



Immigrant and Refugee
Community Organization of Manitoba

Strategic Planning: Beyond 2021

Request for Proposals (“RFP”)

RFP: IRCOM 2020/21 - Strategic Planning Facilitator

Issue Date: July 30th, 2020

Closing Date: August 21st, 2020

Closing Time: 12pm, Central Standard Time (CST)

Closing Address: dorotab@ircom.ca

Contact Person: Dorota Blumczynska, Executive Director

1 INTRODUCTION

The courtyard at either of IRCOM's locations at the end of a summer day gives one a fresh and exciting perspective on the future of Canada.

Here, on any day of the year, in any season, the smiles and play of children are seen and heard. Children from all over the world are playing together, race and origins are irrelevant. These are kids delighting in each other, and they will form the future fabric of Canada like many immigrants and refugees from generations before them. Canadian culture has been shaped by immigration.

IRCOM makes adapting to life in Canada much easier. The unique model that IRCOM has developed over the last 30 years with its one-of-a-kind blend of people, programs, and facilities helps newcomers settle in and find belonging.



IRCOM desires to select a partner to lead a strategic planning process, beginning with an environmental scan, key informant interviews, a review of its mission and objectives; all brought together as background material for a select group of stakeholders who will assemble for a one day strategic planning retreat. This procurement represents a tremendous opportunity for a values-aligned Facilitator who wishes to engage with a very special organization that makes a difference every day.

1.1 Purpose

The **Immigrant and Refugee Community Organization of Manitoba Inc.**, (“IRCOM”) is seeking the services of a Strategic Planning Facilitator (SPF) who will co-design with IRCOM's Executive Director an engaging, thorough, and accessible process of consultation with community, staff, and the Board of Directors to help articulate IRCOM's future strategic priorities.

It is our hope that individuals responding to this RFP are familiar with IRCOM and share in IRCOM's vision of A Community of Belonging. These individuals value human rights, support immigration including the protections accorded to refugees, and believe in the role of grassroots organizations like IRCOM to both deliver unique services and to work towards systemic change.

Our desire is to serve our community. Our strategic priorities should advance our work towards fulfilling our mission and realizing our vision.

1.2 IRCOM - General Background

IRCOM began with a building – a 67-suite apartment block on the western edge of Winnipeg’s Exchange District – created to house a wave of boat people and refugees from Southeast Asia.

IRCOM House opened with a rush of excitement and high expectations, struggled through years of under-funding, and then underwent a re-birth. In that process, a unique and potent model for assisting newcomers has emerged – one that offers inspiration to a province which has staked its future prosperity on its ability to successfully integrate newcomers into its mosaic.

For many years, IRCOM continued to grow, strengthen and expand its unique settlement model, combining secure housing with onsite services. As an organization, it went from three staff, two being part-time, in 1991 to a team of over 80 in 2019. The growth of the staff team reflects the increase in programming, quality of service, and availability of supports offered to tenants and the community.

In 2009, IRCOM was approached by Manitoba Housing and Renewal Corporation (MHRC) to consider opening a second location. It was agreed, there was a significant shortage of supportive housing for vulnerable refugee families. Shortly after, MHRC selected an existing building on the corner of Ross and Isabel and committed to refurbishing it to accommodate large refugee families. After many years of construction and a flurry of transition plans, IRCOM officially opened the doors of its new building in August 2016.

The transition onto this second building marked another sort of transition as well. Whereas IRCOM Ellen is safely nestled in a mixed neighbourhood of homes and businesses, IRCOM Isabel is situated on a major thoroughfare and in the heart of a residential neighbourhood, Centennial, home to a strong Indigenous community. In moving into the new building, IRCOM has been learning a lot from these new neighbours, and has come to understand the role that newcomers and newcomer-serving organizations can and should play as Treaty people, and in the journey towards Truth and Reconciliation.

