



**Burnaby Neighbourhood House Society**

## **Request for Proposals**

### **Strategic Planning Consultant**

*Issued by the Strategic Directions Committee, Board of Directors | October 2026*

#### **BACKGROUND**

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Burnaby Neighbourhood House (BNH) is seeking a consultant to lead the development of its next 5-year strategic plan, with a Board-approved plan in place by early 2027.

BNH is a community-based non-profit that works with Burnaby residents to build connection, belonging and local leadership through programs and services that respond to a diverse and changing population. BNH is also the umbrella organization for three affiliated societies: Burnaby Community Services, Burnaby Meals on Wheels and Burnaby Seniors Outreach Services Society. Its 2022–25 Strategic Plan focused on three priorities: staff and volunteer culture, community engagement and local voice, and organizational alignment and sustainability.

The new plan should build on that work but be grounded in evidence: what BNH's programs and connected societies deliver, who uses them, and where the community's greatest unmet needs are. The goal is to focus BNH's resources where it can contribute the most.

#### **SCOPE OF WORK**

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The consultant will design and run an evidence-based, participatory planning process in five parts.

**1. Review and project design**

- Review the 2022–25 Strategic Plan, progress against it, and key organizational documents.
- Confirm the work plan, engagement approach and timeline with the Strategic Directions Committee.

**2. Stakeholder engagement**

- Interviews and/or focus groups with senior leadership and front-line staff.
- Engagement with program participants and community members, in accessible formats and languages where needed.
- Interviews with Board members.
- Interviews with donors, funders and key partners.

**3. Program utilization analysis**

- Work with BNH staff to analyse program data (participation, reach, trends, capacity and cost where available).
- Identify which programs are most and least used, and by whom.

**4. Community needs assessment**

- Use existing data (e.g. census, City of Burnaby and regional reports, partner research) and engagement findings to identify current and emerging needs in the communities BNH serves.
- Map those needs against BNH’s programs, strengths and the services of other providers, to show where BNH can contribute the most.

## 5. Board sessions and plan development

- Present findings to the Committee and Board.
- Facilitate at least one Board and leadership planning session (e.g. a half-day retreat) to set vision, priorities and goals.
- Draft the plan, revise with Committee feedback, and present the final plan to the Board for approval.

## DELIVERABLES AND TIMELINE

The final plan is to be presented for Board approval by March 2027. The consultant will provide the following deliverables:

1. **Work plan and engagement plan:** the confirmed approach, methods and schedule, the stakeholder groups to be engaged, and how engagement will be made accessible in format and language.
2. **Engagement summaries:** themed summaries of what was heard from staff, Board members, program participants, community members, donors, funders and partners, without identifying individuals.
3. **Program utilization analysis:** participation, reach and trends across BNH’s programs, with capacity and cost where data allows, showing which programs are most and least used and by whom.
4. **What-we-heard and community needs report:** engagement findings to date and current and emerging community needs, mapped against BNH’s programs and other local services, to be presented at the AGM.
5. **Planning session design and summary:** the agenda, materials and facilitation for the Board and leadership planning session, and a summary of the direction agreed.
6. **Draft strategic plan:** vision, priorities, goals and success measures, for review by the Committee.
7. **Final strategic plan package:** the final plan for Board approval, a short public-facing summary and a high-level implementation outline.

Proposed timing for each deliverable is below; proponents may suggest changes.

| Timing              | Milestone               | Deliverables due                 |
|---------------------|-------------------------|----------------------------------|
| Early - Nov 2026    | Kick-off with Committee | 1. Work plan and engagement plan |
| Nov 2026 – Jan 2027 | Stakeholder engagement  | 2. Engagement summaries          |

| Timing              | Milestone                                                      | Deliverables due                            |
|---------------------|----------------------------------------------------------------|---------------------------------------------|
| Nov 2026 – Jan 2027 | Program data analysis                                          | 3. Program utilization analysis             |
| Late Jan 2027       | Presentation at the AGM to introduce work and ongoing process. | 4. What-we-heard and community needs report |
| Feb 2027            | Board and leadership planning session                          | 5. Planning session design and summary      |
| Late Feb 2027       | Draft plan to Committee                                        | 6. Draft strategic plan                     |
| Mar 2027            | Final plan presented to Board                                  | 7. Final strategic plan package             |

The consultant should expect to attend Committee check-ins roughly every three to four weeks.

## PROJECT GOVERNANCE

The work will be led by the Strategic Directions Committee of the BNH Board of Directors.

The CEO and the Committee Chair are the consultant's main point of contact to liaise with the broader committee, approve the work plan, review drafts, etc.

BNH's Chief Executive Officer and staff will provide program data, documents and help with outreach. The Board of Directors approves the final plan.

## PROPOSAL REQUIREMENTS

Proposals should be no more than 8 pages and include:

- Relevant experience, especially with non-profits, community services or neighbourhood houses in the Lower Mainland.
- Proposed approach and methods for engagement, program analysis and needs assessment.
- Work plan and timeline.
- Team members and their roles.
- Fixed-fee budget with a breakdown by phase, including expenses.
- Two or three references from recent, similar projects.

## EVALUATION

| Criterion                                                        | Weight |
|------------------------------------------------------------------|--------|
| Relevant experience and understanding of the community sector    | 30%    |
| Quality of the proposed approach, including inclusive engagement | 30%    |
| Value for money                                                  | 20%    |
| Feasibility of work plan and timeline                            | 10%    |

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| Criterion                                                 | Weight |
|-----------------------------------------------------------|--------|
| References and local knowledge (Burnaby / Lower Mainland) | 10%    |

## SUBMISSION

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Submit proposals by email by **October 16, 2026, at 5:00 pm PT** to CEO Mika Torres at:

[MikaelaT@burnabynh.ca](mailto:MikaelaT@burnabynh.ca)

Questions may be sent to the same address until one week before the deadline.