



TRIEC

Toronto Region Immigrant
Employment Council

New Realities. New Opportunities.

REQUEST FOR PROPOSALS

Consultant

to

Develop Business Model for TRIEC Campus

RFP Reference: TRIEC082013CAMPUS

August 12, 2013

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1. BACKGROUND

TRIEC

The Toronto Region Immigrant Employment Council (TRIEC) creates and champions solutions to better integrate skilled immigrants in the Greater Toronto Region labour market. (See www.triec.ca). Founded by Maytree and the Greater Toronto CivicAction Alliance in 2003, TRIEC is taking action on the underutilization of skilled immigrants' education, talent and experience. TRIEC believes that by bringing all stakeholders together through a council – employers, regulatory bodies, professional associations, educators, labour, community groups, government and immigrants – we can develop local and practical solutions.

We help employers and immigrants find solutions. We connect companies to programs that can help them better recruit and retain immigrants; we develop and distribute learning tools and curriculum; and we help immigrants build their professional connections through mentoring and professional immigrant networks.

TRIEC is determined to make change in our city. We build awareness of the value of the immigrant talent pool through media, awards and events; we work with government on public policy; and, we bring together partners to find new solutions.

Over 70 partners have come together on our Council, including close to 40 employers. The Council is led by RBC's Gordon Nixon and Zabeen Hirji. A small staff carries out day-to-day work and a diverse board of directors oversees that work.

The TRIEC Campus

Since 2006, TRIEC, with funding support from the Ontario Ministry of Citizenship and Immigration, has developed a set of learning and development resources to support employers in creating immigrant-inclusive workplaces. These resources have included workshops, videos, discussion guides, brief e-learning modules, and other tools and resources.

In 2012, TRIEC launched the TRIEC Campus as an online learning hub offering complimentary, self-paced resources designed to support team members and leaders in today's culturally diverse workplace. The TRIEC Campus is currently a free learning site hosted on a Learning Management System (LMS). This hub houses all of TRIEC's learning resources. Resources cover effective communication and team-work as well as recruitment, selection and talent management practices to create workplaces inclusive of skilled immigrants. The Campus currently contains e-Learning modules, videos and discussion guides developed by TRIEC. See www.trieccampus.ca

Current and potential users of TRIEC Campus materials include:

- HR, Learning and Development and Diversity and Inclusion professionals within large private and public sector employers.
- Third-party training and diversity consultants working with community based organizations serving employers and newcomers.
- Individual learners using the resources for continuing professional development credits or for personal development.

2. PURPOSE

Making the TRIEC Campus Financially Sustainable Through Cost Recovery

To date, all of the learning resources housed on the TRIEC Campus, as well as the LMS itself, have been developed and supported by government grants and are available to users for free.

By October 2014, we need to implement a model that will generate enough revenue from users of TRIEC Campus resources to cover the costs for the human, IT and other resources required deliver on the programmatic objectives of the TRIEC Campus.

These TRIEC Campus programmatic objectives may include, at a minimum:

- Continuing to create new content to meet emerging needs to support TRIEC stakeholders in reaching organizational goals related to immigrant inclusion in the workplace.
- Making all TRIEC learning and organizational development resources available either through the Campus LMS or through the LMS's of our users.
- Creating a model for making resources available to organizations.

Other Campus objectives include:

- Providing a hub for relevant resources created by others in the non-profit community.
- Supporting a community of learners and trainers focused on skilled immigrant employment.

We are currently piloting a licensing arrangement with a large employer. We have created a two year complementary pilot license under which this organization has uploaded our six current e-learning modules onto their own LMS to deliver to their staff. We will receive usage stats from this user as part of the pilot agreement.

A revenue generation model for the Campus could include a range of options including individual subscriptions, organizational subscriptions, licensing of material, and more creative options for working closely with our employer and non-profit partners for cooperative creation and hosting of learning resources.

Overall Project Goal

To identify a feasible business model that would allow the TRIEC Campus to meet an established annual revenue generation target in order for the Campus program to continue to meet its established strategic goals and deliverables for 2014-2017 and beyond.

Specific Project Objectives

- To research the market for TRIEC Campus online resources and other value added offerings.
- To explore options and identify appropriate models for cost recovery revenue generation for TRIEC Campus online resources and other value added services.
- To create a workplan for implementation of the selected structure in late 2014.

3. SCOPE OF WORK

To successfully meet the objectives of the project, TRIEC is seeking a consultant with expertise in business models for Learning and Development products and services to carry out the market research and develop feasible options for a fee for service delivery model for the TRIEC Campus. The consultant will assess the market for TRIEC Campus offerings, propose and recommend revenue generation options, and create an implementation plan for the TRIEC team.

