria:

- Capability and feasibility of the proponent to supply the prescribed services
- Experiences with similar projects for not-for-profit charitable organizations
- Experiences working with not-for-profit organizations, specifically in the North
- Pricing structure for the prescribed services
- Overall quality

Proponents may not make modifications to their proposals after the closing date and time.

CASNPS shall not be obligated in any way to any proponent's response to this Request for Proposal nor shall the organization be liable for any costs incurred by any proponent in the preparation of a response to this Request for Proposal.

All information provided in the proponent's proposal shall be considered confidential.

1.3 Inquiries

All inquiries regarding the Request for Proposal shall be directed by email to krystal.mcneice@parnipcas.org. Inquiries must be received by November 28, 2019.

Background Information

2.1 Organizational Overview

The Children's Aid Society of the District of Nipissing and Parry Sound is a multi-service children's organization with approximately one hundred and seventy-five (175) employees providing services in early intervention, youth justice and child protection. There are five (5) main sites, four (4) of

which are located in North Bay at: 433 McIntyre Street West, 471 Main Street East; 457 Main Street West and 6 Airport Way in North Bay. The other (1) site is located in Burk's Falls.

The Children's Aid Society of the District of Nipissing and Parry Sound is a community service agency mandated by the Province of Ontario through the Child, Youth and Family Services Act (2017) to ensure the best interests, protection and well-being of children. We are committed to promoting the well-being and protection of children and youth, and to advocating for their fundamental entitlements. In fulfilling this commitment, the Society will provide services that maintain and enhance the natural environments of home and community; that will ensure the safety of children, youth and the public; that establishes partnerships with other community services; and that demonstrates management practices based on teamwork and professional ethics.

*Provincially, the child welfare sector is currently undergoing a "modernization" exercise which will likely result in a significant shift in the current landscape.

The strategic plan is the framework by which our agency seeks to define goals, establish priorities, monitor progress and measure relative impact. The strategic plan should be aligned with government legislation and provincial policy and direction. Having a thoughtfully developed, evidence-informed strategic plan is critical to our success as an agency.

The strategic planning process should be collaborative in its approach. Direction and support for the project will be provided by the Executive Director or designate.

2.2 Project Deliverables:

- Review and analysis of our existing strategic plan and qualitative data gathered through previous discussion groups held with frontline staff, management and the Board of Directors. Will include integration of the information of these previous sessions into the actual planning exercise;
 - Conduct external and internal consultations informing:
 - the definition of the CAS vision, mission and value statements; and
 - the development of the organization's strategic plan;
- (***Internal and external stakeholders include the following: Board of Directors, frontline staff, management, recipients of service, volunteers and community partners)*
- Provide a report to summarize the discussions and conduct an analysis of the feedback collected. This analysis will serve as a driver that will influence the strategic plan's focus and direction;
 - Develop a five-year plan that identifies short and long term goals and objectives
 - Develop an implementation plan to meet the goals and objectives of the overall strategic plan
 - Develop key indicators and outcomes that can serve as the basis for performance measures

The strategic plan should focus on CASNPS remaining sustainable and innovative.

Scope of Services

The successful consultant will:

- Facilitate a working session with CASNPS Board of Directors and staff members
- Prepare timelines and key milestones for developing the Strategic Plan
- Identify key issues through a SWOT (strengths, weaknesses, opportunities, threats”
- Use appropriate tools (interviews, surveys, focus groups) to gather information from other key stakeholders
- Prepare a draft report of the Strategic Plan for review by the Strategic Planning Committee and CASNPS Board of Directors
- Develop the final draft of the Strategic Plan; including the revised vision, mission and value statements.

3.1 Expected Timelines

The responsibilities defined below are to be completed no later than March 31, 2020.

3.2 Evaluation Criteria

Interested candidates are invited to submit a proposal by November 30, 2019. It is requested that the consultant submit a formal written proposal in the form of a work plan, outlining activities, timelines and costs involved in the preparation of the strategic plan. It will also involve the submission of a current resume highlighting relevant experience in strategic planning, including the identification of three referees.

Candidate submissions require consideration for the following areas of relevance:

- I. Consultant’s experience/expertise in strategic planning;
- II. Understanding of the scope of the project and strategic planning process;
- III. Cost of the work to be completed;
- IV. Ability to meet the expected timelines;
- V. Availability of the consultant for required on-site meetings.

Evaluation Process

4.1 Proposal Evaluation

Proposals will be evaluated by a committee made up of CASNPS. The successful proponent will be notified by November 15, 2019.