



**United Way**  
Greater Toronto

Request for proposals

# Jane Finch CDP - Resident Leadership Circle & Civic Assembly: Model Development

United Way Greater Toronto

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July 3, 2025

# 1. Invitation

United Way Greater Toronto (UWGT) is inviting qualified consultants with experience in community development, resident engagement and community planning to support the development of two community-centric models to support the implementation of the Jane Finch Community Development Plan – one model for a Resident Leadership Circle and the other for Civic Assemblies.

## 2. Background & Context

The Jane Finch Community Development Plan (CDP) was developed through a community-centered process and intended to enhance land use planning in the Jane Finch area by engaging diverse residents, community groups, organizations, and other partners to identify principles, priorities and subsequent actions that can advance equity and build stronger communities.

Given that resident and community partnerships have been a defining feature of the development of the Jane Finch CDP, in June 2024, City Council approved several [recommendations](#) associated with the CDP including the establishment of a Resident Leadership Circle to ensure greater resident involvement in the CDP implementation over the 10-year span of the plan.

The recommendation for a Resident Leadership Circle grows out of key learnings from a number of resident leadership structures previously supported by the City of Toronto, including the Jane Finch Initiative Community Advisory Committee ([CAC](#)). The CAC was structured as an advisory body, comprised a diverse and equitable representation of residents, stakeholders, and business representatives to provide community oversight and accountability in the creation of the engagement strategy, the development of the Jane Finch Community Development Plan and an updated land use planning framework. The initial term for CAC members concluded following City Council adoption of the Jane Finch Secondary Plan and Jane Finch Community Development in June 2024.

The new Resident Leadership Circle is intended to exist alongside a parallel and complementary process for broader community engagement drawing from the [Civic Assemblies](#) model. Civic Assemblies are expected bring together a diverse and equitable representation of residents, businesses, community agencies, artists, institutions, etc. to deepen their engagement with the CDP and provide insight, information and recommendations on public policy through in-depth deliberation and productive collaboration.

Given the familiarity, understanding and experience of the past CAC members around the Jane Finch CDP process, the City of Toronto (City) and UWGT are interested in having former CAC members convened as part of the project to advise the development of the structure and model for the Resident Leadership Circle and Civic Assemblies.

### 3. Purpose

The purpose of the work outlined in this RFP is to develop a model and structure for the Resident Leadership Circle and Civic Assemblies that can enable meaningful and sustained community engagement with the Jane Finch CDP. The model development will be informed by residents and other community stakeholders.

The Resident Leadership Circle (RLC) is envisioned as a mechanism to:

- Ensure insights and recommendations are provided by resident leaders on the strategic implementation of the Jane Finch CDP through ongoing dialogue with the City.
- Enhance resident capacity to meaningfully engage with civic processes including local policy development and implementation, local land use planning and decisions related to community investments.
- Enable resident leaders to increase broader public awareness of the Jane Finch CDP and promote ongoing opportunities for community members to participate in its implementation
- Strengthen accountability of policy makers and decision makers in the public and private sectors in implementing the Jane Finch CDP by informing its monitoring, evaluation and learning process.

The civic assemblies are envisioned as a space to:

- Foster meaningful participation of resident leaders, grassroots groups and community partners more broadly to ensure the Jane Finch CDP remains relevant and responsive to evolving community priorities
- Increase broader public awareness of the Jane Finch CDP and ongoing opportunities to participate in its implementation.
- Facilitate collective evaluation and learning of Jane Finch CDP implementation process and impact
- Expand and promote community awareness of public and private investments in Jane Finch, and inform City of Toronto and other resourcing opportunities to better align with neighbourhood needs and experience.

The resulting work will serve as critical components for the collective implementation of the CDP in the Jane Finch community.

## 4. Scope of work

For this contract, UWGT is interested in working with a qualified consultant(s) to conduct and deliver on the following:

- i. **Establishing the Resident Leadership Circle Model:** This includes
  - Convening former CAC members and any additional resident representatives as needed, to advise on the design of the Resident Leadership Circle model and operating structure.
  - Developing a feasible model and operating structure for the Resident Leadership Circle, including a Terms of Reference and an implementation plan for the first year.
  - Assessing resident capacity needs to support the meaningful participation of members in the Resident Leadership Circle
- ii. **Piloting Community Civic Assemblies Model:** This includes
  - Developing a framework and first year implementation plan for the Civic Assemblies, leveraging input from the CAC, where appropriate.
  - Organizing and facilitating 2-3 Civic Assemblies with support from the City to test different approaches.
  - Identifying and engaging relevant participants at the Civic Assemblies, prioritizing participation of Indigenous, Black, and other equity-deserving groups.
  - Synthesizing notes and any debrief from the civic assemblies to share back with the UWGT, City, attendees and relevant partners.
- iii. **Developing a final summary and recommendations report:**
  - Develop a final report with summary of key deliverables, including community engagement results and lessons learned
  - The report must also include key recommendations for
    - Effectively implementing the Resident Leadership Circle and the Civic Assemblies (e.g. resource considerations) such that it can also support implementation of the Jane Finch CDP with an equity lens
    - How the Resident Leadership Circle and the Civic Assemblies can intersect with other components of the Jane Finch CDP (e.g. Community Impact Table, City's Interdivisional Table, etc.)
    - Key performance indicators for the Resident Leadership Circle and Civic Assemblies (with the goal that these will inform City of Toronto's broader CDP evaluation and learning framework following this project).

