



# Hotinohsioni INC / Brantford Native Housing

Seeking External Strategic Planning Consulting Services

Date of RFP Issue: **January 23, 2025**

Submission Due Date: **February 23, 2025, at 5pm**

Contract award: April, 2025

Project duration: Six months from the Starting date April ending September 2025

## Strategic Plan Request for Proposal (R.F.P.)

### Brantford Native Housing

Since its establishment in 1986, Hotinohsioni Inc. Brantford Native Housing (BNH) has been dedicated to its mission of offering safe, dignified, and wrap around housing program options for urban and rural Indigenous peoples. BNH, prides itself on providing housing approach from a For Indigenous, By Indigenous (FIBI) framework and holds true to our mission to support the urban & rural Indigenous community in Brantford and Brant County, ON. BNH provides tenant and community cultural support services, property management, and maintenance.

BNH's governance (Board of Directors) and leadership proudly represent the community it serves. BNH's strategic plan, mandate, mission, vision and values are aligned with increasing development opportunities that continue to increase the capacity at which we can support our ever-growing waitlist for Indigenous-supportive housing and programming services in the urban Brantford area.

### **MANDATE**

To provide safe, secure and affordable housing to low-income Native families living in Brantford.

### **VISION**

All Indigenous People will have safe, supported, affordable housing

### **MISSION STATEMENT**

Brantford Native Housing provides a continuum of housing services including:

- Transitional housing
- Rent geared to income housing
- Affordable home ownership

We provide culturally appropriate support services & referrals such as:

- Health Education
- Life skills
- Legal navigation
- Personal development



## **About the Strategic Plan**

To date Brantford Native Housing owns and manages 182 Indigenous-occupied transitional and affordable units in the City of Brantford, providing access to culturally appropriate supports and activities for the Indigenous residents it serves. Currently, we also have 6 dwellings that house 18 individuals in our transitional houses. BNH has been working hard to develop more capital affordable housing solutions and repair its existing community facility so that we can address the needs of the community and serve our vastly growing wait list for housing and programming support. With a lengthy waiting list of approx. 715 housing applicants with an average wait list time of 10 years, BNH has a dire need to uphold its supportive housing capacity and work to provide more affordable housing solutions and needed program supports and advocates and seeks innovative solutions through our partners and collaborative initiatives.

## **Scope of Work**

Our organization is looking to engage a consultant or group to lead us through a strategic planning process. This effort should focus on developing the mission, vision and plans for the next 5 years of our organization. These efforts should focus on developing the following information into a report with an executive summary that outlines the below sections:

- Current Operations
  - This section needs to detail our current staffing, operations, marketing/communications. This provides a basis for the organization's future by detailing where we come from.
- Strategic Positioning
  - This section reviews the mission and vision of the organization, it should also include our “elevator pitch” of why someone should care about us/buy from us/visit us.
- Environment (PESTLE – Political, Economic, Social, Technological, Legal and Environmental) ( SWOT)
  - This section reviews the environment in which we operate and focuses on the overall landscape instead of simply what our organization does. This section probably won't have details about your organization specifically but more of the climate and environment in the city, state and culture you are operating in.
- Stakeholder Analysis
  - This section reviews the locus of control (internal vs external) and the intensity (high vs low) of the stakeholders that play a role in the success and failure of our organization. Interviews with stakeholders of all levels should be included - staff, board, and community members
- Planning
- This section puts together plans for our operations, marketing and communications, social finance/sales and any other area of our organization.
- Leadership Challenges
  - This section looks at the issues that may arise within our leadership.
- Projected Financials
  - This section looks at the financial sustainability of the organization and the operations. Understanding how profitable or unprofitable the organization will be providing insights into needs and opportunities over the next 5 years.
- Risk Management



- This section focuses on risks within the organization and plans to move forward outlining those risks and measures that can be taken to mitigate them.
- Short- and Long-Term Goals/Metrics
  - Developing trackable goals and metrics is critical to understanding if the team is on the right path or falling behind. Strong metrics and goals that define the organization's success become a critical component to measuring progress. These should be detailed - not “gain more followers on Instagram” but should have values such as “reach 1,000 followers on Instagram by August”.

To complete these efforts several elements are critical, and a path forward must be developed. Our organization sees these efforts occurring in three phases with the following work provided.

