

**OFIFC**

Ontario Federation of  
Indigenous Friendship Centres

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**Request for Proposal**  
No. 2019RFP-05

**Consulting Services for  
Executive Succession Planning – Governance and  
Organizational Review**

**December 19, 2019**

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## 1. GENERAL OVERVIEW

The Ontario Federation of Indigenous Friendship Centres (OFIFC) is issuing a Request for Proposal (RFP) for the services of a Consulting Firm ('Firm') to assist in the completion of a comprehensive Executive Succession Planning Project including a Governance and Organizational Review. The review is to involve an analysis of the governance and organizational structure in relation to system, departmental and staff responsibilities and workload. The review requires the identification of options and development of recommendations that will ensure efficiency and effectiveness in meeting current and anticipated (5-10 years) service delivery requirements and to provide for implementation of strategic priorities.

It is understood that the information in the RFP is a combined Statement of Qualifications (Qualifications) and a Price Proposal (Proposal) and shall be the general basis for the selection of a Firm to provide this professional service and study.

The OFIFC expects to select the highest scoring Firm based on a structured scoring evaluation. The scoring evaluation (Section 7 and Table 1) shall consider each Firm's ability to perform the required service, experience, approach to the project, the personnel assigned to the actual project work, the costs of the project, the time period in which the project will be completed, the reference checks and the clarity of the submission, in relation to the scoring matrix.

## 2. ORGANIZATION INFORMATION

Founded in 1971, the Ontario Federation of Indigenous Friendship Centres (OFIFC) works to support, advocate for, and build the capacity of 29 member Friendship Centres across Ontario.

Emerging from a nation-wide, grass-roots movement that begun in the 1950s, Friendship Centres are community hubs where Indigenous people living in towns, cities, and urban centres can access culturally-based and culturally-appropriate programs and services every day. Today, Friendship Centres are dynamic hubs of economic and social convergence that create space for Indigenous communities to thrive. Friendship Centres are idea incubators for young Indigenous people attaining their education and employment goals. They are safe havens for Indigenous community members, across the life cycle, who require wrap-around from different programs supports.

The OFIFC is the largest urban Indigenous service network in the province supporting this vibrant, diverse, and quickly-growing population through programs and initiatives that span justice, health, family support, long-term care, healing and wellness, employment and training, education, research, and more.

In Ontario, more than 84 per cent of Indigenous people have been identified to be living in urban communities and the OFIFC, member Friendship Centres and Delivery sites,



administers over 26 programs and services to the urban Indigenous community in the province.

Friendship Centres receive their mandate from their communities, and they are inclusive of all Indigenous people – First Nation, Status/Non-Status, Métis, Inuit, and those who self-identify as Indigenous.

Learn more about the work the OFIFC does to support Friendship Centres at [www.ofifc.org](http://www.ofifc.org).

## **Background**

The OFIFC has experienced consistent long-term direction and leadership. The organization is five (5) years from completing its second 20-year strategic plan. The current Executive Director has served in this position for 41 consecutive years and is planning for retirement.

The OFIFC governance structure includes a 16-member volunteer Board of Directors. The Executive Committee of the Board of Directors has been assigned the responsibility to address the plan for transition and is seeking advice on structure, timing, and the support required to ensure an efficient and effective process.

## **3. PROJECT**

### **3.0 Purpose of Review**

The purpose of this project is to assist in the design and implementation of a comprehensive Executive Succession Plan which includes a Governance and Organizational Review. The review is to assess the existing structures, processes, practices, staffing and organization to identify opportunities for improvement that will optimize service delivery while making the best use of resources. As part of OFIFC's succession planning, it is a good time to conduct a review to ensure that the system structure remains current in light of increasing expectations, workload pressures, staffing challenges, changing priorities, program changes and the retirement of the long serving Executive Director.

### **3.1 Project Requirements**

#### **3.1.1 Proposed Scope of Work**

The successful Firm shall develop and execute a process in consideration of the following guidelines/requirements and having regard for the purpose of the review as set out within this section.

