Request for Proposals (RFP): Strategic Planning Consultant

Issue Date: November 23rd 2026
Submission Deadline: December 11th 2026

Organizational Background
Little Jamaica Community Land Trust (LJCLT) is a Black-led, Black-serving and Black-focused ownership model, operating within Toronto's Little Jamaica community. The operationalization of the CLT is a critical first step for mitigating further displacement and cultural erasure of Toronto's historic Little Jamaica neighbourhood. The LJCLT mission is to acquire property and steward resources to drive the heritage preservation and self-determination of diverse Black diasporic peoples in a sustainable way for residents and businesses.

Project Objective
The Strategic Planning process for LJCLT will:

- Analyze community feedback and evaluation results received during LJCLT Incubation, Interim Board Director process and other community events via reports, surveys, meeting notes etc.
- Engage with Staff Team and the Board of Directors to refine current LJCLT organizational goals, strategic pillars and mission statement
- Identify challenges and priorities for a Black-led community land trust in Toronto
- Develop an actionable Strategic Plan, including clear implementation directions
- Work with LJCLT Team to ensure organizational initiatives align with charitable purposes

Scope of Work
The consultant will be responsible for refining the current Strategic Plan, while also consolidating existing organizational materials and community feedback results to prepare the final Strategic Plan. The proposed scope of work is:

1. **Background Review and Organizational Familiarization**

Review relevant organizational materials, including the existing Strategic Plan framework, research reports, consultant reports, community feedback and evaluation materials and other items identified by the LJCLT Team. This will assist the consultant in developing an understanding of LJCLT's history, mission, values, organizational structure, programs, and current priorities.

2. **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 LJCLT goals, tangible opportunities, and intended outcomes of each strategic priority. Additionally, we are looking for a revised organizational chart for staff, executive and Board leadership roles and vision for a Co-Directorship Model.
- A 3-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 3-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.

3. **Final Strategic Plan**

Prepare a revised Final Strategic Plan and Implementation Framework (2027–2029) that incorporates stakeholder feedback and Board direction. The final document should be suitable for adoption by the Board of Directors and for public distribution.

4. **Design and Production Support**

Coordinate the design and formatting of the Strategic Plan and Implementation Framework (2027–2029), including graphic design and layout, preparation of print-ready and/or digital versions, and coordination with LJCLT staff and any subcontracted designers as required.

Mandatory Deliverables Checklist

- Strategic Planning Work-Plan
- Draft Strategic Plan
- Final Strategic Plan
- Designed and Formatted Strategic Plan for public distribution

Qualifications

LJCLT is seeking a consultant with demonstrated experience in:

- Demonstrated experience working with Black-led nonprofits, charities, community development and
- Report writing and strategic plan development
- Community-based and Africentric planning processes
- Coordination of graphic design sub-contractors
- Working with diverse stakeholders and community members

*Experience working with community land trusts, Black-led organizations, or social justice movements will be considered a key asset

Submission Requirements
Interested consultants are invited to submit their proposals by email to ***info@ljclt.ca*** *no later than* ***5:00 p.m. EST*** *on* ***Friday, December 11, 2026****. Submissions must include the following:*

- A concise cover letter outlining interest and qualifications [1 page max]
- A brief description of the proposed approach and methodology [1 page max]
- 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]
- Resumes of key team member(s); [PDF attachment]
- Proposed budget and fee structure, with pricing broken out by the 4 stages outlined in the Scope of Work
- Anticipated project schedule demonstrating how the work will be completed between January 2027 and April 2027

Budget
The maximum available budget for this engagement is $10,000 CAD, inclusive of applicable taxes, design, subcontractor fees and all associated project expenses. Proposals should provide a detailed fee breakdown and demonstrate value for money.

Anticipated Project Timeline

- November 23 2026: Public release of the RFP
- December 11 2026: Deadline for RFP Submission
- January 4th 2027: Candidate is Selected
- January 11 2027: Work Commences
- March 2027: 1st Draft is Presented to Board (graphics included)
- April 2027: LJCLT Strategic Plan complete

Evaluation Criteria

- 30% Relevant Experience and Qualification
- 30% Understanding project objectives and proposed approach
- 20% Budget and value for money
- 10% Alignment of past work with LJCLT mission and values
- 10% Knowledge and work experience within the Little Jamaica community