



OrKidstra Ambassadors

Angela Hewitt, CC, OBE,
Internationally acclaimed pianist

Alexander Shelley,
Music Director NAC Orchestra

Kellylee Evans
JUNO award-winning musician

Request for Expressions of Interest for an Organizational Review: Terms of Reference

EXTENDED DEADLINE

Objective: OrKidstra seeks an experienced consultant to carry out an organizational review that will result in design options that will enable OrKidstra to realize its strategic plan (*Crescendo: Strategy 2032*), meet the needs of the OrKidstra leadership, support the growth of OrKidstra over the next 3 years, and propose a plan for additional growth for up to 12 years.

Context: OrKidstra is a social development program that provides children from low-income families with free group and individual music lessons and the chance to learn important life skills like respect, compassion, teamwork and responsibility through playing and singing together.

OrKidstra has 6 full-time employees, and over 40 Teaching Artists on contract who deliver the programs. OrKidstra began in 2007 and currently serves 350 children in its after-school program in two 'hubs', and over 440 children in its in-school program in 10 inner city elementary schools. The long term strategy calls for a third 'hub' for its after-school program to open in 2022, bringing the total number of students involved with OrKidstra's programs to 950. By 2027, OrKidstra will open a 'hub' in a fourth under-served area, creating space for 1200 students. By 2032, a fifth 'hub' will open, enabling more than 1600 students to participate in OrKidstra programs.

Alongside *Crescendo: Strategy 2032*, OrKidstra has begun the first stages in the development of a future Social Enterprise initiative.

Information on OrKidstra, its organization, programming, Annual Reports and Strategic Plan (*Crescendo: Strategy 2032*) are available on our website orkidstra.ca

Qualifications: The successful candidate will have experience relevant to small, non-profits active ideally in the arts, education and/or youth environments.

Scope: The work should include a review of the current structure, systems, workloads, resource projections, priorities and current and future commitments. It should include the review of a recently conducted leadership 360 assessment; exploration of lessons learned over 12 years of business; delivery of a comprehensive staff engagement exercise; and interviews/meetings with staff, Board members, members of the Ad Hoc Group and stakeholders/ donors.

Outputs (deliverables): The final report should include an assessment of the current organization vis-a-vis the milestones and objectives set out in *Crescendo: Strategy 2032*. It should include an analysis of lessons learned and the staff engagement exercise. The final report should also propose organizational design options for the next 3-5 years, including proposed organization charts, outlines of key staff positions, resources, and metrics. A presentation to the Ad Hoc Group on Organizational Review of draft findings and design options is also required.

Timing: We anticipate the consultant will start work in March 2020.

OrKidstra's role: The CEO and a few Board members will offer selected candidates additional background information (strategic plan, current organization) and an orientation meeting to familiarise them with the working environment and objectives.

Confidentiality: OrKidstra considers the protection of confidential information of the utmost importance. To that end, the Consultant is required to treat with the strictest confidentiality OrKidstra's information relating to its business, operations, future plans, business affairs, processes, technical information, other proprietary information and other information collected and-or provided during the contract.

To be considered for selection: Please send your résumé and cover letter to OrgReview@orkidstra.ca by **February 23, 2020** including your availability, timeframes and references and names of organizations of similar scale for which you have done similar work.

Follow up: OrKidstra will create a short list from replies from interested consultants and will contact those consultants on next steps.

February 04, 2020

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