



Request for Proposals (RFP)

for

Strategic Planning Consultants

Issued:

December 17, 2025

Application Deadline:

January 14, 2026

Please submit electronic proposals to:

Janet McCrimmon
President and CEO

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1 Background

Strides Toronto (Strides) is seeking proposals from strategic planning consultants to assist Strides with developing two plans:

- a new five-year strategic plan for the organization (2027-2032)
- a three-year Lead Agency infant, child and youth mental health (ICYMH) plan for the Toronto Region (2027-2030)

The consultants will undertake a thoughtful, consultative process and project management approach that engages internal and external stakeholders in developing the two plans. Strides is committed to ensuring that inclusion, diversity, equity and accessibility (IDEA) are at the core of its planning processes.

The RFP has been initiated as a standard procurement procedure to meet the requirements of the Government of Ontario's Broader Public Sector Accountability Act and its associated directives and in accordance with Strides' Procurement Policy.

2 Organizational Overview

Strides is a multi-service charitable organization with the vision to create thriving children, youth, families and communities. Serving young people from 0 to 29 years and their families, the organization provides programs and services in East Toronto, as well as providing city-wide and provincial programs. With a legacy of more than 150 years of helping infants, children, youth and families, Strides is an accredited organization that offers programs across four departments:

- Mental Health Services
- Autism and Developmental Services
- Community Services
- Strategy

Strides works with each young person and family's unique strengths, needs and challenges, helping clients to reach their potential.

Mental Health Services provides a range of programs along the service continuum including targeted prevention, family capacity building and support, brief services, counselling and therapy, and intensive treatment services to help infants, children and youth struggling with social-emotional and behavioural issues, along with supporting their families.

Autism and Developmental Services offers individual and group treatment and programs to young people and their parents including individual and group treatment services, Entry to School, Urgent Response Services, day and after school programs all aimed at supporting clients to develop skills and knowledge.

Community Services provides a broad range of programs including prenatal nutrition, school readiness, parenting and school-based skills programs, Youth Wellness Hubs,

Youth Outreach Workers (YOW), and anti-human trafficking services.

Strategy Division provides services that are regional or provincial in nature including Help Ahead (the central point of intake for child and youth mental health services offered at 22 agencies), One Stop Talk/Parlons maintenant (provincial brief virtual counselling service offered collaboratively with 22 agencies) and the Provincial Youth Outreach Worker (YOW) program supporting YOWs across the provincial.

As the Lead Agency for infant, child and youth mental health in Toronto since 2015, Strides works with 22 core service providers to design and implement system-level improvements that transform access to services, experience of services and the mental health outcomes for Toronto's diverse communities.

In addition to providing exceptional programs to individuals and families, Strides is committed to transforming systems and influencing policy so that they work better for people, particularly Toronto's most vulnerable communities.

For more information about Strides, please visit [Strides Toronto](#).

3 Scope of Services

The scope of services will span from February to September 2026, and will include working with the Board of Directors, President and CEO and the Strategy Division to:

- Develop Strides' new five-year strategic plan by July 31, 2026, along with designing and implementing a communications plan to launch the new strategy.
- Develop the Lead Agency three-year mental health plan for Toronto as per Ministry of Health requirements.
- Lead the design and implementation of a project plan and timeline for plan development and communication; serve as project manager.
- Ensure broad stakeholder engagement in plan development including engaging internal stakeholders (e.g., staff, board) and external stakeholders (e.g., Youth and Family Advisory Committees, clients, community partners, funders) to contribute their ideas to help build the plans.
- Centre Strides' commitment to inclusion, diversity, equity and accessibility (IDEA) in the development and communication of the strategic plan.
- Work with leadership to develop and implement an internal communications plan, to encourage staff participation in strategic planning (through cross-functional focus groups, surveys and other mechanisms) and to keep staff apprised of progress and key milestones throughout the process.
- Work with leadership on developing and implementing an external communications plan to ensure broad participation in the planning processes as well as publish, raise awareness and build excitement about the plans among key stakeholder groups.

