



*Canadian Massage  
Therapist Association*      *Association Canadienne  
de Massothérapie*

## REQUEST FOR PROPOSALS

Canadian Massage Therapist Association (CMTA) is seeking a skilled policy development professional to support the CMTA Board to develop a governance policy framework. The successful candidate will create an overall governance policy framework in addition to providing draft policies within that framework, along with a policy template for future policy development. The CMTA Strategic Plan 2024-2029 and recent revisions to the organization's Bylaws will inform this work.

## CMTA BACKGROUND

The CMTA is a national association comprised of nine (9) provincial massage therapy associations.

Officially constituted in 1991, the CMTA works collaboratively to promote massage therapy. We strive to ensure the highest standards in education and practice are met by member associations in providing massage therapy to the public.

We advocate on behalf of the profession to government, insurers, and the public in order that the profession of massage therapy is recognized as an integral partner in the delivery of health care services to Canadians.

In 2023, the organization engaged in a review of their Strategic Plan and adopted a revised plan early in 2024. In 2024, the Bylaws of the organization were rewritten to align with the Non-Profit Corporations Act (2014) and to better reflect the operation of the Association and involvement of all member associations. The next step for the organization is establishing a set of governance policies that will further guide their work and define roles and responsibilities.

**Vision:** The Canadian Massage Therapist Association provides a forum for advocacy, sharing, and collaboration between and among massage therapy organizations, and is nationally and internationally recognized as a respected, integral partner in healthcare.

**Mission:** As the national voice for massage therapy, the Canadian Massage Therapist Association encourages evidence-informed practice and provides leadership to the massage therapy profession in Canada.

## Values:

- LEADERSHIP:** *We envision, establish, and guide the national direction of the massage therapy profession in Canada. We offer successful and rewarding programs and services of which we are proud. We know that sharing our knowledge and experience and learning from one another makes us capable of great things.*
- PROFESSIONALISM:** *We adhere to and operate through professional standards as developed by publication of policy, position statements, and an investment in continuous quality improvement.*
- COLLABORATION:** *Through collaboration, we multiply our contribution and foster a deeper sense of community between and among the professional associations we represent. Shared goals and mutual support allow us to provide innovative solutions to issues/challenges and opportunities facing the profession of massage therapy.*
- INTEGRITY:** *We practice fair, responsible & ethical leadership in the spirit of unity for the profession.*
- ACCOUNTABILITY:** *At the core of accountability is reliability and personal responsibility. We work diligently and honour our commitments. The CMTA accepts responsibility for all decisions, positions and any initiatives undertaken to achieve the vision of the CMTA.*
- RESPECT:** *The CMTA appreciates and values diverse opinions, perspectives, experiences, and backgrounds. We promote an inclusive environment by engaging successfully with and encouraging full participation with a wide variety of individuals.*

## PROJECT OVERVIEW

### Summary of Activities

Consultant will review current bylaws and strategic plan and previous iterations of policy development that CMTA has available and provide a policy framework and draft policies related to governance, human resource and financial policies, in consultation with the Board of Directors, for adoption by CMTA.

Create policy template based in best practice (legal, risk, compliance perspectives).

Identify best practice in policy process (development, review, adoption, review cycles).

Develop critical governance, human resource and financial policies for review and adoption by CMTA Board, including roles and responsibilities of Directors and Officers.

**BUDGET:** CMTA is a small, member-based organization with an overall annual budget of less than \$100,000. Budget for this project is negotiable however consultants should note that the organization is small, and affordability will be key in their choice of consultant.

**TIMELINE:** Framework and draft policies within that framework to be completed by September 30, 2025, for review at annual CMTA Board Planning session in October, with further refinement and completion by December 31, 2025.

**RFP Release Date:** May 5, 2025

**Response Deadline:** May 22, 2025

**Project Start Date:** June 15, 2025

Project start and end date can be negotiated, please identify proposed timeline in the submission.

**Submission Requirements:** The proposal should be no more than 5 pages and should include the following:

1. A summary statement of your interest in our work.
2. A brief description of your firm, its legal name, location, clients, history and projects.
3. Detailed information on the qualifications and experience of staff or consultants to be assigned to the project.
4. A detailed work plan of the approach and timing for completion of deliverables.
5. A detailed estimate of the cost for completion of all deliverables.
6. A detailed fee schedule.
7. Information regarding previous experience in similar projects, including client references, preferably for similar types of projects and organizations.
8. An outline of the support needed from CMTA to complete project deliverables.
9. Any other supporting information you may wish to include with your submission.
10. Anticipated start date.

Only proposals containing the above criteria will be considered. Questions / Additional Information:

All inquiries related to this Request for Proposals are to be directed, in writing, to CMTA Executive Administrator at [executiveadministrator@crmta.ca](mailto:executiveadministrator@crmta.ca).

**Proposal due by:** Please respond this request for proposals by May 22, 2025. Proposals should be e-mailed to [executiveadministrator@crmta.ca](mailto:executiveadministrator@crmta.ca).

Visit <https://crmta.ca/> for further information about the organization.