



Diocese of Toronto
Anglican Church of Canada

**REQUEST FOR PROPOSAL
("RFP")**

Strategic Planning Consulting Services

Due Date for Submission: November 9, 2015

**Addressed to: Ms. Kathryn Rogers
Incorporated Synod of the
Diocese of Toronto
135 Adelaide St. E.
Toronto, ON M5C 1L8**

Request for Proposal

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Introduction

The Incorporated Synod of the Diocese of Toronto (the “Diocese”) is seeking proposals from qualified consultants/firms to assist in the development of a comprehensive strategic plan that will guide its direction over the next three to five years. It is critical that this process be completed by October 1, 2016 to allow for operational plans to be developed for the 2018-2019 budget cycle.

The successful proponent must have recent experience and understanding of the non-profit sector with preferred experience with religious organizations. The successful proponent will also have extensive strategic planning experience including the ability to coordinate and facilitate the planning process, undertake internal and external stakeholder interviews, and create a strategic planning document that is measurable and suitable for public review and presentations.

Schedule of Events

The following schedule is provided for planning purposes only. The Diocese may alter this schedule at any time and accepts no responsibility for adherence to this schedule:

A.	Issue Request for Proposal	October 9, 2015
B.	Deadline to receive Proposals	November 9, 2015
C.	Presentation to Strategic Planning Steering Committee	November 18, 2015
D.	Awarding of Proposal	November 20, 2015

About the Diocese

The Diocese was incorporated by “*An Act to Incorporate the Synod of the Diocese of Toronto, and to Unite the Church Society of the Diocese of Toronto therewith*”, an act of the Legislature of Ontario passed on January 23, 1869. The corporation created by this statute is “The Incorporated Synod of the Diocese of Toronto”.

Our Diocese is the most populous of the 30 dioceses in the Anglican Church of Canada. Our geographical area extends over 26,000 square kilometres, stretching from Mississauga to Brighton and north to Haliburton. There are 221 congregations in 193 parishes comprising the Diocese.

The Diocesan Centre functions as the head office and is located at 135 Adelaide Street East in Toronto. The operating budget for the Diocesan Centre is funded primarily by assessments paid by parishes and investment income. There are also two major fundraising campaigns included as restricted funds. We have 40 full and part-time administrative, program and support staff whose work provides support to the Archbishop, the College of Bishops, Diocesan Council and its Boards, for the leadership of the Diocese.

Our governance structure is unique, in that, we are said to be “episcopally led and synodically governed.” This means that the Archbishop and Area Bishops provide the corporate leadership, with our Synod of almost 800 voting members meeting every two years

to make decisions on behalf of the entire Diocese. Decisions of Synod must typically balance the interests of the Diocese as a whole with the needs of individual parishes. Synod includes not only the clergy and bishops but also a wide range of laity with different backgrounds and expertise from all parishes within the Diocese. Synod approves such matters as changes to *The Constitution and Canons* (laws), sets strategic priorities, approves the two-year diocesan budget, and elects bishops from time-to-time as needed.

Because Synod only meets every two years, there is a need for a group to meet and make decisions in between. This body is called Diocesan Council and its focal point is planning and governance oversight on behalf of Synod.

There are two smaller groups that advise Diocesan Council on the implications of the matters it is considering.

- The Executive Board conducts due diligence and advises on matters of policy, programs and strategic direction, and financial matters.
- The Trusts Committee functions as the trustees of the Diocese.

In addition, both Synod and Diocesan Council have a number of standing Committees to assist them in carrying out their work.

Due to our size and various layers of governance the Diocese is looking to develop a comprehensive Strategic Plan to guide our work over the next five years.

We invite you to learn more about the Diocese online at www.toronto.anglican.ca.

