



**Victoria  
Event  
Centre**

## **Request for Proposal**

Strategic Plan Creation and Community Consultation

**Date for proposals: April 10 2024**

### **Project Details**

Project Due By: Spring 2025

Budget: \$25 000 - \$30 000

### **Organization Background**

*The Victoria Multicultural Society (VMS) is a non-profit arts organization that operates the Victoria Event Centre (VEC), located in downtown Victoria on Lekwungen Territory. The VEC is funded by venue rental fees, food and beverage sales, and public grants.*

*The VMS is committed to making decisions that consider our values of accessibility, workers' rights, substantive equity, harm reduction, safer spaces, and anti-oppression, as well as communicating our limitations and constraints. We are also committed to ongoing creativity as part of our approach to addressing these issues in ways that might be less resource-intensive but (or more) effective. In this context, we recognize that we have an incredible legacy of grassroots movements to draw on for inspiration, which regularly accomplish incredible things on a shoestring budget. Appreciated by producers and organizers for our versatility and affordability since 2003, the VEC has been home to countless shows that have brought theatre, comedy, burlesque, cultural performance, activism, live music, and more to the diversity of visitors who find their way into our venue. To see a list of our upcoming shows, check out our [events calendar](#).*

### **Objective**

*This RFP seeks a qualified consultant to guide the VEC through a comprehensive and inclusive strategic planning process.*

### **Project Overview**

*This project will reestablish the VEC's mission and values through a clear and achievable strategic plan, and empower staff and board members to plan for the medium and long-term sustainability of the organization. This plan will enable strong alignment and decision-making at all levels of the organization, which will in turn support the long-term goals identified during the strategic planning process.*

*Through consultations with staff, board, membership and the public, the VEC is looking for a consultant to create a strategic plan to guide the organization for the coming 3 years. This project will allow the VEC to create a long-term plan in response to current challenges, leverage its resources to gain financial stability, and update its visual identity to reach new audiences and community members.*

*Current challenges faced by the organization include a high level of turnover in leadership over the last 4 years, and ongoing challenges in maintaining financial sustainability.*

## **Scope of Work**

Generally, the selected facilitator will:

- Assess current status of the organization and space
- Lead structured planning sessions with board, staff and community stakeholders
- Evaluate the VEC's role within the municipal and provincial arts landscapes, and consider the priorities of other stakeholders' strategic plans and priorities
- Draft the 3-year strategic plan in coordination with a linked brand revisioning project
- Present the draft strategic plan to the VEC board and staff for feedback
- Finalize the strategic plan

## **Evaluation Metrics and Criteria**

- Better understanding of the community's needs
- A refinement of organizational values and priorities
- Broader understanding of the organization's mandate on the part of the staff, membership and patrons
- A clearer understanding of the demographics and communities we serve
- Identifying new audiences and opportunities for partnership and grants

## **Submission Requirements**

Please email your proposal or any inquiries regarding this RFP to Leyla Sutherland at [leyla@victoriaeventcentre.ca](mailto:leyla@victoriaeventcentre.ca) by April 10, 2024.

Please include (as appropriate):

- Previous experience/past performance history
- Samples and/or case studies from previous projects
- Projected costs and a breakdown of consultant fees
- Proposed schedule, milestones and deliverables

## **Terms of RFP**

### **No VEC Obligation**

This RFP does not commit the VEC in any way to select a Preferred Proponent, or to proceed to discussions or negotiations for a Contract, or to award any Contract, and the VEC reserves the complete right to at any time reject all Proposals, and to terminate this RFP process for any reason.

### **VEC's Right to Modify Terms and Negotiate**

The VEC, at its sole discretion, reserves the right to modify the terms of the RFP at any time before the Closing Time. The VEC also reserves the right following Closing Time, to negotiate with one or more preferred proponents any modification or variation of the terms of the RFP.

### **Proponents Expenses**

Proponents are solely responsible for their own expenses in preparing, submitting proposals, and for any meetings, negotiations or discussions with the VEC relating to or arising from this RFP.

**No Contract**

By submitting a Proposal and participating in the process as outlined in this RFP, Proponents expressly agree that no contract of any kind is formed under, or arises from, this RFP, prior to the signing of a formal written Contract.

**Conflict of Interest**

A Proponent shall disclose in its Proposal any actual or potential conflicts of interest and existing business relationships it may have with the VEC.

**Solicitation of VEC Staff and Board Members**

Proponents and their agents will not contact any member of the VEC Board or VEC staff with respect to this RFP, other than the VEC Representative named, at any time prior to entering into a Contract or the cancellation of this RFP.

**Disclaimers/Limitations of Liability**

The VEC, its board, staff, and volunteers will not be liable to any Proponent for any claims, whether for costs, expenses, losses, damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by a Proponent in preparing and submitting a Proposal, or participating in negotiations for a Contract, or other activity related to or arising out of this RFP. By submitting a Proposal, each Proponent shall be deemed to have agreed that it has no right to make such claims.

**Confidentiality**

The RFP documents, or any portion thereof and any other confidential information to which a Proponent may have access as a result of this RFP process, may not be used by a Proponent for any purpose other than submission of Proposals. By submitting a Proposal, every Proponent agrees not to divulge, release or otherwise use any information that has been given to it or acquired by it from the VEC on a confidential basis as a result of or during the course of the RFP process.

**Ownership of Proposals and Freedom of Information**

Each Proposal submitted, as well as any other documents received from a Proponent, become the property of the VEC. Proponents are asked to specifically identify information contained in their Proposal that is submitted on a confidential basis. The VEC specifically reserves the right to distribute information about any Proposal internally to its board, staff, and volunteers where the distribution of that information is considered by the VEC to be necessary to its internal consultation process.

**Acceptance of Terms**

The submission of a Proposal constitutes the agreement of the Proponent that all the terms and conditions of this RFP are accepted by the Proponent and incorporated in its Proposal.