### 3.1.2 Consultation and Access to Information

Identify the means of consultation to facilitate a Governance and Organizational review as part of finalizing an Executive Succession Plan, including:

- Conducting interviews on an individual basis with members of the OFIFC Board of Directors, current Executive Director and key identified staff; and
- Considering input through staff meetings, focus groups, etc.

The successful Firm will have full cooperation and access to information necessary to meet the accountabilities set out in this request for proposal and will respond to reasonable inquires. (job descriptions, long-range strategic plan, employment policy, succession planning documents, etc.)

### 3.1.3 Review, Design and Evaluate

Review and evaluate the present utilization and adequacy of human resources within each department to design processes specific to succession planning.

- Assess the functional assignments and staffing levels required to perform duties;
- Assess the current supervisory ratios based on best practices and organizational needs;
- Assess the OFIFC's current organizational structure (see Table 2) considering its goals and service requirement;
- Identify options and make recommendations to improve the efficiency and effectiveness of the structure. Note: these recommendations are to reflect a practical and manageable implementation approach to enable the OFIFC to move forward with solutions;
- Assess current risk management practices and make recommendations as may be appropriate;
- Analyze external issues and trends along with a projection of the impact that they will have on the OFIFC and recommend a means to address them;
- Identify skills, abilities, training, and mentoring needs for areas of responsibility and succession planning consideration that are appropriate to meet current and emerging workload needs within the OFIFC functional areas of responsibility;
- Review OFIFC's existing Executive Succession planning strategies;
- Design framework and processes for orientation, orderly transitions, and exit planning;

- Design a strategic Leadership Development plan/roadmap;
- Plan for identification and development of a Talent Management program;
- Conduct an organizational readiness process to ensure business continuity;
- Review and evaluate process for emergency back-up plan;
- Review and evaluate process for departure defined succession planning; and
- Provide comparisons with other similar organizations and make recommendations on appropriate changes.

### **3.1.4 Qualifications of Firm**

The Firm shall demonstrate:

- A thorough knowledge and understanding of organizational/operational reviews and process redesign;
- Expertise and capacity to perform the necessary engagement, process facilitation and consultations;
- Several years of experience in working with Indigenous organizations in Ontario; and
- Demonstrate ability to conduct research, facilitate reviews of this nature, write reports and deliver the plans on time and on budget.

### **3.1.5 Role of Firm**

The Firm will provide independent expertise and advice and shall:

- Guide, manage and monitor the progress of the review process;
- Identify and implement methods to engage and obtain feedback/involvement from all levels of the organization;
- Prepare and execute a project communications plan to keep the OFIFC informed of the progress of the review;
- Prepare, provide and present preliminary findings report to summarize key findings and key issues requiring consideration that will be included in the report;
- Recommend options for organizational change, a salary grid for the Executive Director and the associated cost/savings related thereto;

- Provide expert advice on each key recommendation that meets the requirements set out in section 3.1;
- Prepare, provide and present a draft report to the OFIFC; and
- Prepare final report incorporating any changes after reviews of draft(s).

### 3.1.6 Deliverables

The following items shall be delivered to the OFIFC upon completion of the final report:

- Ten (10) bound copies of the final report to include summary of background, summary of input, recommendations, succession planning processes, cost/savings estimates, etc.;
- One (1) electronic copy of the above report in Microsoft Word;
- All materials received and produced by the Firm in the undertaking of this project; and
- In general, all reports and presentation materials shall be in a form and of a quality to be acceptable for reproduction and presentation and shall be acceptable to the OFIFC. All information and files required to complete this project will become property of the OFIFC.

### 3.1.7 Project Timetable

Activity	Date
Request for Proposals Issued	December 19, 2019
Request for Proposals Closed	January 8, 2020
Selection of Successful Respondent	January 10, 2020
Review Commences	January 15, 2020
Preliminary Findings Report	February 3, 2020
Submission of Draft Report	February 10, 2020
Final Report	February 17, 2020

*Note: although every attempt will be made to meet all dates, the OFIFC reserves the right to modify any or all dates at its sole discretion.*

## 4. INFORMATION REQUIRED - QUALIFICATIONS

Each Firm shall respond to each of the following questions in a clear and comprehensive manner.

