

**Macaulay Centres for Children
2025 - Strategic Planning Process**

REQUEST FOR PROPOSALS

October 2024

Contact:

Suzana Serrano at sserrano@macaulaycentres.org

TIMELINE:

- RFP posting: October 10, 2024
- Proposal deadline: November 15, 2024
- Proposal evaluations: November 2024
- Consultant interviews: December 2024
- Consultant selection: December 15, 2024

Proposals are to be submitted via email to Suzana Serrano at sserrano@macaulaycentres.org.

Proposals must be received no later than **November 15th, 2024 at 4:30PM**.

Please quote “RFP Strategic Plan” in the subject line.

BACKGROUND

Established in 1932, Macaulay Centres for children, formerly Macaulay Child Development Centre, is a multi-service agency committed to helping all children reach their full potential and thrive. Knowing that the best way to help a child succeed is to also support the child’s family and community, we offer a wide range of programs and services for children and those closest to them by:

- Promoting healthy child development, self-esteem and essential skills;
- Nurturing strong families and encouraging effective parenting; and
- Providing specialized supports for children most in need.

Macaulay is an advocate and a leader in community initiatives. With more than 90 years of experience, we excel at leading the way with creative, effective, evidence-informed responses to emerging needs and collaborating to build inclusive communities that respond to the needs of all children and families.

www.macaulaycentres.org

Mission, Vision and Values

Our Mission:

Macaulay welcomes all children and fosters their healthy development. We develop and deliver quality programs and services that are evidence-informed, responsive, inclusive and equitable. We do this by partnering with families and engaging with the broader community.

Our Vision:

All children reach their greatest potential within engaged families and equitable communities.

Our Values:

- Accountability
- Collaboration
- Equity
- Inclusion
- Integrity
- Mutual Respect
- Quality

OBJECTIVE

Macaulay Centres for Children (Macaulay) is seeking competitive proposals from qualified consultants with strategic planning expertise, ideally within the children's services sector to assist with the development of a five-year comprehensive strategic plan for the period January 1, 2026 to December 31, 2030.

We are seeking a consultant to create a plan that builds on our achievements and refines our strategic framework to respond to a dynamic and rapidly changing sector, including the funding landscape, the childcare sector, and other service needs of the children and families in the community we serve. Macaulay serves a diverse and changing community and our Strategic Plan must ensure equal access, full inclusion and equitable treatment for all families.

The successful candidate, working in consultation and with the guidance of the Chief Executive Officer, Senior Management team and the Strategic Planning Committee of the Board of Directors, will prepare and present a

plan to the Board of Directors that will map out the strategic direction for Macaulay over the next five years. Our stakeholders include the Board of Directors (Board, BOD), community partners, funders, staff, service users in all programs and Home Child Care providers (Providers).

The Strategic Plan will guide the decisions of our Board over the next five years, shaping the future of Macaulay and conveying updated vision, mission, and values. The Strategic Plan will guide the organization and serve as a foundation for addressing opportunities and challenges that may arise in our rapidly changing environment.

PROJECT SCOPE

Macaulay is seeking the services of a consultant to, at minimum, accomplish the following:

Planning, Activities and Deliverables

- a. Design and execute a strategic visioning and comprehensive planning process, including consultation with Strategic Planning Committee (SPC), Board of Directors (BOD), staff, Home Child Care Providers, clients and key community partners including funders.
- b. Develop an actionable five-year strategic plan.
- c. Develop recommendations regarding the plan's implementation, evaluation, key indicators, outcome measures and support structure.

The consultant will be responsible for the following components:

- Manage the project - including attending regular meetings and providing detailed status reports to keep the project on schedule and the Strategic Planning Committee updated.
- Design the strategic planning process, utilizing techniques and processes that have proven to be successful with non-profit organizations.
- Review relevant internal and external documentation, including the previous strategic plan.
- Complete an environmental scan (PEST), incorporating a review and analysis of the data, which will include identifying important trends and patterns, and analyzing strengths, weaknesses,

- opportunities and threats (SWOT).
- Organize, facilitate and manage all stakeholder engagement activities, including producing a written record of all meetings that captures participant discussion, under the direction and with the guidance of the CEO and Senior Management Team.
 - Create a review framework for the data gathered as well as decision matrices.
 - Facilitate data review and decision discussions with Board of Directors and the Senior Management Team during the strategic planning process.
 - Develop an effective and efficient communication system to inform the Strategic Planning Committee and the Senior Management Team (SMT) in a regular and timely fashion.
 - Incorporate a Diversity, Equity, Inclusion and Reconciliation (DEI & R) lens in all stages of the strategic planning process, including consultation.
 - Write all drafts and the final strategic plan under the direction and with the guidance of the CEO and Senior Management Team, seeking and incorporating feedback from the Chief Executive Officer, Senior Management Team and Strategic Planning Committee.
 - Incorporate a results-based outcome evaluation and reporting framework in the final strategic plan.

