



RFP for Workplace Cultural Assessment:

The Township of The Archipelago

RFP No. 2026-HR-001-Workplace Cultural Assessment

Issue Date (RFP Opens): May 25th, 2026

Closing Date (RFP Closes): June 19th, 2026, 4:00 p.m. Eastern Time (Toronto)

Township Contact (RFP Contact):

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1. Invitation and Intent

The Township of The Archipelago (“The Archipelago”) invites qualified consulting firms (“Proponents”) to submit proposals for the delivery of a comprehensive **Workplace Cultural Assessment** for a municipality of approximately **35 full-time, non-union employees**. The purpose of this initiative is to assess the current organizational culture, identify strengths and challenges, and provide actionable recommendations to support a healthy, productive, and respectful workplace.

This RFP outlines the project scope, deliverables, submission requirements, evaluation criteria, and contractual terms.

Proponents are to submit proposals to undertake a workplace cultural assessment.

This RFP is intended to lead to the selection of one Proponent for an agreement with The Archipelago, subject to successful contract negotiations.

2. The Archipelago’s Workplace Culture

Under the leadership of a new CAO effective February 10, 2025, The Archipelago would like to assess employees’ needs, gaps, strengths, areas for improvement, job satisfaction and leadership to ensure the team continues to move forward in a cohesive direction.

3. Vendor Requirements (Proponents must demonstrate)

3.1. Organizational Experience

- Experience conducting workplace culture assessments, organizational reviews, or engagement studies.
- Experience working with municipalities or public-sector organizations.
- Expertise in organizational psychology, HR consulting, or change management.

3.2. Project Team Qualifications

- Bios and credentials of key persons.
- Demonstrated facilitation, interviewing, and data-analysis skills.
- A designated Project Lead with at least five years of relevant experience.

3.3. Methodological Approach

- Clear, evidence-based methodology for surveys, interviews, and analysis.
- Strong approach to confidentiality and psychological safety.
- Plan to ensure high participation rates.



3.4. Data Security

- Secure data storage compliant with Canadian privacy standards.
- Ability to anonymize data and protect employee identities.

3.5. Insurance & Legal Requirements

- Commercial General Liability Insurance (\$2M).
- Professional Liability / Errors & Omissions Insurance (\$1M–\$2M).
- WSIB clearance or equivalent.

4. Project Objectives

The objectives of the Workplace Cultural Assessment are to:

- Understand the current state of The Archipelago’s workplace culture.
- Identify strengths, challenges, and opportunities for improvement.
- Assess employee perceptions related to communication, leadership, trust, psychological safety, collaboration, and organizational values.
- Provide evidence-based recommendations to senior leadership.
- Deliver clear, accessible presentations tailored to employees.

5. Scope of Work

The successful Proponent will be responsible for completing the following components:

5.1. Project Orientation & Launch

- Kick-off meeting with selected Archipelago members to confirm scope, success measures, communications and privacy approach.
- Conduct an employee orientation session introducing the project, confidentiality protections, and timelines.
- Provide communication materials (FAQs, posters, email templates) to support internal rollout.

5.2. Employee Survey

- Design and administer a confidential workplace culture survey using validated measures.
- Provide quantitative and qualitative analysis of results.

5.3. Data Collection (Mixed Methods Preferred)

- Focus groups (cross-functional) and/or 1:1 interviews.
- Include interviews with senior leadership.
- Provide thematic analysis and anonymized insights.



5.4. Summary Report

A comprehensive written report including:

- Executive summary
- Methodology
- Survey results with charts and interpretation
- Interview themes
- Strengths and opportunities
- Cultural risks and root-cause analysis
- Prioritized recommendations

5.5. Recommendations to Senior Leadership

- A tailored briefing for the CAO and senior leadership team.
- Action plan with short, medium, and long-term recommendations.
- Suggested metrics for tracking progress.

5.6. Presentation

- Employee Presentation – high-level findings, strengths, opportunities, next steps.

6. Proposed Timeline

The Archipelago anticipates the following schedule, taking into consideration summer months and employee vacation schedules:

Milestone	Target Date	Anticipated Dates
RFP Issued	Week 1	May 25, 2026
Deadline for Questions	Week 2	June 5, 2026
Addendum(s)	Week 3	June 12, 2026
Proposals Due	Week 4	June 19, 2026
Vendor Selection/Virtual Meeting (if required)	Week 6	July 3, 2026
Project Kickoff	Week 9	July 20, 2026
Survey & Interviews	Weeks 13–16	August 17 – September 11, 2026
Draft Report	Week 20	October 5, 2026
Final Report & Presentations	Week 23	October 26, 2026

Timelines adjustable based on proponent input.



7. Submission Requirements

Proposals must include:

- Company profile and relevant experience
- Proposed methodology
- Project team and bios
- Work plan and timeline
- Examples of similar projects
- References (minimum 2)
- Detailed pricing (fixed fee preferred)

8. Evaluation and Weighting Criteria

Below is a recommended scoring matrix tailored for municipal procurement:

Evaluation Category	Weight (%)	Description
Understanding of Project & Methodology	25%	Clarity, appropriateness, and robustness of the proposed approach; alignment with municipal context.
Relevant Experience & Qualifications	20%	Demonstrated expertise in cultural assessments, public-sector work, and organizational psychology.
Project Team & Capacity	10%	Skills, credentials, and availability of key personnel.
Quality of Work Plan & Timeline	10%	Realistic schedule, project management approach, and communication plan.
Quality of Deliverables (Samples/Examples)	15%	Strength of previous reports, presentations, and analysis.
Pricing	20%	Value for money; clarity of cost structure.