- a) Provide the full name and main office address of the Firm.
- b) Identify when the Firm was organized and if a Corporation, when incorporated and how many years engaged in providing this type of service.
- c) Identify and set out the qualifications of any Firms or individuals that the Firm intends to subcontract, or otherwise use, to perform work on this project.
- d) Describe the Firm's specific and relevant experience related to the scope of this project.
- e) Describe the Firm's depth and resources that would also be available for the benefit of this project.
- f) Describe the Firm's understanding of the Project – Scope of Work and approach to complete the project, engagement and how it will achieve the timetable. Include innovative approaches that have been used in other organizational reviews to gain acceptance and allow for a better understanding of the project's goals.
- g) Set out the various components of the project including demonstrating how the project will be completed.
- h) Identify the personnel who would take the lead position in this project and set out their particular qualifications and experience in carrying out this type of work.
- i) Provide references from two (2) recent projects that relate to this project that the Firm has completed and, if not included in the foregoing, a reference from an Indigenous regional organization in Ontario.

## 5. INFORMATION REQUIRED - PROPOSAL

Each Firm must respond to each of the following areas in a clear and comprehensive manner.

- a) Provide a confirmed price for the project and a detailed costing by component which includes fees, expenses, taxes and any other costs.



- b) Specifically identify any additional work or services that exceed the services requested herein and the associated costs thereof.
- c) A detailed project schedule including timelines for each component of the project.

## 6. RFP SUBMISSION DETAILS

Each Firm shall submit five (5) bound copies of the RFP no later than 16:00 (4:00 pm) Pacific Time on January 8, 2020 as follows:

Courier Delivery Address: (do not mail submission)

**Ontario Federation of Indigenous Friendship Centres  
Attn: Tracy Syrette, Corporate Services Director  
219 Front Street East  
Toronto, ON M5A 1E8**

The outside of the shipping carton/envelope must be clearly marked “**Request for Proposal – Executive Succession Planning – Governance and Organizational Review**” together with the Firm’s name and delivery address. Any proposals received after the above deadline will be returned unopened to the Firm.

Delays caused by any delivery service (including Canada Post and courier) shall not be grounds for any extension of the Deadline, and Proposals that arrive after the Deadline will not be accepted.

## 7. SCORING OF QUALIFICATIONS AND PROPOSALS

The evaluation of the RFP will be carried out by an evaluation team formed by OFIFC and shall include OFIFC personnel. Firms will be evaluated based on the points system identified in Table 1 (attached). Failure to provide relevant information may result in penalties being assessed on the evaluation score.

In addition, and at the sole discretion of the evaluation team, an interview may be required. The purpose of this interview would be to clarify the qualifications of the Firm and details of the proposal.

The responses must pass all the mandatory criteria to be considered.

OFIFC procurement activities will be governed to ensure all vendors are treated fairly and have equal access to procurement activities; to the extent possible preference in awarding contracts will be given to Indigenous organizations and/or Indigenous individuals.



## 8. PRE-SUBMISSION AND OTHER INFORMATION

If any Firm has questions concerning this RFP, finds discrepancies or omissions in the document, or requires clarifications, such matters shall be submitted in writing to:

Tracy Syrette, Corporate Services Director  
[tsyrette@ofifc.org](mailto:tsyrette@ofifc.org)

Contact with the OFIFC Board of Directors or other OFIFC staff is prohibited and can be considered as grounds for disqualification from the selection process.

The OFIFC reserves the right to request additional data or information after the Proposal date, if such data or information is considered pertinent, in the OFIFC's sole view, to aid the review and evaluation process.

The OFIFC reserves the right to reject any portion of any RFP and/or reject all RFPs, to waive any informalities or irregularities in the RFP, or to re-invite, or to advertise.



