

Request for Proposals (RFP): Strategic Planning for Soundstreams

1. Introduction:

Soundstreams, a Toronto-based contemporary music arts organization, invites qualified individuals or firms to submit proposals for the development of a five-year comprehensive strategic plan. In moving out of the pandemic Soundstreams is looking to reinvigorate its audiences and is preparing for Executive Leadership change. We would like to identify the overarching vision as defined by staff, board and stakeholders for the organization and have a clear path as to how to get there. The selected consultant will work closely with Soundstreams' leadership, including Executive Director Beth Brown with the strategic planning process to begin in or around July 2024.

2. Organizational Background:

Established in 1982, Soundstreams is a non-profit organization dedicated to strengthening public engagement in Canada and elsewhere with new Canadian music through commissioning, developing, producing, and disseminating those works. Our stages are home to diverse identities and perspectives, and we're committed to innovative programming that explores significant themes that resonate across our communities. Our aim is to inspire, foster, and enable excellence in Canadian music to the highest international standards. By offering fresh opportunities to an ever-greater diversity of artists both established and emerging, we embrace these new and diverse creative voices.

Soundstreams is led by Founding Artistic Director Lawrence Cherney and Executive Director Beth Brown.

For further details about Soundstreams, please visit our website: <https://soundstreams.ca/>.

3. Scope of Work:

The strategic planning process will encompass:

- Research phase about Soundstreams through interviews that would include various stakeholders as well as a technical examination of Soundstreams.
- A full review of Soundstreams' environment, observing trends and common practices within the performing arts environment.
- Development of a refreshed mission, vision, and values.
- Development of strategic priorities and the creation of an action plan.
- A final document that lays out the objectives, strategies, and needs of the organization.

4. Timeline:

Below is the anticipated timeline of the RFP:

Issue RFP – April 23, 2024

Questions Due – May 10, 2024

Questions Answered – May 17, 2024

Proposals Due – May 27, 2024

Firm Selected – June 7, 2024

Selected firm should anticipate a *six-month* timeframe for the scope of work, ideally beginning July 1, 2024. For inquiries and questions, contact Beth Brown, Executive Director via email at bethb@soundstreams.ca. Please note all deadlines are for 11:59 EDT.

5. Qualifications and Experience:

Qualified individuals or firms should demonstrate:

- Proven experience in arts strategic planning.
- Understanding of the charitable and/or non-profit sector as well as the performing arts sector.
- Strong communication and collaboration skills.
- Excellent facilitation skills working with a variety of personalities.
- Racial equity practice, knowledge and implementation in the strategic planning process.

6. Proposal Guidelines:

The RFP should include a schedule that shows the operations over the course of those six months. If a different period of time is being proposed, the proposing firm/individual should explicitly show why more or less time is needed.

The proposal should address the requirements as laid out above in 5. Qualifications and Experience.

The budget for the strategic planning project is \$20,000 CAD. Proposals outside this range will be considered. Provide a detailed breakdown of costs.

Submit a CV with your proposal. Individuals should provide their own CV, and organizations should provide CVs for any potential facilitators.

7. Submission Instructions:

Interested parties are invited to submit proposals by May 27, 2024 to bethb@soundstreams.ca using the formula: "[Individual/Company Name]: RFP Response for Strategic Planning". Late submissions will not be considered.

Proposals should adhere to the provided guidelines. Optionally, proposals can include a separate quote for Part B: Succession Planning.

Soundstreams is an equal-opportunity employer, and we believe that our organization is stronger when we work with folks that reflect our city's diversity. We encourage all qualified applicants to apply.

8. Proposal Evaluation Criteria:

Proposals will be evaluated based on understanding, methodology, experience, CVs, and budget considerations.

Part B: Optional Succession Planning

Interested parties may provide an additional proposal for Part B: Succession Planning. This involves:

- Moving from a founder-led organization.
- Sourcing a new Artistic Director.
- Facilitating the transition.
- Please provide a detailed budget proposal as part of your submission. The budget for Succession Planning is not predetermined.