Scope of Services

It is expected that the consultant will be responsible for providing expert advice and facilitation throughout the project and the following deliverables at a minimum:

1. Develop a critical path identifying key tasks and times frames for completion by October 1, 2016.
2. Project coordination including regular meetings with the Strategic Planning Steering Committee and providing status reports to keep the project on schedule.
3. Support the collection of stakeholder input including the gathering of key assessments and recommendations.
4. Support the needs assessment and environmental scan including reviewing existing relevant plans and documents, identifying patterns that are applicable, analyzing strengths, weaknesses, threats and opportunities
5. Facilitate meetings and assist discussion and decision making ensuring that conversations are productive, and innovative and oriented towards creating a shared future.
6. Develop a comprehensive strategic planning document that is suitable for public review and presentations.

Experience and Qualifications

The Respondent must meet the following minimum requirements to be considered for evaluation pursuant to this Request for Proposal:

1. The consultant/firm will have a dedicated group of professionals with expertise with not-for-profit organizations and preferably religious organizations.
2. Demonstrated completion of several not-for-profit engagements of similar size, complexity and scope (or greater) preferably within the last three years.
3. Have sufficient staffing, facilities, financial resources and expertise to address the scope of the consulting services.

Proposal Requirements

A covering letter should be provided with the proposal clearly stating an understanding of the services to be provided. The letter must include the names of the individuals who will be authorized to make representations, their titles and phone numbers. The person signing the covering letter must be authorized to bind the organization.

At a minimum proposals should include the following:

1. A brief profile of the organization indicating the scope of its practice, the range of activities performed and the size and organization structure.
2. Experience with similar not-for-profit clients.
3. Name and brief resume of the key staff who would be assigned including not-for-profit experience.
4. Proposals must clearly show the firm's understanding of the work to be performed.
5. A critical path with recommended tasks and associated timelines.
6. Outline of what resources are to be provided by the Diocese.
7. Fee quote for services should include a detailed budget with a breakdown of expected hours and other expected costs.
8. References from three similar not-for-profit clients.
9. A copy of the engagement terms and conditions.

Diocesan Contact for Request for Proposal

It shall be the Respondent's responsibility to clarify any points in question with Ms. Kathryn Rogers prior to submitting the proposal. Responses to inquiries will be forwarded to all participants. Inquiries should be directed to:

Name: Ms. Kathryn Rogers
Title: Treasurer & Director of Finance
Company: Anglican Diocese of Toronto
Address: 135 Adelaide Street East, Toronto, Ontario, M5C 1L8
Telephone: 416-363-6021 ext. 238
Email: kr Rogers@toronto.anglican.ca

If a Respondent discovers any inconsistency, discrepancy, ambiguity, error, or omission in this Request for Proposal, it must notify the Diocese immediately in writing. Any revision to this Request for Proposal will be issued as an addendum to all Respondents.

Irrevocable Offer

The Respondent hereby acknowledges that offers contained within the response to this Request for Proposal shall remain open for acceptance by the Diocese for a period of not less than thirty (30) days from the closing date.

Proposal Costs

The Diocese is not liable for any costs incurred by Respondents in preparing responses to this Request for Proposal or for any work performed prior to official appointment by the Diocese.

Selection Process

The Strategic Planning Consulting Services Provider will be selected based upon evaluation criteria developed by the Diocese, which in its sole discretion will determine the manner in which each response to this Request for Proposal meets the evaluation criteria.

Evaluation Criteria

Each response to this RFP will be evaluated by the Diocese to determine the degree to which it responds to the requirements as set out. Because this is a RFP, other factors in addition to price will be considered when submissions are evaluated. Factors to be considered will include, but not necessarily be limited to:

- Understanding of Engagement
- Not-for-Profit and Religious Organization Experience
- Consultant Qualifications and Experience
- References Submitted
- Fee Quote

Rejection of Proposals

The Diocese reserves the right to reject any and/or all proposals received. The Diocese is not under any obligation to award a contract, and reserves the right to terminate the RFP at any time for any reason, and to withdraw from discussions with all or any of the Respondents. The receipt and opening of a proposal does not constitute acceptance of any proposal.

Confidentiality

The Diocese and the Respondent agree that the content of each response to this RFP will be held in the strictest confidence, and details of any response will not be discussed with any other party. Only information subject to the Freedom of Information and Privacy Act may be disclosed. The Diocese agrees to notify the Respondent should a request for information be received.