The key contact for the consultant will be the Manager, Learning Initiatives, who is responsible for the TRIEC Campus. Other staff, including Employer Relations Managers, Manager of Operations and Executive Director will be consulted as required.

In order to facilitate the consultant's work, TRIEC will provide:

- Detailed information on current users and usage of TRIEC Campus resources.
- Anticipated fixed and variable costs to sustain the core Campus services and additional value added services.
- Research and ideas generated to date.
- Access to current and potential users from within TRIEC's current contacts.

Other information and contacts will be provided as required.

4. PROJECT DELIVERABLES

I. Assessment

Consult with TRIEC staff to identify key criteria for a business solution that will align with the strategic objectives of TRIEC and the TRIEC Campus and will meet budgetary needs.

II. Market Research and Analysis

The consultant will carry out market research and provide an analysis of the potential markets for the current and potential future resources and services of the TRIEC Campus.

III. Options and Recommendations for Business Model

The consultant will identify and recommend a business model, using a three-year projection, including:

- Options and price structures for cost recovery revenue generation.
- Estimates of the potential revenue in a three-year projection for all potential services.
- Estimates of the cost of sales including but not limited to: marketing and sales, e-commerce requirements, staff resources.
- High level recommendations on technology enhancements required to support implementation of proposed options.

The consultant will present the options to TRIEC team and work with the team to select options to develop into a business plan.

IV. Business Plan

The consultant will provide a three-year business plan and an implementation plan.

5. TIME FRAME

The consultant's work will begin by September 2013. Specific deliverable dates will be negotiated with the successful applicant as per the project work plan. **We anticipate the project will take 15-20 days of consultant support. All deliverables must be complete by November 30, 2013.**

6. REQUIRED SKILLS AND EXPERIENCE

The successful proponent(s) will have:

- Experience developing and implementing business plans and models.
- Demonstrated relevant experience carrying out market research.
- Knowledge and experience of delivery models and pricing for delivery of Learning and Development programs and content.
- Knowledge of technology requirements to support fee-for-service business models.
- Knowledge of social enterprise, fee for service and cost recovery models within the non-profit and/or charitable sector an asset.

7. SUBMISSION GUIDELINES AND REQUIREMENTS

Proposal

Respondents are requested to submit responses in the following format. Failure to follow this format may result in disqualification.

- I. A cover page including the proponent's name, project title and the closing time and date.
- II. A description of the relevant background, skills and experience of all members of the consulting team.
- III. A work plan outlining how the tasks described above would be carried out and an overall estimate of time required for each deliverable.
- IV. A firm estimate of fees to be charged including all anticipated costs.
- V. Current resumes for all consulting team members.
- VI. References: Names and contact information (contact person, title, company, address, telephone number, and email) for 3 relevant recent clients.

8. EVALUATION CRITERIA

Proposals will be evaluated against the following criteria:

- Relevant experience
- Scope of work proposed
- Budget
- References

9. PROPOSAL SUBMISSION

Any questions/clarifications requiring TRIEC response during the preparation of proposals can be directed to Rose DeVeyra, Manager, Learning Initiatives, at rdeveyra@triec.ca.

Proposals **must be received by email by 12:00 p.m. (noon) local time on September 6, 2013**. All documents must be in either **MS Word or PDF** file formats.

Proposals should be sent to:

Lillian Manea, Manager, Operations
hr@triec.ca

Please include “CAMPUS Proposal” in the subject line of your email.

10. TERMS AND CONDITIONS OF THE RFP

- Proposals received after the time and date noted above will not be accepted.
- This is not a Request for Tender or an offer. TRIEC is not bound to accept the proposal that provides for the lowest cost or price to TRIEC nor any proposal of those submitted.
- TRIEC reserves the right to negotiate with the highest rated proponent or re-invite proposals from the highest rated proponents without going to a public proposal call.
- If a contract is to be awarded as a result of this Request for Proposal, it shall be awarded to the proponent who is responsible and responsive and whose proposal provides the best potential value to TRIEC. Responsible means the capability in all respects to perform fully the contract requirements and the integrity and reliability to assure performance of the contract obligations.
- An evaluation committee will review each proposal. TRIEC reserves the exclusive right to develop the list of criteria that will be used to evaluate the proposals.
- The proposal and accompanying documentation will not be returned to the proponents.
- Each proponent is required to disclose any instances, which may cause a conflict of interest. If such disclosures are made, the proponent is required to indicate the manner in which they intend to address such conflicts. Where TRIEC is not satisfied with the manner in which the proponent intends to address such conflicts, TRIEC, in its sole discretion, may refuse to consider the proponent’s proposal.
- The submission of this Request for Proposal shall be structured as shown in section 7.