



# Request for Proposals (RFP)

## ***Strategic Planning Development***

**Community Care Northumberland**

**Issue Date: June 1, 2026**

**Proposal Submission Deadline: June 26 at 4:00 PM**

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### **1. Introduction**

Community Care Northumberland (CCN) invites qualified consultants or consulting firms to submit proposals to facilitate the development of a comprehensive Strategic Plan that will guide the organization over the next three to five years.

The selected consultant will work collaboratively with leadership, staff, Board members, volunteers, community partners, and key stakeholders to develop a clear, actionable, and measurable strategic roadmap that reflects our mission, values, and commitment to community impact.

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### **2. Organizational Overview**

Community Care Northumberland is a community-based organization dedicated to supporting individuals and families through accessible, inclusive, and responsive care services. We work in partnership with local agencies, volunteers, and community stakeholders to enhance quality of life and strengthen our community.

Community Care Northumberland works closely with its affiliated Foundation ([Ed's House Northumberland Hospice Care Centre Foundation](#)), which exists to support Hospice programs through fundraising, stewardship, and donor engagement activities.

Further information about our programs and services can be found at: <https://commcare.ca/>

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### **3. Governance Relationship**

Community Care Northumberland and its affiliated Foundation are separate legal entities, each governed by its own Board of Directors. While the Boards operate independently with distinct fiduciary responsibilities, the Foundation's current sole purpose is to financially support the mission and strategic priorities of Hospice services operated by Community Care Northumberland.

Given this relationship:

- Strategic alignment between the organizations is essential
- The Foundation's fundraising strategy should support CCN's strategic priorities

- Governance clarity, role differentiation, and collaboration between Boards are important considerations

Members of the Foundation Board of Directors will be directly involved in the strategic planning process, including participation in interviews, joint planning sessions, and facilitated workshops to ensure alignment of strategic direction, funding priorities, and governance practices.

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#### **4. Project Overview**

The purpose of this engagement is to:

- Assess the current organizational landscape (internal and external)
  - Clarify mission, vision, and values (as needed)
  - Identify strategic priorities for the next 3–5 years
  - Develop measurable goals, objectives, and performance indicators
  - Create an implementation framework and high-level action plan
  - Ensure alignment between Community Care Northumberland and its affiliated Foundation
  - Provide a final written Strategic Plan document suitable for Board approval and public sharing
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#### **5. Scope of Work**

The consultant will be expected to:

##### **A. Discovery & Assessment**

- Review relevant organizational and Foundation documents
- Conduct stakeholder interviews (CCN Board, Foundation Board, staff, volunteers, community partners)
- Facilitate surveys or engagement sessions as appropriate
- Analyze environmental trends, risks, and opportunities
- Assess current and desired alignment between CCN and the Foundation (governance, funding priorities, messaging, and strategic objectives)

##### **B. Strategic Planning Process**

- Design and facilitate strategic planning workshops (in-person and/or virtual)
- Facilitate joint sessions involving CCN Board members and Foundation Board members
- Support alignment around organizational priorities
- Identify key strategic themes and goals
- Facilitate discussion regarding Board roles, collaboration practices, and governance alignment where appropriate

##### **C. Plan Development**

- Draft strategic goals, objectives, and measurable outcomes
- Develop a high-level implementation roadmap
- Identify areas of strategic collaboration and alignment with the Foundation
- Present draft plan to leadership, CCN Board, and Foundation Board for feedback
- Finalize and deliver the completed Strategic Plan document

## 6. Deliverables

The selected consultant will provide:

- Project work plan and timeline
  - Summary of stakeholder engagement findings
  - Draft Strategic Plan document
  - Final Strategic Plan (professionally formatted)
  - Implementation framework with measurable performance indicators
  - Recommendations regarding ongoing organizational and Foundation alignment
  - Presentation to the CCN Board of Directors and Foundation representatives
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## 7. Timeline

Proposals Due: **June 26 at 4:00 PM**

Consultant Selection: **August 1, 2026**

Project Start: **September 1, 2026**

Target Completion: **February 28, 2027**

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## 8. Proposal Requirements

Proposals should include:

1. Executive Summary
  2. Description of the firm and relevant experience
  3. Proposed approach and methodology
  4. Experience working with nonprofit Foundations and supporting strategic alignment between operating organizations and Foundations
  5. Project timeline
  6. Roles and qualifications of key personnel
  7. Examples of similar strategic planning projects
  8. References (minimum of three)
  9. Detailed budget, including fees and expenses
  10. Any additional value-added services
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## 9. Submission Instructions

Proposals must be submitted electronically (PDF format preferred) no later than:  
**June 26 at 4:00 PM**

Please submit proposals to:

### **Tina Stephens**

Executive Assistant to the CEO

Community Care Northumberland

Email: [t.stephens@commcare.ca](mailto:t.stephens@commcare.ca). *\*Late submissions will not be considered.*

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## 10. Evaluation Criteria

Proposals will be evaluated based on:

- Demonstrated experience in nonprofit strategic planning
- Experience supporting alignment between operating organizations and affiliated Foundations
- Understanding of community-based service organizations
- Proposed methodology and engagement approach
- Qualifications of assigned personnel
- Cost and overall value
- References

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## 11. Additional Information

Community Care Northumberland reserves the right to:

- Accept or reject any or all proposals
- Request clarification or additional information
- Negotiate terms with the selected consultant
- Cancel or modify this RFP at any time

All costs associated with proposal preparation are the responsibility of the applicant.