



REQUEST FOR CONSULTANT MAPPING DIVERSE CREDIT PATHWAYS TOWARDS SECONDARY GRADUATION FOR YOUNG PEOPLE IN SMALL, RURAL AND REMOTE COMMUNITIES

OVERVIEW

Diverse pathways to acquiring credits towards officially recognized credentials are essential to youth in small, rural and non-metropolitan communities. People with a high school diploma are more likely than their peers to have economic and social outcomes. The intention of the project is to **document and amplify** current innovations and existing opportunities and educational pathways that meet the diverse needs of young people (up to 29 years) so they might acquire a secondary diploma. It also aims to **gain clarity on the circumstances, moments and choices** that shape the trajectory and needs of young people's educational or graduation pathways to understand the wrap-around supports that may be provided in order to decrease or eliminate barriers to youth graduation.

Deadline for Submissions: Feb 6th, 2023 at noon EST

Please submit completed proposals to:

Raïsa Mirza (raisa@tamarackcommunity.ca)

ORGANIZATIONAL OVERVIEW

[Tamarack Institute](#) is a Canadian charity with a bold vision: to build a connected force for change; to end poverty; and, to build a sense of community in Canada and beyond. We are subject matter experts in community engagement and collective impact and are recognized across North America for our effectiveness in bridging theory to practice. We are also highly effective in designing and delivering successful learning events in an array of different formats; have capacity, skill and experience in providing training and coaching in community engagement, collective impact, collaborative leadership, community development, and evaluating community impact; and, are highly effective in creating and sustaining online learning channels to make our knowledge and resources easily available and accessible to learners.

In 2021, over 40,657 individuals engaged with us from more than 4,000 cities in Canada, the US and globally. We provided consulting and coaching services to 140 clients across North America and around the world, providing them with tailored support to address most pressing challenges. We support municipalities, funders, non-profits, and community leaders through on-demand coaching and consulting, in-person and digital training, and publications that guide change efforts within Canada and around the world.

Since its founding 20 years ago, Tamarack has grown from a single network with a dozen members to four networks and a learning center that support +400 Canadian municipalities, organizations, and communities across a dozen countries to achieve community and population-level outcomes. We are committed to centering equity, diversity, inclusion, justice, and reconciliation impacts in all that we do.

- Our [Learning Centre](#) supports organizations to lead in complex times. We help strengthen capacity to engage citizens, work collaboratively across sectors, advance collective impact projects, evaluate, and share progress, and enable community innovation
- Our [Communities Ending Poverty Network](#), the largest of its kind in the world, supports 90 communities to build awareness, develop poverty reduction strategies, track outcomes, and build long-term sustainability for change.
- Our [Communities Building Youth Futures](#) program supports 20 small and rural communities to co-design and implement projects with youth to increase educational attainment and improve opportunities for underrepresented youth.
- Our [Community Climate Transitions](#) campaign works in 19 communities to develop strategies to localize the SDGs and implement holistic transition plans that also strengthen social outcomes, equity and inclusion, and economic vitality.
- Our [Communities Deepening Community](#) movement rooted in Asset-Based Community Development, helps 38 communities confront loneliness and social isolation by building connected and resilient communities and enabling deep civic engagement.

Our sustained growth has been supported by external evaluations that confirm the efficacy of our model, including ORS Impact's 2018 Fieldwide Evaluation of Collective Impact: [When Collective Impact Has Impact](#), a forthcoming case study by McKinsey and Company and a number of international collaboratives to explore the core elements which drive social innovators and community-driven change.

Tamarack’s experience in community engagement demonstrates that when knowledge meets practice and action, communities are more vibrant, better connected and citizens feel engaged. We have a proven track record and an organizational infrastructure designed to make this happen. Ultimately, we know that true community change occurs when citizens and organizations adopt a new way of thinking and working together.

PROJECT SCOPE

THIS PROJECT SEEKS TO MAKE IT EASY FOR YOUNG PEOPLE IN SMALL, RURAL AND NORTHERN COMMUNITIES TO ACQUIRE CREDITS TOWARDS GRADUATION THROUGH DIVERSE PATHWAYS. IT SEEKS TO CREATE AN EASY-TO-ACCESS AND UPDATE GUIDE OR TOOLKIT FOR YOUNG PEOPLE AND THEIR ALLIES TO BE ABLE TO CONSULT, BE INSPIRED AND TAKE ACTION IN THEIR COMMUNITIES. IT ALSO SEEKS TO UNCOVER THEIR NEEDS DURING THEIR JOURNEYS AND IDENTIFY OPPORTUNITIES FOR BETTER SERVICE DELIVERY OR WRAP AROUND SUPPORTS IN ORDER TO SUPPORT THEM TO ACCESS ALTERNATIVE PATHWAYS AS NEEDED.

