



## **Request for Proposals: Facilitation of Strategic Planning Process**

Ralph Thornton Community Centre (RTCC) is seeking proposals from qualified and experienced individuals or teams to support the development of our new strategic plan. The board and staff will be actively engaged in the process, but RTCC is looking for a consultant(s) to help in (1) the aggregation of demographic data and (2) the facilitation of a series of planning sessions with both board and staff.

Proponents are asked to submit a proposal that describes a work plan and deliverables for a strategic planning process, within the budget and timeline described below.

### **INTRODUCTION**

Ralph Thornton Community Centre (RTCC) [www.ralphthornton.org](http://www.ralphthornton.org) “is a gathering place that welcomes, connects, and engages the community in all its diversity.” Located in a South Riverdale heritage building that it shares with a Toronto Public Library branch and Child-Parent Centre, RTCC offers a growing range of programming, primarily serving children, seniors, and less advantaged community members. In an average year, RTCC also provides program space for almost 200 diverse groups and organizations. RTCC is an agency of the City of Toronto, governed by a community Board of Management.

RTCC last engaged in a strategic planning process in 2017 for the 2018-2022 strategic plan. That plan was extended in 2022 for an additional year. RTCC is looking to have a new strategic plan approved at the June 2023 Annual General Meeting.

With the goal of having the strategic plan determined by the end of March 2023, RTCC is looking to develop a 2 year strategic plan.

### **PROPOSAL AND PROCESS OVERVIEW**

RTCC has established a strategic planning committee that is comprised of Board members, staff and community partners. The committee has outlined a strategic planning process and

timeline, and had identified the need for external facilitation support for key conversations and more detailed planning processes.

The committee is currently engaged in a broad community consultation process, which will wrap up at the end of January/early February. The results of this consultation will inform the conversations that RTCC is seeking the support of a consultant to facilitate.

### **SCOPE OF WORK AND KEY DELIVERABLES**

The consultant will be asked to facilitate the following discussions:

**Stakeholder Consultation** – while the Strategic Planning Working Group will handle the majority of the stakeholder consultation, the committee feels that the staff consultation would be more successful with an outside consultant. A staff survey will have already been conducted and can be used to inform the focus group conversation.

- Focus Group conversation with staff leaders
- Focus Group conversation with remaining staff

**Identification of Strategic Priorities** – a series of facilitated workshops to identify and confirm the strategic priorities, objectives and goals for the next 2 years. It is anticipated that these workshops will build off of the information collected by the Strategic Planning Working Group through the stakeholder consultation process. While RTCC is open to consultant suggestions, the proposed structure is to have a staff only session, a board only session and then a final joint session.

- 3-hour virtual session with key staff
- 3-hour virtual session with Board
- Half-day joint session with Board and Key staff (in person)

**Work planning** – facilitation of the work planning process, looking at what activities will need to be undertaken in order to achieve the strategic priorities, objectives and goals identified in the previous workshops. The consultants will help to facilitate the process that results in a plan that is realistic in terms of resources available, timelines, and competing priorities.

- Working session with Strategic Planning Working Group to detail organizational work plan
- Working session with Leadership team to begin to detail staff workplan that can be cascaded down through the organization.

**Summary Document** – a summary document detailing the final plan.

### **TIMELINE**

The timeline for the project is as follows:

- Project Start: Mid January
- Stakeholder Consultation/Staff Focus Groups: Early/Mid Feb (in person)
- Strategic Priority Identification – Late Feb – Mid March (Note activities before mid-March involving Board and ED will need to be virtual)

- Strategic Priorities, Objectives and Goals identified – in advance of March 22<sup>nd</sup> Board Meeting
- Work planning – April
- Summary Document – for approval at May 24<sup>th</sup> Board Meeting

**BUDGET**

\$10,000 (net HST)

**PROPOSAL INSTRUCTIONS**

The proposal should include the following and be no longer than eight (8) pages:

1. Summary of candidate/team qualifications
2. Proposed project plan and schedule of work, describing timeline, methodologies, approaches, and roles for how the work will be accomplished
3. Description of how the process and the Strategic Plans will be developed from a DEI perspective
4. Timeline
5. Project pricing, with a breakdown of costs
6. Contact information for 2 relevant references with brief description of the relationship

Proposal should be emailed as one PDF document by December 20<sup>th</sup>, 2022.

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**EVALUATION AND AWARD**

Candidate proposals be evaluated based on qualifications of team, quality of plan, understanding of DEI principals, and pricing.

Proposals will be evaluated as follows:

Criteria – Weight

- 25% Candidate/team qualifications and experience (including similar work for other organizations)
- 30% Quality and completeness of proposal plan
- 25% Understanding of working from a DEI lens
- 20% Budget/pricing

Based on scoring results, up to three candidates will be invited for an interview. Interviews will account for a separate rating out of 10. Final evaluation will also include a reference checking component.

Successful candidates will respect privacy policies and other applicable policies of RTCC, which will be included in a contract.

RTCC reserves the right to cancel the RFP, not to accept the lowest proposal submitted, or to not to award the contracts to any candidate.

**TIMELINES**

Proposals will be received until December 20<sup>th</sup>, 2022.

Proposals will reviewed and interviews conducted with final candidates by January 10th.

Proponents will be advised of the outcome by January 13th. Project should start immediately.