

Request for Proposals (RFP)

Strategic Planning Consultant Services

About The Neighbourhood Land Trust

The Neighbourhood Land Trust (NLT) is a charitable community land trust based in Toronto. NLT acquires, owns, and stewards land and housing assets to ensure permanent affordability, community ownership, and community benefit. Working alongside the Parkdale Neighbourhood Land Trust (PNLT), NLT advances affordable housing, community economic development, equitable development, and democratic community governance.

NLT is seeking proposals from qualified consultants or consulting teams to facilitate the development of a new multi-year Strategic Plan that will guide the organization's work over the next five years.

Project Overview

NLT's current Strategic Plan covered the period 2021–2025 ([link](#)). Since its adoption, the organization has experienced significant growth, including expansion of its affordable housing portfolio, organizational capacity, community partnerships, and role within the community land trust movement.

The new Strategic Plan will build on previous organizational planning work while responding to emerging opportunities and challenges in affordable housing, community ownership, community development, organizational sustainability, and movement building.

The successful consultant will support a collaborative and participatory planning process that engages staff, Board members, members, tenants, partners, and community stakeholders.

Project Objectives

The Strategic Planning process will:

- Assess progress made under previous strategic and organizational plans;
- Identify opportunities, challenges, and priorities for the organization in the next 5 years;
- Engage a diverse range of stakeholders in shaping the organization's future direction;
- Develop a clear and actionable Strategic Plan;
- Establish goals, priorities, and implementation directions that support NLT's mission, vision, and values.

Scope of Work

The consultant will be responsible for designing and facilitating the strategic planning process and preparing the final Strategic Plan. The anticipated scope includes:

1. Background Review and Organizational Familiarization

Review relevant organizational materials, including previous strategic plans, business and operational plans, research reports, and other materials identified by NLT. This will assist the consultant in developing an understanding of NLT's history, mission, values, organizational structure, programs, and current priorities.

2. Leadership Planning Sessions

Facilitate 2–3 focused planning meetings with Executive Staff and Board leadership to confirm project objectives and process, review continuing strategic directions and key initiatives, identify strategic questions, assess environmental trends and organizational context, and refine engagement and consultation approaches. These meetings will help establish a shared understanding of priorities and guide the development of the Strategic Plan.

3. Stakeholder Engagement and Strategic Planning Workshops

Design, organize, and facilitate approximately three to six participatory workshops involving staff, Board members, organizational partners, tenants, community members, and other stakeholders identified by NLT.

The engagement process should reflect NLT's commitment to equity, inclusion, anti-oppressive practice, and meaningful participation.

The consultant may recommend additional engagement methods, such as interviews, surveys, focus groups, or small discussion sessions where appropriate.

4. Draft Strategic Plan

Prepare a Draft Strategic Plan that includes:

- Introduction / Naming the moment: A contextual introduction providing an assessment of the current moment in which the organization is operating, including the importance and relevance of its work at this time, the external environment and emerging trends shaping its future, and the key opportunities, constraints, strengths, and challenges that should inform strategic direction;
- Body / Strategic Priorities: 3-5 chapters detailing the relevance, goals, tangible opportunities, and intended outcomes of each strategic priority.

Neighbourhood Land Trust

Held. Together: Community Ownership/ Community Benefit

Main Office: 27 Madison Avenue, Toronto, ON M5R 2S2

Parkdale Office: 201 Cowan Avenue, Toronto, ON M6K 2N7

info@pnlt.ca | (416) 709-4829

- A 5-Year Implementation Plan outlining strategic initiatives, activities, timelines, partners, organizational responsibilities, resource considerations, measurable targets, and performance indicators to support implementation and evaluation of the Strategic Plan.
- A 5-year operating & capital budget to support this plan, developed by Executive staff, with input from the consultant.

The consultant will present the draft to staff and the Board and facilitate a review process to gather feedback.

5. Final Strategic Plan

Prepare a revised Final Strategic Plan and Implementation Framework (2027–2031) that incorporates stakeholder feedback and Board direction. The final document should be suitable for adoption by the Board of Directors and for public distribution.

6. Design and Production Support

Coordinate the design and formatting of the Strategic Plan and Implementation Framework (2027–2031), including graphic design and layout, preparation of print-ready and/or digital versions, and coordination with NLT staff and any subcontracted designers as required.

Deliverables

The successful consultant will provide:

- Strategic Planning work plan and engagement approach
- Facilitation of leadership meetings and stakeholder workshops;
- Draft Strategic Plan;
- Final Strategic Plan;
- Designed and formatted Strategic Plan document suitable for publication.

Consultant Qualifications

NLT is seeking a consultant or consulting team with demonstrated experience in:

- Strategic planning and organizational development;
- Facilitation and participatory engagement;
- Community-based and equity-centred planning processes;
- Non-profit, charitable, community development, or affordable housing sectors;
- Working with diverse stakeholders and community members;
- Report writing and strategic plan development.

Experience working with community land trusts, affordable housing organizations, tenant-led organizations, Indigenous organizations, or social justice movements will be considered a key asset.

Neighbourhood Land Trust

Held. Together: Community Ownership/ Community Benefit
Main Office: 27 Madison Avenue, Toronto, ON M5R 2S2
Parkdale Office: 201 Cowan Avenue, Toronto, ON M6K 2N7
info@pnlt.ca | (416) 709-4829

Submission Requirements

Interested proponents should submit a proposal by email to joshuabarndt@pnlt.ca before **August 10th 2026 at 5pm**, including:

1. A concise cover letter outlining interest and qualifications [1 page max];
2. A brief description of the proposed approach and methodology [1 page max];
3. Relevant project experience, examples of similar work, and at least two examples of strategic plans completed for comparable organizations (with links or excerpts where available) [PDF attachment or links];
4. Resumes of key team member(s); [PDF attachment]
5. Proposed budget and fee structure, with pricing broken out by the 6 stages outlined in the Scope of Work;
6. Anticipated project schedule demonstrating how the work will be completed between September 2026 and February 2027.

Evaluation Criteria

Submissions will be evaluated based on:

Criteria	Weight
Relevant experience and qualifications	30%
Understanding of project objectives and proposed approach	30%
Facilitation and community engagement experience	20%
Budget and value for money	20%

Anticipated Timeline

Milestone	Date
RFQ Issued	July 13th
Submission Deadline	August 10th
Consultant Selection	August 19th
Project Commencement	September
Draft Strategic Plan	January 2027
Final Strategic Plan	February 2027

Contact Information

Questions regarding this RFQ may be directed to: info@pnlt.ca

NLT thanks all proponents for their interest. Only shortlisted proponents will be contacted.