

**CultureLink Settlement and Community Services
(‘CultureLink’)**

**Strategic Planning
Request for Proposal (‘RFP’)**

Request for Proposal (RFP) Number: CL-2023-01
Issue Date: January 10, 2023

IMPORTANT DATES

Issue Date of RFP	January 10, 2023
Deadline for Candidate Questions	January 16, 2023
Responses to Questions	January 18, 2023
Bid Submission Date	January 27, 2023
Presentations/Interviews with selected candidates	February 6 - 10 2023
Notification to Candidates & Contract Award Date	February 15 2023
Consultant begins work	March 1, 2023
Work Completed/Final Reporting	June 1, 2023

The proposed RFP Schedule is tentative and may be changed by CultureLink at its sole discretion at any time prior to the RFP closing date.

Website: [CultureLink Settlement and Community Services](#)
Annual Report: [CultureLink Settlement and Community Services | Paths to Success](#)

1.1 INTRODUCTION AND INVITATION TO VENDORS

CultureLink Settlement and Community Services (‘CultureLink’) is inviting proposals from consultants to facilitate and prepare a strategic plan for the upcoming four years. The strategic plan will define a long-term vision for CultureLink with clearly defined priorities for the period of 2023-2027.

This Request for Proposal (the “RFP”) sets out the requirements for the candidates’ proposal and specifies the evaluation criteria and selection process for this phase. The successful consultant must have an in-depth experience in strategic planning along with a strong understanding of services supporting newcomers and sustainable communities. The consultant must be able to facilitate the planning process, actively engage board members, staff, clients, community partners, funders the larger community and other stakeholders to help create a clear, concise, actionable and measurable strategic plan. Overall, the objective in issuing this RFP is to obtain the best overall value, considering quality, service, cost, and other relevant factors.

1.2 TERMS AND CONDITIONS

1.2.1 Terms of Agreement

The Term of this Agreement shall commence upon the contract award date, or such date as may be agreed between the parties and continue until all requirements are met and deliverables are approved by CultureLink unless terminated earlier. CultureLink is under no obligation to extend the scope of the work or engage the vendor for any subsequent work.

By submitting a proposal, candidates accept that all supporting documents submitted with their proposals will be retained by CultureLink and not returned. CultureLink will not be liable for any costs incurred by the candidate in preparation for the proposal.

1.2.2 Candidate Responsibility

All candidates interested in applying must submit all documentation as requested in section 2.3, 3.2 and 3.3.

1.2.3 Conflict of Interest

Candidates with conflicts of interest, whether real or perceived, must disclose such in their proposed submission.

PART 2 – PROJECT DESCRIPTION AND DELIVERABLES

2.1 COMPANY DESCRIPTION

CultureLink is a settlement and community organization with more than 30 years' experience in developing and delivering services to meet the needs of diverse communities. Passionate about providing innovative services, we adapt to changes and create new programs that best respond to and address our clients' specific needs.

Our team of more than 70 staff members, speaking more than 30 languages, is dedicated, knowledgeable, and multicultural. We serve between 10,000 and 12,000 participants on average each year.

Our services connect cultures to build welcoming communities. We assist newcomers looking for employment, help families navigate the school system, and provide youth with the skills necessary for bright and successful futures. We support refugees and bring together new and established Canadians.

CultureLink provides a wide range of settlement and community programs from children to seniors. It delivers these programs directly through schools, libraries, community centres, onsite at its premises, and through its partners and over 500 volunteers throughout Toronto. All services are provided at no charge.

2.2 PROJECT BACKGROUND

CL is seeking a consultant for work over a 3 month period to complete a strategic planning process that will result in a Board-approved Strategic Plan. The organization's last strategic plan expired March 2020. Further delays occurred due to changes caused by COVID-19 and leadership. Taking moments of change in stride, CultureLink is interested in a planning process that reflects its values as an organization and the evolving environment.

