



Request for Proposals (RFP)

Resolve Counselling Services Canada 2026/31 Strategic Plan

Application Posting: September 19, 2025

Application Deadline: October 13, 2025, at 17:00

Application Submission: Kate Lett, Finance Analyst
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Questions: Kate Lett, Finance Analyst
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Background:

Resolve Counselling Services Canada is a not-for-profit agency governed by a volunteer Board of Directors. Founded in 1968, Resolve is a registered charity in Canada and a member agency of the United Way of Kingston, Frontenac, Lennox & Addington.

Resolve Counselling Services Canada offers the following counselling and community services to individuals, families, groups, and employers:

- Adult Protective Services for individuals with a developmental disability
- Child & Youth Counselling
- Employee Assistance and Workplace Wellness Programs
- Financial Wellness Services
- Individual, Family, and Couple Counselling
- Intimate Partner Violence Services and Supports
- “Mothers in Mind” Programs and Supports
- Youth in Transition and Housing Programs
- Youth Peer Support Programs

Resolve primarily serves Kingston, Frontenac, Lennox and Addington counties with office locations in Kingston and Napanee and numerous other community access points across the region.

Our Mission: ***Resolve Counselling Services Canada provides quality counselling services to significantly improve the social, emotional and economic well-being of individuals and families.***

Our annual operating budget is approximately \$3,000,000.00.

We derive our revenues from a variety of sources:

- Ministry of Community, Community and Social Services
- Ministry of the Attorney General
- Department of National Defense
- United Way of KFLA
- Fee for Service Programming
- Donations/Fundraising
- Service agreements with local/regional organizations

Resolve employs approximately 40 staff and managers.

For additional information on Resolve Counselling Services Canada, please visit <https://resolvecounselling.org/>

1. Terms and conditions

1.1. Delivery of Proposal

An electronic copy of the proposal must be submitted by 5.00 PM, Monday, October 13, 2025.

1.2 Proposal Time Limit

The proposal shall be valid for a period of 30 days.

1.3 Selection process

The proposal shall be reviewed against all selection criteria and the strongest proposal will be selected. All applicants will be notified as per the timeline provided. Additional written materials may be requested. Following a review of the applications, an interview will be scheduled with identified candidates.

1.4 Conflict of Interest

Applicants responding to this RFP may 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.

1.5 Distribution of the Invitation for Proposals

By notice to potential applicants identified by Resolve Counselling Services Canada and publicly available on the Resolve website and its assorted social media accounts.

1.6 Liability Insurance

All firms are requested to certify that the firm does not currently have any outstanding liability claims that may affect the future health of the firm. Additionally, the firm must maintain and confirm sufficient liability insurance relevant for a client of our size.

1.7 Applicant Expenses

Resolve Counselling Services Canada is not responsible for Applicant's expenses. The application process will not necessarily result in a commitment to sign a contract with the Applicant. Resolve is not liable for any expenses incurred by Applicants, including the expenses associated with the cost of preparing the Application.

1.8 Successful Applicant

The successful applicant will be required to enter into a Service Agreement with Resolve. Please be advised that successful Applicants will be required to:

- i. Provide the services for a defined period of time
- ii. Provide invoices to Resolve on account of their services, accordingly
- iii. Provide Resolve with an HST number for their business
- iv. Report their income and directly remit the payment of all taxes or payments assessed or levied against or in respect of their business, including income tax, Canada Pension Plan, and all other premiums or levies required by law to the appropriate Government Agency

1.9 External Factors

Resolve Counselling Services Canada reserves the right to withdraw this RFP or terminate the resulting contract within the terms of the contract without penalty. Resolve's programs and services receive funding from various sources and therefore all contracted services are subject to budget constraints.

2. Proposal – Key Dates

Issue Date	September 19, 2025
Deadline for Proposals	October 13, 2025
Interview with selected candidates	October 20 - 30, 2025
Decision	October 31, 2025

3. Invitation

Resolve Counselling Services Canada has a Strategic Plan that is expiring this year.

