

Request For Proposal



2026 – 2031 STRATEGIC PLAN
TUMBLER RIDGE MUSEUM FOUNDATION
PROPOSALS DUE BY: SEPTEMBER 19TH, 2025

Company Background

Tucked away in the eastern foothills of the Northern Rockies Hart Ranges, Tumbler Ridge boasts of pristine backcountry, numerous waterfalls, and is a hotbed of palaeontological discovery. The Tumbler Ridge Museum Foundation (TRMF) located in the Tumbler Ridge UNESCO Global Geopark, researches, displays, and archives over 500 million years of Northeast BC history.

The TRMF was incorporated in 2002 and welcomes visitors from around world. We maintain gallery spaces, steward several collections, hold the Tumbler Ridge archives, and deliver services such as educational programming and tracksite tours. The TRMF is a registered charity.

The UNESCO Global Geopark designation recognizes Tumbler Ridge and surrounding area as one of international geological and geographical significance, and as a place where sustainable economic development, accessibility to the land, and conservation go hand in hand.

Together we share knowledge, tell the stories, and protect the area's natural, palaeontological, cultural and intangible heritages in trust for generations. We want our community to thrive while inspiring curiosity in the world around us and fostering connections and meaning to the land we share.

We work, live, and play in Treaty 8 Territory, home of the Dunne-Za, Tse'Khene, Saulteau, Cree, and Metis Peoples. The Tumbler Ridge Museum has benefited greatly from this land and we reflect on our presence and practices and hold space for a better future as Treaty People.

Project Overview

The board, staff, and major stakeholders of the TRMF participated in a strategic planning workshop in the summer of 2020 resulting in the creation of a Strategic Framework. It is a guiding document for decision making. At the time, the organization had all new staff and were rebuilding from the ground up. The framework identified guiding principles with enough flexibility to take advantage of opportunities through a time of massive change. It has served the organization well and is still relevant as a foundational document.

The TRMF is interested in an updated plan that builds on the current framework. Some of what was identified in 2020 has been addressed, others have changed slightly with updated funding and partnership models. As the organization has stabilized greatly over

the last year, we would like to add the next layer of planning through the identification and prioritization of strategic projects and opportunities. We are anticipating this to be a five-to-seven-year plan.

Project Goals

The goals of this project include:

- i. Review the organization's 2020 Strategic Framework and current and planned Capital & Special Projects for background information. Develop a workshop plan to identify priorities and opportunities including the work the TRMF is already doing.
- ii. Facilitate a one-day workshop prioritizing a current environmental analysis (SWAT/SOAR), visioning, identifying strategic priorities for the next five to seven years, and developing a realistic set of goals and mechanisms for accountability.
- iii. Present a final report and updated strategic plan and/or framework that will guide the TRMF's priorities for the next five to seven years.

To reach these goals, the Tumbler Ridge Museum Foundation is now accepting bids in response to this Request for Proposal.

Scope of Work

Review background material and advance work:

- At the consultant's discretion. It is essential to become familiar with the current framework and projects.

One day strategic planning workshop:

- Review core identity (mission/vision, values, and impact).
- Current environmental scan (SWAT and/or SOAR analysis). The TRMF and the world have changed significantly since 2020.
 - Review of our stakeholder map, there may be some minimal updates here.
- Visioning.
 - Review sustainability model and impact statements, these need some minor updates.
 - Review path to success – where are we, how are we doing? What needs tweaking? What do we want to change, grow, or protect?
 - Review current Capital & Special Projects and identify priorities.
 - Identify all strategic priorities.

- Workshop a new layer of actions, ownership, and accountability.

Final report and Strategic Plan:

- Provide a summary report of activities and findings.
- Provide a new Strategic Plan or Framework for 2026-2031(2033)

Target Deliverable Schedule

Workshop: The board of the TRMF have identified November 8th or 15th, 2025 as preferred workshop dates.

Final Reports Due: February 13th, 2026 – for approval at the TRMF’s February board meeting.

If these dates need to be adjusted, please include your proposed readjusted timeline, as well as your reasoning for shifting the schedule. All proposed date changes will be considered but are dependent on other contingencies such as board and staff availability or conflicts with already planned programs and events.

Existing Roadblocks or Technical Issues

Location: Tumbler Ridge is in a remote foothills/mountainous region of British Columbia, the closest airport is in Fort St. John, with a two-hour drive. Road conditions in November are generally good but can be variable and unpredictable.

Connectivity: Reliance on cloud-based software/presentations is not recommended due to the limited bandwidths and internet instability in our area. There is no cellular service outside of the main townsite.

Budget Constraints

The TRMF has budgeted \$8,000 - \$10,000 + travel expenses at cost.

Evaluation Metrics

The Tumbler Ridge Museum Foundation will evaluate bidders and proposals based on the following criteria:

- Proposal clarity and completeness.
- Potential for achieving desired outcomes.
- Cost effectiveness.
- Experience and technical expertise.

- Responsiveness and answers to questions below.

Questions Bidders Must Answer to Be Considered

- i. How will you integrate the foundational work already completed by the TRMF into your workflow?
- ii. What is your process for identifying and prioritizing strategic initiatives?
- iii. How will you ensure the plan is realistic and sustainable?
- iv. How will you build flexibility into the plan for the museum to take advantage of currently unknown opportunities?
- v. What is your experience in working with museums and/or heritage organizations?

Submission Requirements

Bidders must adhere to the following guidelines to be considered:

- Proposals must be submitted by September 19th, 2025.
- Include samples and references with your proposal.
- Proposals should not be more than 10 pages.
- A proposed schedule and budget must be included and clearly expressed.

Contact Information

For questions or concerns connected to this RFP, please contact:

Zena Conlin, Executive Director
zena.conlin@trmf.ca
250-242-3466