



269 Charlotte Street
Peterborough ON K9J 2V3

January 18, 2019

Olinda Casimiro, Director
Art Gallery of Northumberland
Victoria Hall, 55 King St. W.
Cobourg, ON K9A 2M2

Dear Olinda:

Re: Request for Proposal for Strategy Development

As per our discussion last week about the Art Gallery of Northumberland's (AGN) need for a strategic plan and the specific context for the project, including budget and timeline constraints, I am pleased to present this proposal for a Strategy Development project.

Scope

Laridae's proposed process is designed to ensure that the Board has the information it needs to support sound decision making. As such, we have incorporated some elements into the process that we feel are necessary to ensure success and the best outcomes. We are happy to discuss and work with you to shape the process.

We recognize that this project is a high priority, and that you would like to see the project completed within the next month. Assuming the necessary meetings can be scheduled, our team is available and committed to meeting this timeline.

- **Pre-Reading Package**, 10 pages max. (An updated overview to prepare the Board for planning, including a brief environmental scan—slides that you could populate and we would support you in creating, with reading material to prepare and update the Board—along with a top-line summary of how we came to this point, for Board members who were not present during the engagement project.)
- **Pre-Meeting** with Board of Directors, 1-1.5 hours (To gather views and preliminary ideas for the strategic plan, surface big issues, understand what has changed, enable contributions to the design of the Retreat, etc.)
- **Stakeholder Engagement:**
 - Three key-person interviews by phone (two with funders, one with staff as a group)
- **Six-Hour Planning Retreat** with Board of Directors, with notetaking (Including a discussion of the latest information gathered; mission, vision, and values review; a SWOT discussion; and facilitated decision making on strategic directions)
- **Draft Strategic Plan** (high-level document outlining a one to two-year plan)
 - One round of revisions

Project Team

I will lead the project, including facilitation of all meetings. My colleagues will provide support as required, e.g. notetaking at the Planning Retreat. My bio is provided below.



Laura Gaughan, Senior Associate

Laura Gaughan works with non-profit and public-sector organizations to shape the strategies and stories that advance their cause. Drawing on wide-ranging skills in policy analysis, communications, research and facilitation, she marshals information and makes it meaningful, compelling and usable. From speeches to social media, strategic plans, and surveys, she helps clients shape and project effective messages.

Laura has extensive experience serving non-profit and public-sector organizations in health and social services, education, and the arts. Her expertise, developed working with more than 70 clients, is in strategic planning, communications, community engagement, facilitation, and governance.

A published author with a book released in 2018, Laura holds an MA from Syracuse University, a BA from the University of Toronto, and a certificate in Creative Writing from Humber College. Recently, she completed the ICD-Rotman Not for Profit Essentials program. She has been a volunteer for several community organizations, including the New Canadians Centre and Children's Stage Lakefield, which she served in various roles, including Chair and Grants Coordinator, for over a decade. She is currently Vice-Chair of the Lakefield Literary Festival, coordinating educational workshops and managing social media.

About Laridae

At Laridae, we know that non-profits are not the same as private companies. Leaders of mission-driven organizations need sound advice from those who share the same values and worldview. A certified B Corp, Laridae is a full-service management consulting firm serving only non-profits and public agencies.

Why choose Laridae? We are committed, experienced, and easy to work with. We are a Vendor of Record for the Ontario Government in eight management consulting categories, including Strategic Advisor and Strategic Public Engagement Specialist. We bring strong experience in strategic planning, facilitation, engagement, project management, and communications. We craft strategies and solutions with you, then support you to implement meaningful change, so your organization can soar. Laridae has completed complex and varied projects, as our list of [over 140 clients](#) demonstrates.

We have extensive experience in the arts and culture sector, and we care deeply about community building. We also have a strong understanding of the dynamics at play in Cobourg and Northumberland County, and the overarching context in which you operate.

Pricing

Laridae's total fee for this project as outlined above is **\$5,500.00 plus HST**. This price is based on our best assessment of the time required to plan, prepare, and complete the activities identified. The deliverables, and the fee, will not change unless mutually agreed upon in writing, in advance of work beginning. All travel or ancillary costs are included. Fees are subject to HST and payable in one payment of \$5,500.00 plus HST, upon signing a Scope of Work agreement. Any additional work requested, outside the scope of this project, will be billed at \$150.00/hour + HST.

Olinda, it would be a privilege to continue to support the AGN by assisting you with the strategy development. Thank you for the opportunity. We look forward to speaking to you further in due course.

Sincerely,

Laura Gaughan
Senior Associate