

February 6, 2019

Algonquin Forestry Authority – Strategic Planning **Request for Services**

The Algonquin Forestry Authority (“**AFA**”) is the Ontario Crown agency responsible for sustainable forest management within Algonquin Provincial Park. Responsibilities also include the harvesting and distribution of timber to mills adjacent to Algonquin Park. The AFA’s board of directors (“**Board**”) is seeking assistance from a vendor of program management services (“**Consultant**”) to guide the Board through a modern strategic planning process (“**Project**”).

The AFA delivers an operational enterprise mandate established by the *Algonquin Forestry Authority Act, R.S.O., 1990*. Direction is further described in the Memorandum of Understanding with the Ministry of Natural Resources and Forestry, the Algonquin Park Forestry Agreement and approved forest management plan made pursuant to the *Crown Forest Sustainability Act, 1994*, and the sustainable forest management plan required for third-party certification to the Canadian Standards Association Z809-2016 forest management standard. Current vision and mission statements were adopted in 2006. A sustainable forest management policy document is also current. A business plan containing strategic direction is prepared annually for a three-year term. Visit www.algonquinforestry.on.ca

I. Project Scope

The Algonquin Forestry Authority’s Board is seeking a Consultant to provide strategic advisory services supporting the Board in the development of a long term (10 year) strategic plan aligned with government of Ontario priorities (“**Strategic Plan**”).

Deliverables and Milestones

The Consultant will:

- Facilitate strategic planning sessions with the Board through which the Consultant will assist the Board in scoping various themes required in order to formulate the Strategic Plan such as: context, trends, assumptions, SWOT analysis, etc.
- Provide advice and recommendations to the Board regarding stakeholder engagement in the context of developing the Strategic Plan such as: its merits, associated risks, scope, and methodology

- In consultation with the Board's Governance Committee, develop the Strategic Plan for presentation to the Board.

Phase One – Project Development - April/May 2019

- Facilitate strategic planning sessions with the Board
- Review, examine, compile existing strategic direction, gather background information
- Review stakeholders (clients, staff, partners, public) and provide recommendations for engagement to the Board
- Provide advice and recommendations to the Board in the form of a Project Plan.

Phase Two – Stakeholder Engagement – June-September, 2019

- Following the approved Project Plan, design final engagement methodology
- Organize and facilitate engagement (assume one electronic survey and one town-hall type session in your bid)
- Receive input resulting from engagement and synthesize
- Report to the Board

Phase Three – Strategic Planning – October/November, 2019

- Produce and present a draft document
- Consult with the Board
- Submit final document

Time frame:

To commence under contract by April 1, 2019 with the Strategic Plan being completed no later than December 31st, 2019.

II. Consultant Qualifications

a) Required skills and knowledge:

- Knowledge of latest theories, models and strategies with respect to strategic planning
- Demonstrated experience in leading and assisting organizations in the development of their strategic plans
- Demonstrated experience in planning and carrying out public consultations by way of online surveys, interviews, public meetings or other
- Experience working with boards of directors
- Excellent interpersonal skills, including:
 - Group facilitation
 - Communications (oral and written)
 - Stakeholder partnership
 - Consensus building
 - Knowledge transfer to client
- Proven ability to refocus groups and synthesize information
- Problem Solving skills

- Excellent organizational skills
- Information Management skills
- Knowledge of Ontario Public Service organization and governance structure
- Knowledge of forestry practices in Algonquin Park
- Ability to travel

b) Additional Desirable Skills:

- Experience working with the Ontario Public Service
- Strong research and analytical abilities
- Formal or other education in forestry
- Experience providing advice to or working for, a forestry-related business

III. Quotations

Quotes in the form of a written proposal must be received prior to 4:00 p.m. on March 1, 2019. Only quotes submitted to tenders@algonquinforesstry.on.ca and received prior to the closing date will be accepted. Fax and verbal quotations will not be accepted.

Please note that any or lowest quote is not necessarily accepted.

Proposals will be evaluated based on the vendor's expressed experience and qualifications to conduct the work, including those of each team member, relevant references, commitment to timeframes of the project and pricing. Total pricing and pricing for each phase excluding HST and a per diem rate for additional assignments is required in the quote.

The successful vendor will be required to enter into a service contract with confidentiality and intellectual property clauses and provide proof of liability insurance prior to start up. All products and services are required to comply with government of Ontario standards, including, but not limited to the *Accessibility for Ontarians with Disabilities Act, 2005*.

Please refer any questions, via email, to AFA's General Manager, Jeff Leavey at jeff.leavey@algonquinforesstry.on.ca. Questions and responses will be shared via email.