4 Deliverables

Deliverables for the project include:

- Design and execution of comprehensive planning processes that includes:
 - Work plan for developing the two plans
 - Data relevant to the plans.
 - An environmental scan (e.g., PESTEL).
 - The feedback gathered through engagement of stakeholders.
 - Review and revisions of vision, mission and values.
 - Strategic plan to guide the organization over the next five years including directions, goals, objectives, strategies, tactics and clear definitions of what success looks like with appropriate measures.
 - Three-year Lead Agency mental health plan for Toronto that meets the MOH requirements.
 - Recommendations regarding the plan's communication, implementation and support structure.
- Creation of a draft final report(s) that includes the elements above.
- Presentation to management, staff and board with draft findings for validation purposes.
- Final report that incorporates feedback received.
- Recommendations regarding communications strategies for the new plan.

5 Proposal Requirements

Interested consultants shall provide a proposal that includes the following:

- **Company Overview:** Provide an overview of your company, including its history, size, and experience in providing organizational strategic planning services and regional planning services.
- **Scope of Services:** Provide a detailed scope of services that your company will provide, including any additional services that you offer.
- **Strategic Approach:** Provide a detailed outline of your proposed approach to developing the two plans and communications strategy.
- **Inclusion, Diversity, Equity and Accessibility (IDEA):** Speak to your firm's IDEA experience and how you will centre IDEA in this engagement.
- **Team:** Provide information on the team that will be working on the project, including their qualifications and experience.
- **Pricing:** Provide a detailed pricing structure that outlines the costs associated with your services for the various phases of the project including hourly rates and the number of hours each team member will be contributing to the project.
- **References:** Provide at least three references from clients for whom you have provided strategic planning services in the past.

6 Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- Vendors must be Canadian owned and operated, with strong presence in Ontario.
- Relevant knowledge and experience including knowledge/experience in:

- not-for-profit trends and issues;
- best practices in strategic planning;
- implementing strategic planning processes
- working in/consulting with multi-sectoral not-for-profit organizations
- inclusion, diversity, equity and accessibility
- Appropriateness of the proposed approach including:
 - Robust and thoughtful approach to stakeholder engagement
 - How IDEA is embedded throughout the process
 - Engagement and consultation with the board of directors
 - Unique approaches to the two different plans whilst identifying opportunities for alignment.
- Clarity and comprehensiveness of the proposal including a communications strategy.
- Value for money including fees and expenses.
- Quality of references provided.

7 Submission

Proposal should address evaluation criteria listed and be no more than 20 pages in length. Submissions that do not meet the evaluation criteria will be disqualified. To be fair to all applications, late submissions and phone calls or emails to discuss application status after submission will not be accepted.

8 Terms and Conditions

8.1 Delivery of Response to Request for Proposals

Please send an electronic copy via email to janet.mccrimmon@stridestoronto.ca by 5pm on January 14, 2026.

8.2 Proposal Time Limit

Each bidding organization shall commit that the proposal is valid and accurate for one year from the closing date of January 14, 2026.

8.3 Selection Process

Strides will review all applications but reserves the right to accept or reject any proposals. The award of an organization will be based on a review of proposals against all evaluation criteria and will not necessarily be awarded based on the lowest price offered but rather the overall assessment of value for money.

Each applicant will be provided with fair access to information, as requested by email or in writing (see Key Dates). Additional written materials, to ascertain the qualification or suitability of an applicant may be requested.

8.4 Inquiries

Applicants should contact Janet McCrimmon, President and CEO at janet.mccrimmon@stridestoronto.ca if any questions or concerns.

8.5 Conflict of Interest

Applicants responding to the RFP must not have any personal or business interests that would present an actual, potential, or apparent conflict of interest with the performance of the contract to be awarded. Should the potential perception of a conflict of interest exist, this must be explicitly declared in writing as soon as knowledge of such a conflict may arise.

8.6 Distribution of the Invitation for Proposals

This invitation has been released by:

- Publication on Strides’ website and social media sites.
- By invitation to consultants who may be qualified or suitable based on Strides’ knowledge and experience.

8.7 External Factors

Strides reserves the right to withdraw this RFP or terminate the resulting contract within the terms of the contract without penalty.

9 Key Dates and Contact Information

RFP Issue Date	December 17, 2025
Deadline for Questions on RFP	December 24, 2025
Deadline for electronic proposal submissions	5pm on January 14, 2026
Selection	February 2026
Contact	Janet McCrimmon President and CEO janet.mccrimmon@stridestoronto.ca