



Child Welfare League of Canada
Ligue pour le bien-être de l'enfance du Canada

Child Welfare League of Canada Request for Proposals

Executive Lead - Transformation Project

Start date: September/October 2024

Duration of the project: 18 months

Context

Founded in 1994, the Child Welfare League of Canada (CWLC) is a national membership-based organization whose purpose is to promote the well-being of all children, youth, and their families, with particular attention directed to those who are at risk in the areas of physical, social, emotional, and mental health. Since its inception, the CWLC has expanded its membership base to over 100 organizations involved in child welfare at the national, regional, and community levels.

The child welfare landscape has evolved over the past 30 years, shifting toward more family-centered and preventive approaches and with a growing emphasis on early intervention, community support, and cultural sensitivity. While the CWLC has adapted to many of these changes, its primary focus has remained largely on service delivery rather than fostering systemic change.

For the past several years, the CWLC has been challenged to maintain its national scope, its relevance to the membership, and its financial stability. Early in 2024, the CWLC found itself at a critical juncture: committed to excellence and innovation, the CWLC must embark on a transformational journey aimed at redefining its strategic purpose, expanding its reach, and deepening its impact on the well-being of Canadian children and their families.

Toward those ends, the CWLC has initiated a bold and ambitious transformational plan and is seeking a seasoned professional to lead the CWLC on its journey forward.

Purpose

The purpose of the project is to lead a transformational process that will, over the next year and a half, reposition the CWLC as a sustainable national organization modeling inter-sectoral leadership, offering knowledge transfer and exchange events focused on excellence and innovation, and engaging in strategic advocacy, all in the pursuit of enhanced child and family well-being.

Scope

The CWLC is a small organization with a limited budget but with a big plan to transform itself as a leader and champion for well-being and excellence. The Board holds the authority and oversight of the transformation

plan; this position provides the executive leadership and direction necessary for the successful implementation of the plan. This project is supported by a full-time Operations Coordinator and a part-time Executive Assistant who are jointly responsible for maintaining the day-to-day operations of the CWLC during the transformation process.

At the end of the transformation process, the Executive Lead will be well-positioned for consideration as the next Executive Director of the new organization.

Accountability

The Executive lead reports directly to the Chair of the Board of Directors, with advice and guidance from the Executive Committee of the Board. The Executive lead is responsible for the internal monitoring, oversight, and timelines of the project as outlined below.

Major Duties and Key Objectives

1. Sectoral Engagement and Recruitment

- The transformation envisions a broadening of the membership base to include organizations in the following sectors: promotion; prevention; intervention; research; policy; advocacy. With support from the Chair and Executive Committee, identify and engage with selected national, provincial/territorial, regional, and Indigenous organizations that have an interest in child and family well-being in each of the sectors noted above.
- Assess the interest and commitment of these organizations to building a collaborative intersectoral approach to child and family well-being.
- Analyze the potential contributions that these organizations would have as members of a revitalized CWLC.
- Strategically and selectively develop a list of potential new intersectoral members for consideration by the Board of Directors.
- Recruit, on direction from the Board, an expanded intersectoral membership base for a transformed CWLC.

2. Business Model/Revenue Stream Expansion

- Three additional sources of revenue require development: project management fees; contracted service and professional consultation fees; and revenues from knowledge transmission and exchange events. Develop a scoping document, terms of reference, and prospectus for each potential additional revenue stream.
- Prepare a cost/benefit analysis for each revenue stream.
- Identify project sponsors and funding agencies to which the CWLC could offer project management services.
- Identify a cadre of professional consultants who would be prepared to offer their services below market value to third parties on behalf of the CWLC.
- Conduct an analysis of the current membership fee schedule and member benefits.
- Develop a proposal for a revised, rational, equitable, and affordable fee schedule that would potentially attract new members.

3. **Strategic Communications**

- Develop a prospectus that describes and generates interest in the vision, goals, and benefits of a national intersectoral consortium of organizations collaborating on child and family well-being, with a particular focus on disadvantaged Canadian children and their families.
- Develop an action plan for the transformation with key milestones and deliverables and report progress to the Executive Committee for dissemination to the Board of Directors and CWLC Membership monthly.
- Based on member feedback, identify the priority areas within which national-level advocacy efforts aimed at child and family well-being are urgently needed.
- Assess the effectiveness of the current communication channels (website, newsletter) with respect to CWLC Members, sectoral interest groups, and the general public, and make recommendations for improvement.

4. **Championing Well-being, Innovation and Excellence**

- Articulate and champion a conception of child well-being that resonates across all sectors involved in child welfare.
- Generate enthusiasm and momentum toward the establishment of a national consortium of organizations focused on child and family well-being.
- Envision and build creative and innovative approaches to intersectoral collaboration, leading to enhanced collaborative networks.
- Initiate the planning for targeted Knowledge Transfer and Exchange events, including a large-scale event to showcase the innovative features of the transformed and revitalized organization.
- Identify and champion evidence-based approaches to policy standards, practices, and advocacy in the field of child and family well-being.

5. **Planning for Sustainability and Strategic Change**

- Recruit and recommend hiring of an Operations Coordinator and Administrative Assistant for the organization.
- Review the By-Laws and identify any shortcomings that limit succession planning at the Board level and identify any constraints that might limit broadening the membership base.
- Assess the effectiveness of the current governance and corporate management structures in supporting organizational sustainability and make recommendations for improvement.
- Assess the case for renaming the organization to better reflect its revitalization and develop options for rebranding if required.

- Develop a three-year strategic plan for board consideration and approval and presentation at the September 2025 Annual General Meeting.

Experience, Knowledge, and Ability

- This project requires a seasoned professional with executive experience in relevant sectors within the context of child welfare programs and services.
- The successful candidate will demonstrate:
 - experience in organizational transformation and change management.
 - ability to liaise effectively, build partnerships, and foster collaboration across sectors.
 - the ability to navigate the complexities of inter-jurisdictional and inter-sectoral relations.
 - a commitment to excellence and innovation in pursuit of the well-being of Canadian children and their families.
 - a commitment to reconciliation with Indigenous people and a commitment to assist all Canadian children and families who are marginalized, discriminated-against, and over-represented in child welfare systems.
 - excellent verbal and written communication skills are required, with preference given to those fluent in both French and English.

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Submission Requirements

Interested parties should submit their proposals including the following:

- A cover letter detailing the experience and skills relevant to the scope of this RFP.
- A comprehensive resume.
- References from previous clients or employers – will not be contacted until final phase of selection.
- A proposal outlining the approach to leading the transformation as described in this RFP
- Proposed compensation -cannot exceed \$155,000 plus applicable taxes for the duration of the project.

Deadline

All proposals must be submitted by August 23, 2024 to info@cwlc.ca