The researcher will work closely with a member of the Communities Building Youth Futures team on this project. The project aims to complete Phases 1 and 2 by May 31, 2023. Phase 3 is not included in the scope of this call.

PHASE ONE - RESEARCH

During this phase, the methodology centers the question: What are the currently existing opportunities for young people to acquire credits towards their graduation in small and rural communities? What are their experiences and needs as they navigate accessing these diverse pathways?

The longer-term intention is to identify and support organizations that will allow for diverse pathways to graduation in a way that is future forward and reflects the evolving realities needs of young people, the workforce and local economies. We also hope to provide diverse avenues and wrap-around supports so all young people engage in credit accumulation and can acquire an accredited diploma.

Summary of activities, roles and timing:

Activity	Team members	Deadline
Overview of some of the ways and principles of Tamarack’s Theory of Change through youth-centered, place-based, population level change oriented rooted in equity and reconciliation. Understand how this project contributes to the goals of collective action towards better pathways to employment and graduation of the CBYF program.		

<p>Deep dive into currently existing credit pathways within (19) CBYP communities including innovations within its Community Innovation Fund.</p> <ul style="list-style-type: none"> - What models are emerging? What is existent? 		
<p>Scan of innovative and diverse credit pathways available nationally and select examples internationally (including but not limited to):</p> <ul style="list-style-type: none"> - Micro-Credentials - Land based curricula - Independent Schools - Charter Schools - Religious Schools - Indigenous Learning pathways - Forest Schools - After-School Curricula - Re-Entry Programs - Colleges/Universities that offer credits to young people 		
<p>Develop Stakeholders & Systems Maps that provide additional context. Supportive research on the circumstances</p> <ul style="list-style-type: none"> - Who are the key players involved? - When and where can information be accessed? - What are the barriers to young people accessing diverse credit pathways? 		
<p>Creation of “user” personas and journey maps centered on the lived experiences of the diverse and intersectional needs of segments of young people and that showcasing the various users within a system.</p>		

PHASE TWO – TOOLKIT DEVELOPMENT

With the information gathered during Phase I, support the development and dissemination of action-oriented toolkit to support young people and teachers advocate and create pathways to educational outcomes in their own communities.

Summary of activities, roles and timing:

Activity	Team members	Deadline
Develop an open-source and easy to update toolkit (Interactive PDF, Word Document or Wiki) for youth, teachers and communities to lead the development of diverse credit pathways in their own settings;		
Iterate toolkit based on feedback from communities and advisors		
Design and Translation		

PHASE THREE – TOOLKIT DISSEMINATION

This phase is not included in this research phase but high level recommendations on how to do this work should be included.

TERMS

Confidentiality:

Confidential information refers to any data or information relating to the business of the Tamarack Institute which would reasonably be considered to be proprietary to the Tamarack Institute including but not limited to, accounting records, business processes, and Tamarack Institute records and that is not generally known in the industry of the Tamarack Institute and where the release of the Confidential Information could reasonably be expected to cause harm to the Tamarack Institute.

The Consultant agrees that they will not disclose, divulge, reveal, report or use, for any purpose, any Confidential information which the Consultant has obtained, except as authorized by the Tamarack Institute or as required by law. The obligation of confidentiality will apply during the term of this Agreement and will survive indefinitely upon termination of this Agreement.

All written and oral information and materials disclosed or provided by the Tamarack Institute to the Consultant under this Agreement is Confidential Information regardless of whether it was provided before or after the date of this Agreement or how it was provided to the Consultant.

Ownership of Intellectual Property:

All intellectual property or related material, including moral rights, goodwill, copyright, trademark, trade dress, publications or materials that is developed or produced under this Agreement will be the sole property of the Tamarack Institute. The use of Intellectual Property by the Tamarack Institute will not be restricted in any manner.

Payment Terms:

The Tamarack Institute will purchase from Consultant consulting services for a maximum fee of 70,000 CAD for the services described in the deliverables section of this Agreement.

Additionally, the Tamarack Institute will reimburse Consultant for travel and accommodation costs. All travel and accommodation costs should not exceed 15,000 CAD and require original receipts to be attached.

Billing Arrangements:

Consultant will invoice Tamarack Institute for all fees and costs upon completion of the deliverables.