Today, IRCOM operates from two main locations in Winnipeg. Looking ahead, IRCOM is excited to see how the Winnipeg community adapts to make room for more voices, including Indigenous and newcomer voices, as we shape the future of our multicultural city.

Please visit our website at <https://www.ircom.ca/> to discover more about IRCOM.

1.3 Purpose of the Request for Proposals

This RFP is an open invitation to experienced Facilitators of strategic planning processes.

The purpose of this RFP is to select a qualified Facilitator able to provide the required services.

The requirements stated in this RFP are as envisioned by IRCOM at the time of writing, but may change or be redefined during the evaluation and negotiation process.

2 Instructions

2.1 Responsiveness

For your proposal to be considered responsive, you must comply with all the requirements of this Request for Proposal (RFP).

2.2 Proposal Delivery

The proposal shall contain all files necessary to provide a complete response as specified herein. One (1) copy of the proposal shall be submitted electronically (by e-mail only) to the following address:

E-mail: dorotab@ircom.ca

Attn: Dorota Blumczynska, Executive Director

Interested individuals should ensure that:

- Their name, address, and other contact information are clearly marked on the **front page** of their submissions.
- Electronic submissions must be in a standard electronic document form. It is recommended that you protect your document as a .PDF file or secure it as a “read-only” document.
- For the electronic submission, the Subject line of your e-mail must show this reference: **RFP Submission IRCOM 2020/21 - Strategic Planning**
- Electronic submissions sent or copied to any other IRCOM e-mail address will become invalid and will not be accepted for consideration.

Proposals will only be accepted by IRCOM if they are received at the specified e-mail address as indicated above, on or before the Closing Deadline.

You are free to ask for an email read receipt which will be provided.

All proposals received under this process shall become the property of IRCOM.

2.3 RFP / Contract Calendar of Events

Activity	Dates (Confirmed & Tentative)
Request for Proposal Issued	July 30 th , 2020
Deadline for RFP Questions	Ongoing during RFP process up to the day <u>before</u> Closing Deadline
RFP Closing Deadline	12pm CST, August 21st, 2020
Proposals Evaluation and Clarification Meetings/Discussions	August 26 th , 2020
Consecutive Negotiations, Reference Checks, and Contracting	August 27 th – 28 th , 2020
Facilitator Award Notification	August 31 st , 2020
Meeting with Facilitator	September 1 st , 2020
SWOT with IRCOM Leadership Team	September 25 th , 2020
Key Informant Interviews	September 2020
All staff focus group meeting	November 4 th , 2020
Strategic Planning & Programming Committee of the Board focus group meeting	November 4 th , 2020
Stakeholder Focus Groups (Tenants, Youth, others)	November 2020
E-Survey (Partners, Funders, others)	November 2020
Synthesizing all findings to date	December 2020
Meeting with Executive Director to review findings / discuss Pre-Reading Package	January 2021
Strategic Planning Day	February 20 th or 27 th , 2021
Final Report Writing	March 2021

2.4 Proposal Submission Form and Content

2.4.1 Qualifications

You must describe your experience and history, clearly conveying your strengths and proposed general approach to working with IRCOM, including:

- (a) Tell us about yourself and how you might build a relationship with IRCOM
- (b) Share your qualifications, if applicable, or experience in detail

2.4.2 Proof of Ability to deliver the services

Please describe a brief summary of at least two Strategic Planning Processes of a similar nature including:

- (a) what was delivered, consultation methodologies, involving which stakeholder groups
- (b) a minimum of 2 references with contact details, for whom you've provided strategic planning services with permission to contact them
- (c) confirmation of availability on our specified dates and the overall timeline

2.4.3 Summary

In this section, you may include any additional information that, together with the foregoing comments and information, you believe to be essential in creating a thorough understanding and evaluation of your proposal.