### Introduction/Initial Findings

- Kick off meeting introducing the teams.
- Introductory call with the Executive Director of Brantford Native Housing including the Board Chair. The purpose of this call is to gain a broad understanding of the organization, to help us draft desired questions that may be asked, to identify potential interviewees and gain an understanding of peer organizations.
- Individual Interviews
  - These are typically done in person or via zoom/conference call depending on interviewee's preference and last about an hour. The intent of these calls is to gather information on the organization, including perceptions, interests, opportunities and concerns.
  - 4-5 members of staff (preferably leadership team)
  - 4-5 board members
  - 4-5 major donors (or clients/tenants)
  - 4-5 others (may include; constituents, community leaders, members, etc.)
  - In addition, a digital survey should be developed that can be shared with a broader audience that will allow us to gain a deeper understanding of the organization.
- As the interviews are going on, consultants will also be developing a competitive landscape putting together information on the community and peer organizations. These efforts should begin to provide benchmarks for the organization to compare itself against.
- At the end of the interviews, the consultant will draft a summary of the interviews and a landscape within which the organization operates that looks at the community and peer organizations. Consultants should be prepared to present the findings either in person or via zoom/Teams.

### **Development**

- Consultant will gather the feedback from the Initial Findings Report and Meeting and utilize that to start to draft a foundational plan for the organization.
  - This foundational plan will identify the mission, vision and current operations of the agency.
  - The purpose of this work is to ensure that the mission and vision align to the operations and, if they don't, assist the leadership team in working through alignment.
- After ensuring that the foundational plan is aligned, consultant will begin to overlay the



draft of the strategic plan. Beyond the mission, vision and current operations the draft strategic plan will look at the above-mentioned sections.

- The draft plan may include graphics or a strong visual presence but is focused on the content, how to reach the new strategic directions.
- Upon completion of the draft report, the consultant will host a presentation in person or via a virtual manner with the senior team and board members to share the findings.

### **Final Strategic Plan**

- Consultant will gather the comments received during the draft strategic plan presentation and implement the desired feedback.
- The consultant will at this time develop any necessary visuals and graphics for the strategic plan.
- Consultant should plan on developing and delivering three strategic plans:
  - A full strategic plan that outlines the full process in detail.
  - A summary strategic plan that is more likely to be read by board members, major donors, etc.
  - A presentation format that can be shared with the community, presented to the board or major donors.
- Consultant will present the final strategic plan to the desired senior team/board of Brantford Native Housing.

### **Deliverables**

- Initial Findings Report – Made up of information gathered from the interviews, surveys and competitive landscape of the community and peer organizations.
- Made up of the mission, vision, values, and current operations of the organization.
- Draft Strategic Plan – Integrating in the feedback and information developed from the Initial Findings Report and Foundational Plan the Draft Strategic Plan builds the future of the organization.
- Final Strategic Plan – Delivered in 3 formats (full detail, summary document and a presentation format) this strategic plan identifies the future of the organization and lines up a clear path to success.

### **Timeline**

Below is the anticipated timeline of the RFP process:

Issue RFP Date	January 23, 2025
Questions Due	1-2 weeks after RFP issued
Questions Answered	1 week after Questions Due
Proposals Due	February 23, 2025
Firm Selected	March 23, 2025

The selected firm should anticipate a six-month timeframe for the scope of work and should include a schedule showing the operations over those six months. If a different period is being proposed, the proposing firm should explicitly show why more or less time is needed.

### **Budget**

*The current budget for this effort is not to exceed \$15,000 including taxes*



### **Proposals should include**

1. About your firm
2. Bios of the team that will work on the project
3. Proposal of approach
4. Schedule
5. Proposal of fees
6. 3 References Including a Summary of the Scope of Work Performed (Ideally similar organizations/similar scopes/ indigenous)

### **Response Submissions**

Responses must be emailed (PDF) to ... and be received by the deadline indicated in this RFP. Please title the PDF with “RFP: BNH Strategic Plan” and the name of your company.

Email [alma@brantfordnativehousing.com](mailto:alma@brantfordnativehousing.com)

### **Other**

The Selection Committee will shortlist the proposals and select a candidate to negotiate a final contract with.

Work would be intended to start ... Date: April, 2025

Upon award, the Organization will make current information, research and documents requested available through shared cloud storage. Any other information requested by the selected team will be available to the best of the organization's ability.

### **Point of Contact**

*Questions should be submitted to email [alma@brantfordnativehousing.com](mailto:alma@brantfordnativehousing.com)*

Confidentiality:

All information provided in the proposals will be treated as confidential and used solely for the purpose of evaluation and selection. We look forward to receiving your proposal and working together to develop a robust strategy that will contribute to growth and sustainability.