Invoices should be directed to:

Jana Harris, Director of Operations

Tamarack Institute

Conrad Grebel University College

140 Westmount Road North

Waterloo, Ontario

N2L 3G6 Canada

Or by emailing invoice and attached receipts directly to: jana@tamarackcommunity.ca

Limited Liability

This provision allocates the risks under the Agreement between the Tamarack Institute and Consultant. Consultant total liability to the Tamarack Institute under this Agreement for damages, costs and expenses shall not exceed compensation received by Consultant under the Agreement. However, Consultant shall remain liable for bodily injury or personal property damage resulting from grossly negligent or willful actions of Consultant to the extent such actions or omissions are not caused the Tamarack Institute or the Client.

Neither party to the Agreement shall be liable for the others lost profits, or special, incidental or consequential damages, whether in an action in contract or tort, even if the party has been advised by the other party of the possibility of such damages.

Terminating the Agreement

This Agreement will become effective when signed by both parties and will terminate on the earlier of the date of **Date** or the date a party terminated the Agreement as provided below.

With reasonable cause, either party may terminate this Agreement effective immediately by giving written notice of termination for cause. Reasonable cause includes:

- A material violation of this Agreement, or
- The Tamarack Institute's failure to pay Consultant pursuant to this Agreement.

Consultant shall be entitled to full payment for services performed prior to the date of termination.

Independent Consultant Status

Consultant shall remain an independent Consultant. Tamarack agrees to the following rights consistent with an independent Consultant relationship.

- Consultant retains the right to control and determine the means and method of performing the contractual services.
- Consultant retains the right to perform services for others during the term of this Agreement.
- Consultant retains the right to hire assistants or use employees to provide services required by this Agreement unless otherwise specified.
- The Tamarack Institute shall not require the Consultant or Consultant's employees to devote full time to performing the services required by this Agreement
- Neither the Consultant nor the Consultant's employees or Consultants are eligible to participate in any employee health, BYOD allowance, pension, vacation pay, sick pay or other benefit plan of the Tamarack Institute.

Insurance

The Tamarack Institute, the Consultant, and all of the Consultant's Consultants will maintain commercial general liability and errors and omissions insurances during the term of this Agreement. Proof of insurance will be provided by either party upon request.

Taxes and Government Remittances

Consultant will pay for itself all applicable taxes and premiums related to the performance of services under this Agreement including, but not limited to, federal/provincial/territorial/state sales taxes, income taxes, Mandatory Employment Related Costs in each country in which this Agreement is performed.

Disputes

If a dispute arises, the parties will try in good faith to settle it through mediation conducted by a mutually selected mediator.

Costs of the mediator will be shared equally. Each party will attempt to reach a mutually satisfactory compromise by cooperating fully and fairly during the mediation process. If the dispute cannot be resolved within 30 days after referral to the mediator, it will be arbitrated by a mutually selected arbitrator.

Judgement on the arbitration award may be entered in any court that has jurisdiction over the matter. Costs of arbitration, including any legal fees, will be allocated by the arbitrator.

No Partnership

This Agreement does not create a partnership; neither party has authority to enter into contracts on behalf of the other.

Entire Agreement

This is the entire Agreement between parties. It replaces and supersedes all oral Agreements and prior written Agreements between parties.

Successor and Assignees

This Agreement binds and benefits the heirs, successors and assignees of the parties.

Notices

All notices must be in writing. A notice may be delivered to a party at the address that follows a party's signature or to a new address that a party designates in writing. A notice may be delivered:

- In person
- By certified mail
- By overnight courier

- By electronic transmission including but not limited to fax or email, to expedite communication, provided the notice is attached as a scanned document that contains an original signature and the original document is sent as well.

Governing Law

This Agreement is governed by and construed in accordance with the laws of the province of Ontario, Canada.

Counterparts

This Agreement may be signed by the parties in different counterparts. Signature pages combined will create a document binding on all parties. Scanned copies of documents containing original signatures will be accepted as original documents by all parties.

Modification

This Agreement may be modified only by a written amendment signed by the parties.

Waiver

If one party waives any term or provision of this Agreement at any time, that waiver will be effective only for the specific purpose for which the waiver was given. If either party fails to exercise or delays any of its rights or remedies under this Agreement, that party retains the right to enforce that term or provision later.

Severability

If any court determines that any provision of this Agreement is invalid or unenforceable, any invalidity or unenforceability will affect only that provision and will not make any other provision of this Agreement invalid or unenforceable. Such provision will be modified, amended or limited only to the extent necessary to render it valid and enforceable.