



## Request for Proposals (RFP): 3-Year Strategic Planning Services

**Issued By:** Tropicana Community Services, Scarborough, ON

**Date Issued:** February 13, 2026

**Proposal Deadline:** February 27, 2026, 11:59 PM (EST)

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### 1. Introduction & Organizational Background

**Tropicana Community Services** is a Toronto-based, multi-service, Black-led charitable organization with an annual operating budget of approximately **\$17 million**, of which approximately **90% is government and other restricted funding**.

Founded in 1980, Tropicana provides culturally responsive, community-based services to children, youth, families, seniors, newcomers, and individuals of Black, African, and Caribbean descent, as well as others in need.

#### **Mission**

Tropicana Community Services aims to provide solutions that lead to successful life outcomes for all people of Black, African, and Caribbean descent, newcomers, and individuals in need of all ages.

We work to achieve this mission through culturally appropriate programs, including counselling, childcare, youth development, education, employment, family supports, seniors' services, food security initiatives, and other community-based programs. *(Mission and Vision to be reviewed as part of this process.)*

#### **Vision**

Communities in which all individuals have equal access to opportunities to reach their goals, free from the impact of racial and systemic barriers. *(To be reviewed.)*

**Website:** [www.mytropicana.ca](http://www.mytropicana.ca)

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### Organizational Context

Over the past two years, Tropicana has undergone significant transformation:

- A **new Chief Executive Officer** was appointed in 2025.
- A new **Senior Leadership Team (SLT)** was established (2025/2026), including:
  - Director, Business Operations & Planning
  - Director, Employment, Training & Education Services
  - Director, Fundraising, Marketing & Communications
  - Director, Programs & Community Services
  - Director, Special Projects

- The organization restructured into five divisions:
  1. **Programs & Community Services**
  2. **Employment, Training & Education**
  3. **Business Operations & Administration**
  4. **Community Engagement & Project Development**
  5. **Special Projects** (including the SBCCI, BEP, BYEP initiatives)
- Following financial pressures in FY 2024/2025, the organization implemented a **25% staff reduction**. However, Tropicana is now financially stable, with projected annual surpluses.
- Tropicana is nationally recognized by federal and provincial funders and is managing significant multi-year funded initiatives.
- The organization is seeking to reduce dependence on government funding and explore the establishment of **“The Tropicana Foundation”** to support long-term financial independence.
- Despite strong impact, Tropicana continues to face **brand awareness challenges**, particularly within the Black community.

The current Strategic Plan (2022–2027) is being renewed early due to significant organizational, environmental, and fiscal changes. The Board has determined that a **3-year plan (2026–2029)** is more appropriate given the pace of change.

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## 2. Project Overview & Objectives

Tropicana Community Services is seeking proposals from qualified consultants or firms to facilitate the development of a comprehensive and actionable **3-Year Strategic Plan (FY 2026–2029)**.

The plan must:

- Establish 3–5 clear, high-impact strategic priorities (pillars).
- Define measurable, time-bound objectives and KPIs.
- Provide a practical implementation roadmap.
- Support governance oversight and organizational accountability.
- Position Tropicana for long-term financial sustainability and brand strength.

### Key Objectives

The consultant will:

- Review and refine the Mission, Vision, and Core Values.
- Conduct internal and external environmental scans (SWOT, PESTLE, sector benchmarking).
- Engage key stakeholders (Board, staff, funders, partners, community members).
- Assess financial sustainability and revenue diversification pathways.
- Provide strategic direction related to:
  - Government funding risk mitigation
  - Social enterprise opportunities
  - Foundation development strategy
  - Brand positioning and community awareness
  - Organizational culture and HR optimization
- Define “actionable” at a high-level strategic framework (clear pillars with measurable outcomes and governance-aligned reporting structure).
- When the plan is developed, all the activities and processes needed for execution are assigned an estimated cost.