2.4.4 Financial Proposal

IRCOM recognizes that "Best Value" is the essential part of selecting a Facilitator and therefore IRCOM may prefer a Proposal with a higher price, if it offers greater value and better serves IRCOM's interests, as determined by IRCOM, over a Proposal with a lower price.

Based on the scope described in this document and your prior experience with similar projects, IRCOM requires you to submit an all-inclusive estimated cost, with applicable taxes identified as a separate line item.

The estimated cost must include, but not necessarily be limited to, all the costs resulting from the performance of the work as described in this RFP, all costs resulting from the performance of any additional work described in your proposal and all overhead costs.

Not for profit discounts being applied must be shown clearly.

2.5 Contracting Authority

For the purposes of the RFP, the Contracting Authority shall be:

Ms. Dorota Blumczynska, Executive Director
IRCOM
215 Isabel St
Winnipeg, MB, R3A 1R5
Phone: 204-943-8765 Ext. 255

2.6 Validity of Proposal

You must provide a written statement that their proposals are open for acceptance for a period of not less than one (1) month after the Closing Date. IRCOM reserves the right to accept the Proposal which it deems most advantageous and the right to reject any or all Proposals. IRCOM reserves the right to reject a proposal even if it is the only Proposal received by IRCOM.

2.7 Acceptance and Rejection of Proposals

IRCOM reserves the unfettered right, in its sole and absolute discretion:

- (a) to submit questions to, or conduct interviews, upon forty-eight (48) hours' notice, to seek clarification or to verify any or all information provided by you with respect to this RFP, and/or;
- (b) to seek clarification on some, but not all Proposals;
- (c) to carry-out reference checks with your current and/or previous clients;
- (d) to reject any or all proposals received in response to this RFP if it/they fail to meet the objectives of the procurement;
- (e) to accept any proposal in whole or in part without prior negotiation and/or to waive any non-compliance by you in order to obtain the best overall value for IRCOM;
- (f) to terminate and/or re-issue this RFP at any time;
- (g) to select one or more Facilitators, if applicable, split the requirements between one or more Proposals;
- (h) not to accept any deviations from the stated terms and conditions;
- (i) to enter into negotiations with any party who has submitted a compliant proposal, with the goal to establish an agreement acceptable to IRCOM; and/or
- (j) not to select any Facilitator;

- (k) to contact you on cost and scope clarification at any time throughout the selection process and negotiation process and ask for updated proposal(s);

2.8 Confidentiality

- (a) IRCOM recognizes the proprietary nature of information that may be contained in response to this Request for Proposal. IRCOM will not use or disclose any confidential or proprietary information gained from this process, except as may be required by law, including but not limited to the Freedom of Information Act and Protection of Privacy Act as well as Access to Information Act and the Privacy Act.
- (b) IRCOM will not release any proprietary data or information without the express written permission of the effected Party.
- (c) Facilitators must not refer, expressly or by implication, to IRCOM, or to this competition, in any advertising or other publicity release unless otherwise stipulated in writing by the Contract Authority.
- (d) Facilitators shall keep confidential all information received from IRCOM and other information developed for IRCOM in connection with this competition. You shall not use such confidential information except as required to develop a proposal and presentation in response to this request.

2.9 Language

The working language for the proposal, presentation, and any and all work awarded shall be English.

2.10 Resulting Agreement Terms and Conditions

In the event of a conflict between the terms and conditions of the RFP and information submitted by you, the terms and conditions of this RFP shall govern. If an agreement is subsequently negotiated and one of the respondents selected, it is anticipated that the terms of such agreement will be consistent with IRCOM's general form of contract and standard terms and conditions.

2.11 Negotiation of Agreement Scope and Terms

IRCOM reserves the right to negotiate scope of work, terms and fee(s) with Facilitators whose expertise, experience, vision and reputation are judged to best serve the interests of IRCOM.