Total: 100%



9. Confidentiality and Data Security

Proponents must:

- Outline how they will handle sensitive disclosures (harassment, violence, human rights concerns)
- Ensure all data is stored securely within Canada
- Must comply with both Personal Information Protection and Electronics Documents Act (PIPEDA) and Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Provide anonymized reporting
- Not disclose any information without written consent

10. Pricing

Proponents must provide:

- A fixed project fee (including all travel, meals and accommodation requirements)
- Hourly rates for additional services
- Any optional add-ons (e.g., focus groups, policy review)
- Taxes shown separately

11. Terms and Conditions

All costs associated with the preparation and submission of a proposal in response to this RFP shall be borne solely by the proponent. The Township of The Archipelago shall not be liable under any circumstances for any costs, expenses, losses, damages, or liabilities incurred by proponents in connection with the preparation, submission, clarification, or presentation of any proposal.

All proposals, supporting documentation, and materials submitted in response to this RFP shall become the property of The Township of The Archipelago and may be retained by the Township in accordance with applicable legislation and records retention requirements.

The Township of The Archipelago reserves the right, at its sole discretion, to cancel, suspend, amend, or terminate this RFP process at any time, for any reason, without awarding a contract. The issuance of this RFP does not obligate The Township of The Archipelago to proceed with the procurement process, enter into any agreement, or accept any proposal submitted.



12. Schedule

Key dates:

- RFP Opens: May 25th, 2026
- Questions/Clarification Deadline: June 5th, 2026
- Addendum (s) posted: June 12, 2026
- RFP Closes: June 19, 2026
- Vendor Selection Notification: July 3, 2026
- Anticipated Start: July 20, 2026

13. Proposal Submission Requirements

13.1. Submission Method

Proposals must be submitted by email to: **HR@thearchipelago.ca** Email subject line: **“RFP – Workplace Cultural Assessment– [Proponent Name]”**

13.2. Closing Deadline

Proposals must be received no later than: June 19th, 2026, at 4:00 p.m. Eastern Time. Late proposals may be rejected at the Township’s sole discretion.

13.3. Questions, Addendum(s), and Clarifications

All questions must be submitted by email to the RFP Contact no later than June 5th, 2026 at 2:00 p.m. ET.

The Archipelago may issue a written addendum. Addendum(s) will be posted with the RFP. Proponents are responsible for ensuring they have received all addendum(s) prior to submitting a proposal.

14. Key Contractual and Legal Terms

The following terms will apply and should be reflected in the Proponent’s submission (any requested changes must be clearly identified):



14.1. Procurement Rights (Acceptance, Award, Rejection)

The Archipelago reserves the right to reject any or all proposals, waive irregularities, cancel the RFP, accept any proposal in whole or in part, and negotiate minor adjustments with the selected Proponent.

The Archipelago will not be liable for any costs, losses, or damages incurred by a Proponent arising from this RFP process.

14.2. Freedom of Information / Privacy

RFP documents (including all attachments and appendices) may not be used for any purpose other than the submission of a proposal. By submitting a proposal, the Proponent agrees to public disclosure of its contents subject to the provisions of the Municipal Government Act relating to Freedom of Information and Protection of Privacy. Anything in the submission that the Proponent considers to be “personal information” or “confidential information” of a proprietary nature should be marked confidential and will be subject to appropriate consideration of the Municipal Government Act as noted above.

The work outlined in this RFP is being conducted with public funds, and the fees and expenses proposed in the Proponent’s submission will be made public.

14.3. Accessibility (AODA)

All deliverables intended for public use must be provided in formats that support The Archipelago’s accessibility obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and associated standards. Proponents should describe how they will ensure accessible communications and documents.

14.4. Insurance, Indemnification, and WSIB (as applicable)

The successful proponent will be required to carry appropriate insurance for the services (e.g., commercial general liability and professional liability/errors & omissions) and provide proof upon request. Where applicable, the proponent must comply with WSIB requirements or provide an exemption/clearance confirmation.



Proponents must agree to indemnify The Archipelago and its employees if they fail to comply, and The Archipelago reserves the right to cancel an agreement arising from the RFP if the Proponent fails to comply with the above.

The successful Proponent shall indemnify The Archipelago, its officers and employees against any damage caused to The Archipelago as a result of any negligence or unlawful acts of the successful Proponent, its employees, agents, or manufacturer of the products sold to The Archipelago. Similarly, the successful Proponent shall agree to indemnify the Township, its officers and employees against any claims or costs initiated by third parties as a result of any negligence or wrongful acts of the successful Proponent, its employees, agents, or manufacturer of the products sold to The Archipelago.

14.5. Conflict of Interest

Proponents must disclose any actual or potential conflicts of interest.

14.6. Governing Law

The RFP and any subsequent agreements will be governed by the laws of Ontario and the laws of Canada applicable in Ontario.

In responding to the RFP, Proponents warrant their compliance with all appropriate Municipal, Provincial, and Federal regulations, laws, and orders.