



**YONGE LAWRENCE VILLAGE
BUSINESS IMPROVEMENT AREA
(YLVBIA)**

**Request for Proposals
Yonge Lawrence Village BIA Strategic Plan**

Deadline: April 3, 2020

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Project Overview

The Yonge Lawrence Village Business Improvement Area (YLVBIA) has determined the need for a strategic plan to help review their **current focus and direct their short and long term efforts**. They are looking for a firm that will guide them through the process and provide a complete, actionable strategic plan as the primary deliverable.

Organization Background

The Yonge Lawrence Village Business Improvement Area (YLVBIA) is an association of local businesses and commercial property owners that was formally established in March 2001. The YLVBIA is located primarily along the east and west sides of Yonge, just south of Lawrence Avenue to Downwoods Drive. The YLVBIA is home to some of Toronto's best restaurants, specialty shops, fashion, retail and service stores.

There are over 300 merchants and property owners who are members of the YLVBIA. Its board of management is comprised of members from within the designated area who are elected to the board by the membership and includes the municipal councillors from Ward 8 and Ward 15.

The YLVBIA is responsible for the promotion and beautification of the neighbourhood businesses through improvements of streetscapes, staging festivals and special events. The YLVBIA holds annual events including Village Day and Sidewalk sale in June, Fall Artwalk in October and a Holiday event in December.

For more information, please visit <http://ylvbias.com/>

Project Scope

YLVBIA is seeking a Toronto-based vendor (consultant/firm) to facilitate a strategic planning process that will provide guidance on our current strategy and provide improvements of the organization. In close collaboration with the YLVBIA Board and in consultation with the YLVBIA membership, the successful proponent will create a Yonge Lawrence Village BIA Strategic Plan that will include:

- Formalization of the vision, mission and core values of the Yonge Lawrence Village BIA
- A review of our current events and programs with suggestions for improvements or new events
- A review of the YLVBIA current advertising and promotion strategy
- Identification of new programs and events where YLVBIA can provide the most impact for its members.

The plan will include long-term goals and short-term objectives and anticipate the challenges **YLVBIA** will face in the future. The plan should also consider creative and sustainable strategies to help support organizational long-term goals and operations.



The vendor will be responsible for providing expert advice and facilitation throughout the project, while being responsive to YLVBIA Board identified priorities and the following key deliverables:

- Assist the organization in its next integrated planning cycle, and ultimately, in the development of a comprehensive and sustainable Yonge Lawrence Village BIA Strategic Plan to anchor and guide YLVBIA activities over the next five (5) years.
- Identify a critical path with relevant timeframes for the development of the integrated strategic-operational plan.
- Facilitate planning sessions to map out YLVBIA's future.
- Design an effective method for data gathering, synthesis, and presentation, including document review, online surveys, focus groups, and stakeholder meetings.
- Guide all stages of the integrated planning process, including meetings with YLVBIA Board, association members, staff, and key external stakeholders.
- Assist in a review of YLVBIA's vision, mission, goals and objectives.
- Align the organization's future operational objectives to support proposed vision, mission, goals and objectives, such as (but not limited to):
 - * board and member support;
 - * technical and/or capital resources to run the organization effectively;
 - * third-party consultant needs;
- Branding and marketing, including a social media strategy
- The final plan must consider both strategic and tactical/operational elements and present an execution plan that includes objectives, recommended tactics, timing/timeframes, budgets, and key points for responsibility.

The consultant will report directly to the YLVBIA Board of Management. The consultant can expect that YLVBIA will assist in the logistics related to planning for stakeholder meetings and YLVBIA will be available to provide meeting facilitation support.

Project Schedule

The following is a planned schedule. Depending upon the number of proposals, intended completion dates may change.