2.3 SCOPE AND KEY DELIVERABLES

With many changes happening within the communities we serve, the organization, and the world in post pandemic recovery, it is vital that our new strategic plan will review and analyze the evolving needs of the population we serve to understand new gaps and priorities that are emerging. The process must use an anti-oppressive framework while also utilizing an equity lens.

The Organizational Strategic Plan will provide guidance and focus towards ensuring that programs are diversified and responsive in order to meet the emerging needs of a changing demographic. In order to do this, it is important that the strategic plan be driven by, and developed using, evidence-informed practices. The successful consultant will collate the mentioned equity, anti-racist and evidence-informed lenses in order to not only develop the strategic plan, but in approach to stakeholder engagements, implementation of strategies, research, and evaluation throughout the project.

2.3.1 Scope

- 1 Engage, Lead Board of Directors, staff, clients, partners, community members, volunteers, funders and other stakeholders in a process that:
 - Considers the current operational and strategic environment
 - Reviews literature, conducts appropriate research and utilizes various modes of collecting input including surveys, focus groups, key informant interviews etc.
 - Conducts a comprehensive SWOT analysis or other relevant format
 - Produces a 5-year strategic plan that includes key strategic priorities, goals and measurable indicators of success
 - Drafts a template for CultureLink’s annual operation plan
 - Reflects our vision, mission and values
- 2 Consultants will engage and keep current the CEO and Strategic Planning committee through regular meetings and ad hoc discussions
- 3 Provide reports on the process, data collected and analysis
- 4 Prepare a summary of the Strategic plan for stakeholder engagement purpose
- 5 Complete the process and deliverables by June 1st, 2023

2.3.2 Deliverables

The following deliverables are to be completed in a timeline that ensures that CultureLink has a strategic plan introduced by June 1, 2023:

- Regular progress reports to the Strategic Planning Committee through the CEO
- Written report outlining the process, the data collected and related analysis
- Strategic Plan with priorities, goals and indicators
- Infographic summarizing the Strategic Plan
- A tool/template to develop CultureLink’s annual operational plan
- A separate memo outlining recommendations for implementation
- Session(s) with the Senior leadership Team to draft the 2023-2024 operational plan

PART 3 – SUBMISSIONS AND EVALUATION

3.1 Evaluation Overview

Candidate proposals will be scored based on qualifications of team, quality of plan, and pricing. An interview may be requested to clarify information in the proposal. Evaluation will include a reference checking component and references are requested.

Scoring Component	Weight as % of Combined Rated score
Candidate/Candidate Team Qualifications and experience (including similar work for other non-profit organizations), Organizational fit	30%
Quality and completeness of project plan, firm demonstration	30%
Understanding of project scope working from an anti oppressive lens	20%
Pricing (Based on a formula of lowest bid cost divided by candidate bid cost multiplied by 20)	20%
Total	100%

3.2 Submission Requirements

Proposals are expected to include:

- An understanding of the project and risks or considerations that inform the proposals
- An outline of overall approach to the project
- A work plan outline for the project including specific activities and anticipated outcomes, associated timelines
- Back ground, qualifications, and relevant experience of all involved consultants
- Detailed budget by key activity and hourly rate
- 2 references from similar types of projects
- 2 samples or reference of work produced from similar type of projects

3.3 Submission Instructions

Please submit proposal by mail or by e-mail in PDF format. No later than 5 pm, January 27, 2023. Questions regarding the RFP can be forwarded by email to agonzales@culturelink.ca until noon, January 16 2023. Responses to questions will be distributed to all bidders by January 18, 2023

For mail, please use “RFP-CL-2023-01” c/o 2340 Dundas St. West, Toronto, M6P4A9
For e-mail, please use Subject: “RFP-CL-2023-01” to agonzales@culturelink.ca

CultureLink reserves the right to:

- request clarifications from candidates and this may take the form of a presentation and/or an interview
- discuss any or all proposals
- request additional information
- decline any or all proposals made.

All proposals will be evaluated against the rated requirements and pricing. CultureLink reserves the right to accept or reject any part of all proposals