



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
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 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.