### 3. Scope of Work (Deliverables)

The selected consultant will provide the following deliverables:

#### 1. Project Plan

- Detailed work plan and timeline
- Stakeholder engagement strategy
- Communications plan for internal/external participants

#### 2. Stakeholder Input Report

- Survey results
- Focus group/interview summaries
- Key themes and findings
- Alignment analysis (Board vs. Staff vs. External perspectives)

#### 3. Strategic Framework (Draft)

- Strategic pillars (3–5 priorities)
- High-level goals and measurable objectives
- Preliminary KPIs aligned with Board dashboard reporting
- Risk and mitigation considerations

#### 4. Final Strategic Plan (Costed, Board-Ready & Public Version)

- Executive Summary
- Strategic Pillars & Objectives
- 3-Year Implementation Roadmap
- Governance alignment
- Performance measurement framework
- Communications-ready summary version
- Presentation deck for Board and Membership

A **costed Strategic Plan**, in which the activities, initiatives, and operational processes required for implementation are assigned estimated financial values, will allow Tropicana to understand the resource implications of the plan and respond confidently when funders or partners request budget estimates. With a costed plan, we can readily provide a reasonable ballpark figure for what it would take to execute the proposed priorities and actions.

The plan must be finalized and Board-approved in time to be presented to the Membership at the **Annual General Meeting on June 24, 2026**.

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#### 4. Timeline

- **RFP Issued:** February 13, 2026
- **Proposals Due:** February 27, 2026 (11:59 PM EST)
- **Consultant Selection:** March 7, 2026
- **Project Kick-Off:** March 16, 2026
- **Draft Plan Presented to Board:** May 2026
- **Final Board Approval:** No later than May 27, 2026
- **Membership Presentation (AGM):** June 24, 2026

## 5. Proposal Requirements

Maximum proposal length: **15 pages (excluding appendices)**

Please include:

### 1. Company Profile

- o Legal name, address, website
- o Organizational history
- o Years in operation

### 2. Relevant Experience

- o Experience in nonprofit strategic planning (Black-led, multi-service, \$10M+ organizations)
- o 2–3 similar project examples

### 3. Methodology & Approach

- o Engagement model
- o Facilitation tools (SWOT, Theory of Change, Balanced Scorecard, Big Room Planning, etc.)
- o Approach to financial sustainability planning
- o Approach to equity, anti-racism, and culturally responsive strategy

### 4. Project Team

- o Bios of key personnel
- o Role allocation

### 5. References

- o Minimum two (2) nonprofit clients

### 6. Cost Proposal

- o Detailed, itemized breakdown
- o Payment schedule
- o GST/HST clearly identified

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## 6. Budget

The estimated budget range for this project is **\$15,000 – \$20,000 CAD**.

Proposals exceeding this range must provide strong justification. Cost-effectiveness and value for impact will be considered in evaluation.

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## 7. Selection Criteria

Proposals will be evaluated based on:

- Demonstrated experience in nonprofit strategic planning
- Experience with complex, multi-divisional organizations
- Quality and clarity of methodology
- Financial sustainability expertise
- Ability to produce measurable, governance-aligned plans
- Cultural competency and equity lens
- Budget/value alignment
- References

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## 8. Submission Guidelines

### Contact Person:

Daniel Anckle Chief Executive Officer Tropicana Community Services

**Email:** [danckle@tropicanacommunity.org](mailto:danckle@tropicanacommunity.org)

**Format:** PDF document

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Late submissions will not be considered.

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### Closing Statement

Tropicana Community Services stands at a pivotal moment in its evolution. With renewed financial stability, strengthened leadership, and national recognition, we are seeking a strategic partner who can help us chart a focused, measurable, and bold path forward.

This 3-year plan will position Tropicana to:

- Strengthen financial independence
- Deepen community impact
- Enhance brand visibility
- Strengthen governance accountability
- Future-proof our organization

We welcome proposals from consultants who understand the complexity, responsibility, and opportunity of stewarding strategy for a Black-led, Black-mandated, Black-serving (B3) community-rooted institution serving thousands annually.

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**One Tropicana. The Best Is Yet to Come.**