<i>Date</i>	<i>Deliverable</i>
March 2, 2020	Call for Request for Proposal (RFP)
April 3, 2020	RFPs due
April 17, 2020	Review of proposals complete and successful candidate notified
May 2020	Stakeholder Meetings Held
June 2020	Draft of the strategic highlights presentation (for review and approval by members)
July 2020	Draft of strategic – operational plan
August/ September 2020	Final integrated strategic – operational plan



Bidders Qualifications

It is expected that the successful firm will be based in Toronto, Canada and have:

- Demonstrable recent experience and understanding of the non-profit sector.
- Understanding of Business Improvement Areas.
- Extensive strategic and operational planning experience.
- Experience coordinating and facilitating planning processes that result in comprehensive and sustainable integrated strategic-operational frameworks.
- Business planning and financial analytics experience and background.
- Relevant academic / industry qualifications.

Proposal Quality

Proposals should highlight:

- Demonstrated knowledge of organizational effectiveness, continuous quality improvement, and efficiency in volunteer/ not for profit boards.
- Demonstrated experience in organizational development and enhanced performance.
- Relevant experience and success in strategic-operational planning facilitation, including the level of satisfaction of current and past clients.
- Adequacy of approach and methodology.
- Completeness of the proposal.



Submission Requirements

A covering letter should be provided with the proposal clearly stating an understanding of the service to be provided. The letter must include the names of all individuals who will be participating in the project on behalf of the consultant. The person signing the covering letter must be authorized to bind the consultancy.

At minimum, the proposal will include the following:

1. A detailed CV/Resume/profile illustrating expertise and experience, including examples of projects in similar size and scope and client references with permission to contact.
2. Identify the Project Manager and other specific people who will be performing the work and their individual experience and qualifications.
3. A critical path with recommended tasks and associated timelines.
4. A detailed outline of the deliverables to be provided.
5. An indication of the investment and work that will be required by the YLVBIA
6. A fee identifying the total cost of the work and price schedule breakdown. The total cost must include all services and reimbursable expenses. No extras or claims will be entertained unless the scope of work changes.

Proposals may include supplemental information that strengthens submissions.

Responses to this call for proposal submission should be addressed to YLVBIA and sent electronically in PDF format **by April 3, 2020** to info@ylvbia.com and matthewcole@ylvbia.com

Communication

Prospective bidders may approach Matthew Cole, Board Chair, YLVBIA about this project. The questions should be submitted in writing via e-mail, no later than March 20, 2020 to matthewcole@ylvbia.com

The goal is to answer each question within two working days of its receipt. The answers to questions will be distributed to all bidders who have informed the Board Chair, YLVBIA of their intent to make submissions. Questions and Answers will also be posted via the website, www.ylvbia.com under the RFP posting.



General Conditions

Conflict of Interest

Proponents must disclose to YLVBIA in their Proposal any potential conflict of interest, including any which may involve YLVBIA employees, membership or members / employees of agencies, boards, or commissions who may have a financial interest in the Proponent's firm. If such conflict of interest does exist YLVBIA may, at its discretion, refuse to consider the Proposal.

Right to Amend RFP

YLVBIA reserves the right to amend or supplement the RFP, giving equal information and cooperation by way of issued addendum to all proponents through the YLVBIA website.

Bidder Incurred Costs

All costs incurred in the preparation and presentation of proposals in any way whatsoever shall be wholly absorbed by the bidder(s).

Indemnity

The bidder(s) will indemnify and save harmless YLVBIA from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered or sustained, done or omitted by YLVBIA at any time before or following termination of the agreement.

Acceptance of Proposals

YLVBIA is not bound to accept the lowest price or any proposal of those submitted. Proposals will be assessed in light of the evaluation criteria specified above.

Evaluation & Selection of Proposals

At least three (3) members of the YLVBIA Board will evaluate all complete proposals, and may request to conduct in-person interviews with the top proponents. The right is reserved to make an award based directly on the proposals submitted or to negotiate further with one or more proponents.

By responding to this RFP, proponents will be deemed to have agreed that the decision of the Selection Committee will be final and binding. The selection of the proponent will be based on the cost as well as the following criteria: Proponent Profile, Experience and Qualifications of the Proponent, Proposed Staff Team and Resources, Creativity and Innovation and Work Plan and Deliverables.

Ownership

The proposal shall be the property of YLVBIA and shall not be published or released without the written consent of YLVBIA.