Components of the final strategic plan will include:

- Strategies – a maximum of four, brief and strategic (vs. operational) areas of focus;
- Organizational Objectives – a maximum of three per strategy based on the changing needs of Macaulay and the community;
- Outcomes – to define the desired impacts; and
- Indicators –to assess progress on outcomes.

Data Gathering

It is anticipated that stakeholder engagement will be accomplished through a combination of activities, including:

- 1) Focus groups, interviews, surveys and/or any other method that will generate stakeholder input.
- 2) Facilitate group meetings with internal staff, providers and external community stakeholders to gather input to a strategic plan (including

goals and strategic themes)

- 3) Review and present stakeholder input to the strategic planning committee in addition to any relevant research and best practices

Stakeholders to engage in the strategic planning process include (but are not limited to):

- ✓ Service users, parents and children
- ✓ Community partners
- ✓ Staff and Providers
- ✓ Union
- ✓ Board Members
- ✓ Funders and donors

Key stakeholders such as parents will be offered multiple means of engagement to encourage a robust response from our clients, including in-person and virtual meetings, and electronic, paper and staff mediated surveys.

Reporting

The Strategic Planning Committee will be responsible for oversight and approvals as required to advance the strategic planning process. The Consultant will report to the Strategic Planning Committee, through the Chief Executive Officer.

Timelines

The strategic planning process will start in January 2025 and all deliverables are to be complete before August 31, 2025.

Budget

The budget range for this project will be between \$40,000 and \$50,000

PROPOSAL RESPONSE GUIDELINES

Proposals must include the following components:

- 1) Contact information including email, telephone and website if

applicable

2) Consultant's profile, highlighting relevant experience and expertise in developing strategic plans and knowledge of children's services, child care, and non-profit management.

3) Qualifications

- a. Prior experience on similar assignments and a proven track-record of working with community based organizations;
- b. Identification of team members who will be involved with the project including their role and experience;
- c. Professional or lived experience with marginalized and vulnerable groups.

d. Knowledge and experience in:

- Non-profit trends/issues
- Research methodology
- Public consultation
- Developing consensus-based strategic plans
- collective impact or collaborative strategic initiatives
- Strong facilitation skills
- Experience at creating a neutral environment for, and soliciting input from, individuals from various diverse sectors
- Experience at gathering and analyzing data to inform the strategic planning process
- Knowledgeable in marketing, communications, and branding

4) Workplan

The proposal should contain a detailed description of the activities to be conducted by the consultant in order to complete the requested scope of work, including:

- a. The specific activities to be conducted at each stage
- b. A detailed timeline for the activities at each stage
- c. Milestones and deliverables tied to those activities

5) Budget

An overall budget, including a detailed budget for each stage, along with a proposed payment schedule tied to project milestones and deliverables.

6) References

The proposal should include three references of individuals who can speak to their experience with the consultant in conducting projects of similar scope.

7) Previous Work samples

The proposal should include at least two examples of written work as well as samples of strategic plans created by the individuals who will be involved in this project.

SUBMISSION and EVALUATION

Submission

As a potential consultant you are invited to submit a proposal to provide professional consultant services in accordance with the terms and conditions detailed in this document. Submissions will only be accepted by e-mail.

Please submit one complete electronic copy, in PDF format, of your proposal with the following file name: **“Macaulay Centres for Children - REQUEST FOR PROPOSALS 2025”**

Important to note:

1. Submissions will not be accepted by fax.
2. Proposals received after November 15, 2024 at 4:30PM will be disqualified.

Evaluation

The decision to select a consultant candidate will be based on, but not limited to, the following priority areas:

1. Demonstrated expertise and experience developing strategic plans for non-profit organizations.

2. Knowledge of children's services, childcare, and non-profit management.
3. Clarity and comprehensiveness of the proposed methodology and approach.
4. Cost-effectiveness and value for money.
5. Demonstrated equity, anti-racism and anti-oppression and reconciliation lens.
6. Experience in non-profit sector.

Proposals are to be submitted via email on or before **November 15, 2024 at 4:30PM.**

Please quote "**RFP - Strategic Plan**" in the subject line.

Macaulay Centres for Children reserves the right to not select any vendor and to terminate this request for proposals at its sole discretion.