Resolve will undertake the process to develop the 2026-2031 strategic plan starting in the fall of 2025. We are seeking a consultant to design and implement a strategic plan process including a review of the previous plan implementation, identification of emerging organizational priorities, an effective partner engagement strategy, and both Board and staff ownership of and participation in the process. There are a number of themes the process will need to address, specifically: revenue generation/fund development, organizational infrastructure and overall sustainability, developing a data informed decision making culture, the ongoing evolution of Equity, Diversity and Inclusion initiatives, and the future of PassportONE/individualized funding (in the context of the Ministry of Children and Community Services 'Journey to Belonging' initiative). The 2026/31 strategic plan will guide the organization over the next five (5) years.

The successful candidate must have extensive strategic planning experience. They must have the ability to conduct and/or guide required research, coordinate and facilitate the planning process, and facilitate internal/external stakeholder interviews/meetings. The candidate must also have a strong understanding of trauma informed work, resilience, and EDI related thinking. The ultimate product, the 2026-31 strategic plan must be measurable, visionary and grounded in the lives of the people with whom we work.

Scope

The purpose of the Strategic Plan RFP is to solicit an organizational strategy/approach that includes a long-term vision that not only reflects the current social/economic environment but also anticipates the challenges Resolve may face in the future. The new strategic plan needs to articulate how Resolve Counselling Services Canada can best position itself to continue its strong role as an innovative and collaborative leader, and a reliable and strategic partner. The

plan will include priorities and objectives and measurement indicators for evaluation and tracking purposes. The Strategic Plan should include a summary of critical issues facing Resolve Counselling Services in its effort to meet the goals set forth in the plan, as well as available resources that can be utilized.

The successful proposal needs to include methods for establishing key strategic objectives/directions including but not limited to a comprehensive environmental scan; 10-15 key informant interviews/focus groups; a review of relevant documents; and Board facilitation and review of all pertinent information gathered.

The plan needs to incorporate close collaboration with the Resolve Leadership Team to optimize use of internal resources and development of the Strategy.

4. Deliverables

Specifically, the consultant will be responsible for providing expert advice and facilitation throughout the project, and for the following deliverables, at minimum:

- Project Coordination, including regular meetings and status reports to keep the project on schedule and keep key stakeholders updated on the process
- Community, service users, leadership and employee input, including gathering of key stakeholder assessment and recommendations as well as using appropriate methods of communication and engagement
- Needs assessment / environmental scan – reviewing existing plans and documents pertinent to the comprehensive strategic plan, identifying trends and patterns that are applicable, analyzing strengths, weaknesses, opportunities and threats
- Process and meeting facilitation; assisting discussion and decision making and ensuring that conversations are progressive and innovative, and oriented towards creating a shared future
- Planning, coordinating, and taking minutes of agreed-upon meetings, including community/stakeholder consultation sessions and meetings with the Board of Directors

- Plan documentation, including the development of an interim and final report for the project, including executive summary
- The 2026-31 Strategic Plan must be written in an accessible format and easily understandable to the general public
- The project will be expected to be completed within a timeframe of 7 months from the start of the contract (September 2025 – March 2026)

5. Guidelines for Proposal Development

We request that all submissions include the following headings with the appropriate content:

- Executive Summary (1 page)
- Scope, Approach and Methodology (2 pages)
- Project Management Approach and Work Plan (2 pages)
- Declaration of Experience and Qualifications (1 page)
- Detailed and Itemized Pricing (1 page)
- References (1 page)
- Firm/Consultant Overview (1 page)

6. Evaluation

Submitted proposals will be evaluated upon the following criteria:

- i. Experience of consultants:
 - Experience of Primary Consultant -20% (30% if sole consultant)
 - Experience and Qualifications of Key Team Members -10%
- ii. Measurable Strategy/Quality of Approach & Proposed Methodology -20%
- iii. Understanding of Objectives -20%
- iv. Work Plan, Schedule, Cost and Level of Effort – 30%