If IRCOM determines in its sole discretion that one Facilitator is clearly more highly qualified than the others under consideration, it may decide to directly select that person. IRCOM reserves the right, at its sole discretion, to clarify any Proposal after the closing date and time or to negotiate with one or more Facilitators after the closing date and time without becoming obligated to offer the same opportunity to any others.

2.12 General Conditions

2.12.1 Conflict of Interest

Facilitators, including all organizations, firms, corporations or individuals, will promptly disclose to IRCOM any potential conflict of interest and existing business relationships they may have with IRCOM. At the time of such disclosure, the Facilitator will advise IRCOM how they propose to remedy the situation.

Proposals will not be evaluated if the Facilitator's current or past business or other interests may, in IRCOM's opinion, give rise to a conflict of interest in connection with the project described in this Request for Proposal. If you are in doubt as to whether there might be a conflict of interest, please consult with the Contact Person listed on the cover page prior to submitting a proposal.

IRCOM reserves the right to disqualify any Facilitator that in IRCOM's opinion has a conflict of interest, whether such conflict exists now or is likely to arise in the future.

2.12.2 Accuracy of Information

While the information set out, or referred to, in this RFP has been prepared and included in good faith, IRCOM does not give any representation or warranty whatsoever that it is comprehensive or that it has been independently verified. This Request for Proposal is supplied solely as a guideline. The information is not guaranteed or warranted to be accurate by IRCOM, nor is it necessarily comprehensive or exhaustive.

2.13 Ideal Facilitator Attributes

IRCOM is looking for a Strategic Planning Facilitator who can work with us to:

- Engage a variety of IRCOM's stakeholders in a multi-pronged process seeking to understand how IRCOM can best position itself for continued success.
- Tie together data gathered through various consultation processes and mechanisms, with recently reviewed Mission, Values, and Objectives, for a unified set of organizational statements that reflect IRCOM's position as a Centre of Excellence.

- Undertake a Strategic Planning day, where previously gathered information, having been shared in advanced, will inform future strategic priorities.
- Synthesize findings and draft clear strategic priorities for further review and approval.

Desirable Attributes:

- Previous experience working with or partnering with IRCOM or other settlement sector organizations engaged in similar work.
- Deep history of success in provision of the services required in this RFP to organizations of IRCOM's scope and scale.
- Experience working with the not-for-profit sectors and a proven ability to partner effectively with us and support the financial constraints we operate within.

IRCOM is seeking a strategic planning Facilitator who will design, execute, and evaluate a consultative process, including the following:

- Stakeholder Focus Groups
- Key Informant Interviews
- E-Surveys
- Staff and Board Focus Groups
- "Day of" strategic planning process
- Final Reporting
- Final draft strategic priorities

2.14 Reporting

IRCOM will require a final report of the process as well as a one page summary of draft strategic priorities by March 31st, 2021.

2.14.1 Meetings

IRCOM will require no less than 3 in-person meetings with the Executive Director and other staff as invited to plan the process, check on progress, and review final draft documents.

2.15 Contract Term

IRCOM will contract with the selected Facilitator for a period of approximately 7 months, ending by March 31st, 2021 or at another date by mutual agreement.

3 Submission and Evaluation Criteria

Evaluation of proposals will be by a committee of the Board, with the final decision made by the Executive Director. IRCOM's intent is to enter into an Agreement with a Facilitator who has the highest overall ranking if the cost proposed is within the approved budget.

3.1 Evaluation Criteria

3.1.1 *Mandatory Requirements*

IRCOM will accept RFP submissions only if they fully meet mandatory requirements:

- (a) Respond on time: no later than the Closing Deadline.
- (b) Provide required references which will attest objectively to your ability to provide the required and proposed services.
- (c) Provide a statement showing you understand and agree that all deliverables will be solely owned by IRCOM.
- (d) Confirm availability to do the work based on provided dates and timelines.
- (e) Provide all requested information.

3.1.2 *Readiness to Work*

Should you be selected, project work will commence almost immediately during the fall of 2020.

Thank you for your submission.