



REQUEST FOR PROPOSALS

2024-2029 Strategic Planning

The WOCRC invites consultants with expertise in Strategic Planning to submit proposals for the facilitation of our next Strategic plan that will define our organizational priorities for the next 5 years.

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CALL FOR PROPOSALS
Strategic Planning Training and Implementation Consultant
January 24, 2024

Introduction

The Western Ottawa Community Resource Centre (WOCRC) is a not-for-profit organization that provides health and social services to communities in far west Ottawa. We ensure that, whether a member of our community is a child, youth parent, adult, senior or caregiver, we can connect them to the resources that they need. Those resources might be offered directly by the WOCRC or with another community partner. We are committed to ensuring that our diverse communities have equitable access to the health and social services that they require.

Our Vision

We envision a future in which Western Ottawa is comprised of vibrant, safe, healthy communities where everyone has access to the services and resources they require for their health and well-being.

Our Mission

The WOCRC partners with others to develop, provide and coordinate accessible community, health and social services for all members of our diverse communities. We are committed to ensuring access to permanent and quality French Language Services in our designated programs and services.

Our Guiding Beliefs

The WOCRC envisions a future in which Western Ottawa is comprised of vibrant, safe, healthy communities where everyone has access to the services and resources they require for their health and well-being. Our work is framed by our four core beliefs:

- **Empowerment** – We believe that people have the right to make their own choices, and take control, individually and collectively, of their lives. We are committed to providing information and resources which will enable people to make informed decisions. We are dedicated to creating an environment where people participate in activities that promote social change.
- **Equity** – We believe that dignity, respect and justice are rights of all people regardless of age, language, race, ethnicity, culture, religion, ability, gender, gender identity, gender expression, income, geographical location or sexual orientation. We acknowledge that there are systemic, social and cultural barriers that prevent people from having equal access to resources and opportunities. Therefore, we are committed to recognizing and addressing barriers such as violence, poverty, isolation, exclusion, oppression and discrimination, so as to enable people to reach their full potential.
- **Partnership** – We believe that by working together we can achieve more than on our own. Therefore, we are committed to creating partnerships with individuals and groups that build on equality, respect, integrity, accountability and responsibility. We will engage with others in a supportive, non-judgmental environment where everyone can share knowledge, experience, strengths and skills.
- **Innovation** – We believe that we will transform our vision into reality by developing innovative solutions to the complex and diverse issues facing our community. Therefore, we are committed to creating a learning culture that is flexible, dynamic, embraces change, and encourages evolutionary thinking. We are dedicated to sharing our learning, knowledge and best practices for the benefit of the people with whom we interact.

Current Context

The arrival of COVID-19 brought significant changes to the needs of the communities served by the WOCRC and the organization pivoted to offer a range of new hybrid services balancing our existing programs and service delivery while also taking on a new roles responding to emerging needs related to the Pandemic. We are embarking on a review and refresh of our current Strategic plan. Foundational to this work is maintaining a comprehensive understanding of the needs of the residents and communities that we serve.

We are in search of a consultant with expertise in Strategic Planning to facilitate a process to develop a Strategic plan that will define our organizational priorities for the next 5 years. The strategic planning process will include opportunities for active participation and interaction by the Board of Directors, WOCRC Staff, Community Members and other key partners. This plan will be used to inform annual Board workplans and the organization's annual operational plan.

Time Frame

The selected consultant will be required to enter into an agreement with WOCRC. We aim to complete the selection process by February 23, 2024 and to begin project planning shortly thereafter. Timelines for the Strategic Planning process include a Board retreat in late March 2024, a staff workshop in April 2024, at least one Community Consultation in the spring, with the final Strategic plan to be complete for distribution in alignment with our Annual Meeting in June.

Qualifications

Preference will given to applicants with knowledge of and experience working with nonprofit Community programs and using participatory processes. Experience in reviewing confidential information with sensitivity and maintain/respect the privacy of clients. Demonstrated experience leading similar projects.

Scope of Work

1. Conduct a comprehensive review of available data, including 2021 Census data as it relates to the Catchment regions of the WOCRC. Include an Environmental scan in alignment with WOCRC core program/service pillars. Including:
 - a. Gender Based Violence
 - b. Early years 0-6
 - c. Needs of Seniors 55+
 - d. Food Insecurity
 - e. Rural Communities
2. Identify other sources of relevant community level data to be used to inform the organization's Strategic Plan
3. Liaise with the WOCRC Capacity developer and review neighbourhood level feedback received through relevant community consultations.
4. Develop a recommended methodology and approach for seeking input and insight from internal and external stakeholders to inform the development of the strategic plan including consultation with the Board of directors, Community members (supported by the WOCRC Capacity Developer), WOCRC Staff team, and WOCRC Partner organizations.
5. Develop a 5 year strategic plan that sets measurable outcomes and includes an external document for communication and publication and informs internal operational planning.

The timeline for this phase of the project will be 3-6 months (February – June 2024) as determined at the onset of the project.

Evaluation Criteria

An electronic copy of your proposal must be received no later than Friday, February 16 2024.

The following criteria will form the basis upon which proposals will be evaluated:

- Suitability: The proposed solution meets the needs and criteria set forth in the Call for Proposals;
- Demonstrated capacity and expertise in strategic planning, community facilitation and environmental scan
- The information is presented in a clear, logical manner, and is well organized; and includes an outline of a comprehensive workplan
- Ability to complete this work within the established time frame.

Confidentiality

All information distributed in connection with this Request for Proposal is confidential, is to be used for the sole purpose of completing submissions, and is to be used for no other purpose unless prior written consent has been provided.

Proposal Requirements

Maximum application length should not exceed five pages and should include:

1. Cover letter;
2. Organizational/Consultant Profile and Qualifications;
3. Statement of Knowledge and Experience;
4. Budget inclusive of all anticipated incidental costs; and,
5. Two (2) references from those with whom the applicant has worked within the delivery of similar or equivalent services.

Questions:

The **deadline for enquiries is end of day February 9, 2024.**

All questions regarding this Call for Proposals should be directed via email to:

Leigh Couture, Executive Director
Western Ottawa Community Resource Centre
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