Northumberland Players

Request for Proposal – Strategic Planning Facilitation and Review of the Organization's Structure and Governance

- **Nonprofit information.** The Northumberland Players are celebrating their 50th anniversary in 2026. The Mission Statement is "To offer the community opportunities to engage in all aspects of quality theatre". The organization successfully mounts up to ten productions a year in the Firehall Theatre, the Best Western Hotel and Conference Centre as a dinner theatre, a musical at the Capitol Theatre, Port Hope and a Christmas Concert at Victoria Hall. Our season attracts over 10,000 patrons a year. In addition, a children's camp is held in the summer for over 200 children. Workshops are held throughout the year. There is a HUB, an industrial space, that houses costumes, props and building workshop. The roster of members is about 350 individuals.
- **Project overview.** The Northumberland Players is considering key projects. One key project includes a Theatre Expansion and an elevator to improve accessibility. The organization has not undertaken a formal strategic planning process recently and needs to review its future direction in order to evaluate these activities. Succession planning, sustainability, volunteer recruitment and retention in a competitive market are examples. Once these goals have been defined, the organization structure and governance need to be reviewed to ensure that future activities can be met.
- **Project scope.** The consultant for the project will be expected to design the activities required to lead the gathering of data through an environmental scan, engage stakeholders, including Board members, volunteers and other key stakeholders, identify clear strategic priorities and assist the organization to set strategic goals. To ensure that those goals can be achieved, the structure of the organization needs to be reviewed and the governance evaluated. An actionable implementation plan needs to be developed with assigned responsibilities, timelines, and resource needs. A framework to monitor and evaluate the implementation of strategies, including measurable outcomes must be developed. A final written report, summarizing the outcomes must be submitted and presented to the Board of Directors, not later than two months following the completion of the activities in the project plan.
- **Timeframe.** Trillium Foundation has just announced a round of Seed grants that can be used to fund organizational planning. The Northumberland Players intends to apply for a grant. The application deadline is August 20th, 2025. If successful the activities of the Strategic Planning process and the production of the final report needs to be completed within six months.
- **Budget.** It is hoped that the Northumberland Players will be successful in its application to Trillium, however, the organization will ask the Board of Directors of the Players to approve the expenditure for this endeavour with or without Trillium's

approval of the grant. The consultant must submit a proposed budget, including the expenses and fee structure for the project.

- **Necessary experience.** The successful consultant must demonstrate a history of successful completion of strategic planning projects with organizations of a similar size and an in-depth knowledge of arts organizations within the not-for-profit community.
- **Selection criteria and timeline.** The proposals submitted will be evaluated by reviewing the experience of the consultant including at least two references, suitability of the proposed activities, the communication and management style of the consultant, the familiarity with the Players and/or the community theatre sector, the fee structure and the ability to dedicate the resources necessary to successfully undertake the project.

  The consultant selected by the Committee will be presented to the Board of Directors for their approval of the project.

- Costing. The proposal will be for the consultant's work within the scope of the project. Additional costs, such as rental of space, meals and other expenses should be noted but will be the responsibility of the Players.
- Submission guidelines. Written proposals, in electronic form, must be submitted to the Chair of Strategic Planning Subcommittee, Sharon Anderson sharon.anderson@bell.net , not later than 4:00 pm, Wednesday, July 30th, 2025.
- Thank you!