

The Neighbourhood Group
Request for Proposal (RFP)
for the Development of a Strategic Plan
and Poverty Reduction Strategy

Request for Proposal (RFP) Number: TNG-11-2022-ORG001
Issue Date: September 9, 2022

IMPORTANT DATES

Issue Date of RFP	September 9, 2022
Deadline for Candidate Questions	September 15, 2022
Responses to Questions	September 21, 2022
Bid Submission Date	September 28, 2022
Notification of Preferred Candidate & Contract Award Date	October 7, 2022
Consultant begins work	October 11, 2022
Autumn Board of Directors Retreat – Strategic Plan launch	November 12, 2022
Mid-Way Reporting	January 23, 2023
Spring Board of Directors Retreat – Strategic Plan Approval	April 15, 2023
Work Completed/Final Reporting	May 23, 2023

Website: [The Neighbourhood Group](#)
Annual Report: [TNG Community Services | A Year of Resilience \(floating-point.com\)](#)

1.1 INVITATION TO VENDORS

This Request for Proposal (the “RFP”) is issued by The Neighbourhood Group Community Services (TNGCS) and invites prospective candidates to submit a proposal for the opportunity to develop an organizational Strategic Plan and Poverty Reduction Strategy for TNGCS.

This RFP sets out the requirements for the candidates’ proposal and specifies the evaluation criteria and selection process for this phase. Candidates must demonstrate a thorough understanding of the requirements. The objective in issuing this RFP is to obtain the best overall value, considering quality, service, cost, and other relevant factors.

1.2 TERMS AND CONDITIONS

1.2.1 Terms of Agreement

The Term of this Agreement shall commence upon the contract award date, or such date as may be agreed between the parties and continue until all requirements are met and deliverables are approved by TNGCS, unless terminated earlier. TNGCS is under no obligation to extend the scope of the work or engage the vendor for any subsequent work.

1.2.2 Candidate Responsibility

In the event the selected candidate fails to accept the contract award, TNGCS reserves the right to accept the next qualified bid or any bid which meets the RFP specifications.

TNGCS reviews all bids that are completed and received by the deadline. It is the responsibility of the candidate to obtain clarification of any terms or conditions contained in the RFP. Candidates may direct questions or seek additional information in writing by e-mail on or before the deadline for questions to TNGCS at procurement@tngcs.org. Candidates may not contact individuals employed by TNGCS or on the Board of Directors concerning matters regarding this RFP. Answers to questions from all candidates will be responded to and posted.

All costs incurred in the preparation of the proposal is the sole responsibility of the candidates. All supporting documentation submitted with the proposal will be retained by TNGCS and not returned. Please do not submit confidential material. Candidates may request a debriefing after the contract is awarded but based on volume of requests TNGCS cannot guarantee a personal response or debriefing.

TNGCS reserves the right to request clarifications from candidates and this may take the form of an interview. TNGCS reserves the right to negotiate price and work schedule amendments with the successful candidate. Successful candidates will respect privacy policies and other applicable policies of TNGCS, which will be included in a contract. TNGCS reserves the right not to accept the **LOWEST** or **ANY** proposal submitted.

PART 2 – PROJECT DESCRIPTION AND DELIVERABLES

2.1 COMPANY DESCRIPTION

The Neighbourhood Group Community Services, an amalgamation of Central Neighbourhood House (founded in 1911), Neighbourhood Link Support Services (founded in 1975) and St. Stephen's Community House (founded in 1962), helps over 40,000 vulnerable people by delivering programs and services that create opportunities to improve and enhance people's lives and help them to live independently and with dignity in the community.

With 800+ employees, 600+ volunteers and a \$60M budget, TNGCS serves some of our city's most vulnerable groups including frail seniors, adults living with disabilities, low-income children, youth and their families, newcomers and refugees to Canada, people who are homeless or precariously housed, and those searching for employment. TNGCS also provides services to organizations, including training, consulting, and trusteeship for grassroots groups, planning and service networks.

TNGCS takes both a local and a city-wide perspective with 30+ locations across the city of Toronto, including in several "Neighbourhood Improvement Areas" and several of the most high-density and high-population-growth neighbourhoods in the city.

2.2 PROJECT BACKGROUND

TNGCS is seeking a consultant for work over a maximum 8-month period to complete a strategic planning process that will result in a Board-approved Strategic Plan and Poverty Reduction Strategy. This will require the active involvement of the organization's Board of Directors, leadership, participants, and key informants.

