



# REQUEST FOR PROPOSAL (RFP)

**Development of the 2026–2030 Strategic Plan**  
**Community Addiction Services of Niagara (CASON)**  
**Budget: \$20, 000**

## 1. Overview

Community Addiction Services of Niagara (CASON) is seeking proposals from qualified consultants or consulting firms to lead the development of the organization's next Strategic Plan for the period **2026–2030**. The selected consultant will design and execute an inclusive, evidence-based planning process that reflects the needs of clients, staff, partners, and the broader Niagara community.

## 2. About Community Addiction Services of Niagara

Community Addiction Services of Niagara (CASON) is a leading provider of community-based addiction counselling, prevention, and support services. Our mission is to provide compassionate, client-centered services that promote recovery, reduce harm, and strengthen individual and community well-being. CASON works collaboratively with health, social service, and community partners throughout the Niagara region.

## 3. Purpose of the Strategic Plan

The 2026–2030 Strategic Plan will serve as a guiding document for organizational priorities, service delivery, partnerships, and growth. The plan must:

- Reflect the needs of our diverse clients and community.
- Consider current sector trends, system transformations, and emerging challenges.
- Strengthen CASON's organizational capacity and sustainability.
- Provide a clear framework for decision-making, implementation, and evaluation.

## 4. Scope of Work

The selected consultant will be expected to:

### 4.1 Planning & Project Management

- Develop a detailed project plan, timelines, and consultation methodology.
- Attend regular check-in meetings with the CASON Steering Committee.

## 4.2 Environmental Scan

- Conduct internal and external scans, including:
  - Review of internal documents, previous strategic plans, and performance data.
  - Sector analysis (regional and provincial).
  - Funding landscape trends.
  - Best practices in addiction and community mental health services.

## 4.3 Stakeholder Engagement

Design and facilitate an inclusive engagement process, which may include:

- Interviews and/or focus groups with staff, clients, leadership, and Board members.
- Consultation sessions with external partners, funders, and community stakeholders.
- Surveys (internal and/or external).

## 4.4 Strategic Framework Development

- Identify key themes, challenges, opportunities, and strategic priorities.
- Facilitate planning sessions with leadership and the Board.
- Draft organizational mission, vision, values (if required), and strategic directions.

## 4.5 Final Deliverables

The consultant will produce:

1. **A final 2026–2030 Strategic Plan** (professionally formatted, print-ready).
2. **A summary of engagement findings.**
3. **An implementation framework**, including measurable objectives and high-level indicators.
4. **A presentation to CASON’s Board of Directors.**

## 5. Budget

The total budget for this project is **\$20,000 (inclusive of all fees, travel, materials, and taxes)**. Proposals exceeding this limit will not be considered.

## 6. Project Timeline

- **RFP Release:** December 23, 2025
- **Deadline for Questions:** January 6, 2026
- **Proposal Submission Deadline:** January 16, 2026

- **Selection & Notification:** February 1, 2026
- **Project Launch:** March 1, 2026
- **Final Plan Due:** No later than June 1, 2026

## 7. Proposal Requirements

Proposals must include:

1. **Cover Letter**
  - Brief introduction to the consultant/firm.
2. **Project Approach & Methodology**
  - Outline of proposed process and engagement methods.
3. **Workplan & Timeline**
4. **Consultant Qualifications**
  - Relevant experience in strategic planning for nonprofit, health, or social service organizations.
5. **Team Composition**
  - Names, roles, and qualifications of team members.
6. **Budget Breakdown**
  - Detailed description of fees aligned with major tasks.
7. **References**
  - At least two references for similar projects.

## 8. Evaluation Criteria

Proposals will be evaluated based on:

- Demonstrated understanding of the scope and CASON's sector.
- Quality and clarity of methodology.
- Experience and qualifications of the consultant/team.
- Feasibility of workplan and timeline.
- Value within the budget.
- Quality of writing and overall presentation.

## 9. Submission Instructions

Proposals must be submitted electronically in PDF format to:

**Janice Rutgers, Community Addiction Services of Niagara**  
**Email:** [jrutgers@cason.ca](mailto:jrutgers@cason.ca)  
**Subject Line:** *RFP Submission – Strategic Plan 2026–2030*

Late or incomplete submissions will not be considered.

## **10. Questions**

All questions regarding this RFP must be submitted by email to **Janice Rutgers, Executive Director at [jrutgers@cason.ca](mailto:jrutgers@cason.ca)** by January 6, 2026. Answers will be shared with all interested proponents.

## **11. Confidentiality**

All materials provided by CASON and all information gathered through the strategic planning process must remain confidential and be used solely for the purpose of completing this project.