## 5. How the findings from this project will be used

The groundwork laid by this project will form the basis for the longer-term implementation of Resident Leadership Circle and Civic Assemblies. The final summary report recommendations will support future documents and processes related to the Jane Finch CDP – such as an overall evaluation and learning framework.

## 6. Consultant role and relationship with United Way staff & other partners

The consultant will report directly to the UWGT's Senior Manager, Community Initiatives and Manager, Neighbourhoods, who have the direct management responsibility of this project. The consultant will also work with a joint working group comprised of staff from the City of Toronto and UWGT.

The City and/or UWGT will support the consultant in:

- Providing relevant background information with respect to the Community Advisory Council and supporting connections to the membership of this group
- Identifying key stakeholders for participation in civic assemblies
- Leading the development of civic assembly focus and content
- Providing any available and relevant background material to help inform the development of structure and model for Resident Leadership Circle and civic assemblies
- Developing any project-related content for posting to the City or UWGT website
- Responding to any related media enquiries

## 7. Timelines and deliverables

RFP released	3 July, 2025
Last day for questions from applicants	18 July, 2025
Proposal submission	22 July, 2025
Interviews of shortlisted candidates	28-29 July, 2025
Selection and awarding of contract	Week of 28 July, 2025
Initial meeting with UWGT & City staff	Week of 4 August, 2025

## 8. Consultant qualifications and considerations

- i. Demonstrated in-depth knowledge of the community and voluntary sector.
- ii. Demonstrated experience with practices and principles of asset-based community development, peer to peer engagement models and or developing resident leadership networks.
- iii. Experience offering services or working in community development in NIAs, Emerging Neighbourhoods, or other communities of focus.
- iv. Demonstrated experience designing equitable processes with a high degree of capacity to manage diverse perspectives, opinions and agendas.
- v. Ability to effectively co-design projects with residents in collaboration with UWGT and public sector partners
- vi. Demonstrated capacity in designing and hosting public forums that bring together diverse sector partners and community representatives.
- vii. Ability to analyze and synthesize quantitative and qualitative data, as well as produce a high-quality, plain-language written report.
- viii. Ability to manage this project as necessary to meet deadlines and deliver high-quality deliverables.
- ix. Understanding of land use planning policy and practice and experience working collaboratively with City Divisions on community planning initiatives is an asset

## 9. Proposal requirements

The Proposal should not exceed 3,000 words in total, including details on how the budget will be used, but excluding appendices (CV, writing samples, references, etc.). Type size should be 12 pt. The following specific content is required to be included in the proposal:

### **Name and contact information**

### **Reference Information**

- i. Description of the applicant's work, including experience in relevant projects related to resident leadership networks, facilitating neighbourhood level initiatives, peer engagement models and/or asset-based community development. Include any relevant experience in community engagement with Black, Indigenous and equity-deserving groups and supporting training, debrief and ongoing communications with diverse teams.

- i. Attach a separate CV if needed.
- ii. List of similar projects currently or previously undertaken.
- iii. Names and contact information of three references for whom the applicant has completed relevant projects.
- iv. 1-2 examples of executive summaries and one full report written by the applicant.

### **Approach & Plan**

Overview of the applicant's understanding of the scope and requirements of the project, and the approach that the applicant will take.

- ii. A proposed engagement strategy with rationale for chosen methods and tools.
- iii. A work plan that takes into account the deliverables and implementation timelines.
- iv. A clear breakdown of the tasks, showing the amount of time each member of the consultant team will spend on this project.
- v. A brief description of how the applicant would work with UWGT staff managing the project.
- vi. A budget for the total cost of the work, including all personnel, materials, and other expenditures.

## **10. Budget**

A maximum of \$75,000 inclusive of taxes, with justification through daily consultancy rates.

## **11. Application deadline**

Please submit one (1) electronic copy of your proposal before 5pm on July 22, 2025 to:

Juneeja Varghese  
Senior Manager, Community Initiatives  
United Way Greater Toronto

Email: [jvarghese@uwgt.org](mailto:jvarghese@uwgt.org)

Subject/Reference: Jane Finch CDP – Resident Leadership & Engagement Model Development

## **12. Questions/inquiries**

Please contact Juneeja Varghese at [jvarghese@uwgt.org](mailto:jvarghese@uwgt.org) by July 18, if you have any questions regarding this RFP.