2.3 SCOPE OF SERVICES AND KEY DELIVERABLES

TNGCS merged with St. Stephen's Community House in April 2020. These organizations had separate but complementary strategic plans. We successfully harmonized these plans, but they have now expired. Since the merger, TNGCS has become one of the largest community service organizations in Toronto, and has experienced the impact of the pandemic. **We require a new strategic plan that will redefine and represent our new vision for our future to all of our stakeholders.** The process must use an equity lens and focus on equity seeking groups in our process and data-gathering. We are also seeking to include a Poverty Reduction 'Theory of Change' and strategy in our Strategic Plan. Our theory of change will reflect our actions to reduce poverty, and how our organization is linked to the poverty reduction strategies of the three levels of government.

The Strategic Plan will support TNGCS in ensuring that our programs are meeting the changing needs of the communities we serve and delivering high quality, equitable, evidence-informed, and targeted programming. TNGCS is already well-established in many neighbourhoods across the city as a multi-service organization. Moving into the post-pandemic recovery, it is vital to review and analyze the traditional and evolving needs of the populations we serve to understand new gaps and priorities that are emerging.

The plans should also be developed using an equity and anti-racist lens. In developing the plan, the successful consultant is asked to apply an equity approach to stakeholder engagement, conceptual frameworks, evaluation approaches, implementation strategy, and any research that is needed during

the project.

Key deliverables include:

- Lead the Board of Directors through a consultation and discussion on strategic planning and poverty reduction at a Saturday, November 12th, 2022 retreat.
- Conduct focus groups and a survey of our Management and Staff Teams.
- Conduct focus groups and a survey of our volunteers and program participants.
- Conduct interviews with key informants, including funders, partners, and other organizations.
- Review current internal and external reports on programs & services, our Change Management review, our Equity Audit, the latest census data for City of Toronto, and other relevant reports.
- Provide an internal analysis of TNGCS using a SWOT or other relevant format.
- Provide an external analysis of our context using a PEST or other relevant format.
- Lead the Board of Directors through a final planning and approval discussion at a Saturday, April 15th retreat.
- Provide a written Strategic Plan and Poverty Reduction Strategy, and report including the collected deliverables.

2.4 STAKEHOLDERS

TNGCS anticipates that to complete the deliverables outlined in Section 2.3, the selected candidate will work with our Board of Directors and Senior Leadership Team. It will also require information from staff, volunteers, and program participants to do an internal analysis, and with funders, donors, and partner agencies and other key stakeholders in order to complete an external analysis.

As a multi-service organization, TNGCS is active in many networks and umbrella groups such as United Way of Greater Toronto, Social Planning Toronto, Toronto Neighbourhood Centre, Toronto Drop-in Network, Toronto South Local Immigration Partnership, Volunteer Toronto, Toronto Non-Profit Network, Ontario Non-Profit Network, OCASI, OCSA, FirstWork, and more. They have information and reports that can inform an external analysis of the context of our work.

With so many program participants, we will need smaller representative groups within TNGCS to inform the strategic plan and poverty reduction strategy. TNGCS has several informal structures in place to assist, including: a large team (100+) of trained and paid peer leaders; three participant councils (youth council, newcomer council, member advocacy committee); and many group programs or skills training classes. We also trustee 90 grassroots groups, including resident-led groups, women-led groups, youth-led groups, newcomer-led groups, and Black and Indigenous-led groups.

PART 3 – SUBMISSIONS AND EVALUATION

3.1 Evaluation Overview

Candidate proposals will be scored based on qualifications of team, quality of plan, and pricing. An interview may be requested to clarify information in the proposal. Evaluation will include a reference checking component and references are requested.

Scoring Component	Weight as % of Combined Rated score
Candidate/Candidate Team Qualifications and experience (including similar work for other organizations)	30%
Quality and completeness of project plan	30%
Understanding of working from an anti-racist and equity lens	20%
Pricing (Based on a formula of lowest bid cost divided by candidate bid cost multiplied by 20)	20%
Total	100%

3.2 Submission Requirements

Please include:

1. A cover page with Candidate information (name, address, website, contact information)
2. A summary of Candidate/Team qualifications
3. A proposed project plan and schedule of work (see dates on the cover of this RFP)
4. A one-page outline on how you will develop the plans from an anti-racist and equity lens
5. Project pricing showing labour, expenses, taxes, total and the per diem rates for team members
6. Contact information for two professional references with brief description of the relationship

3.3 Submission Instructions

Please submit proposal by mail or by e-mail in PDF format.

For mail, please use “Procurement TNG-11-2022-ORG001” c/o 349 Ontario Street, Toronto, M5A 2V8
For e-mail, please use Subject: “TNG-11-2022-ORG001” to procurement@tngcs.org