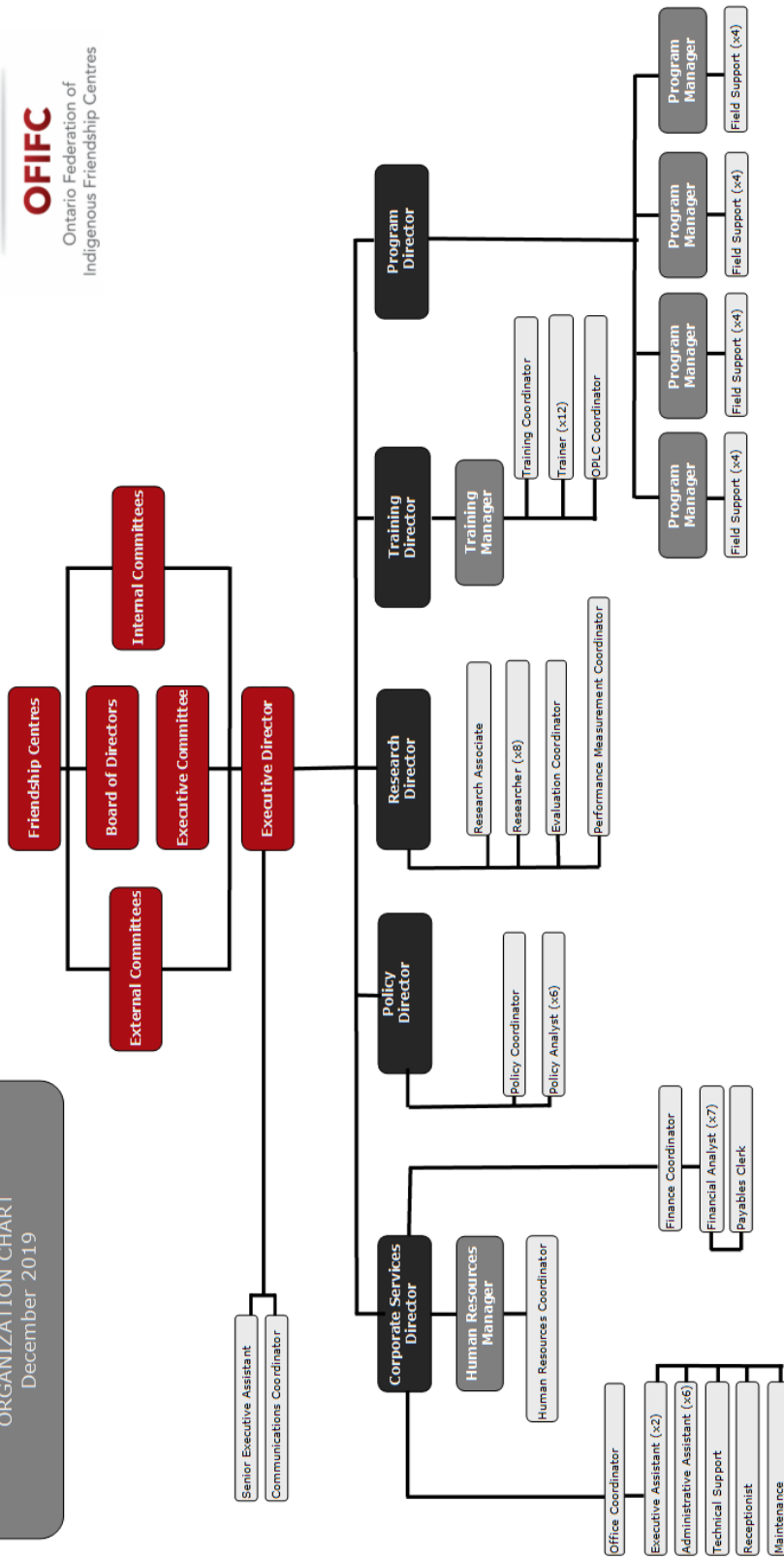
**Table 1 – Scoring Matrix**

<b>Evaluation Criteria</b>	<b>Description</b>	<b>Maximum Points</b>	<b>Points Scored</b>
1. Firm and Key Personnel Experience	<ul style="list-style-type: none"> <li>• Experience of Direct Firm and staff assigned to project</li> <li>• Appropriate reference information gathered from customers that the Firm has provided like services</li> <li>• Indigenous Firm or Indigenous members working on the project</li> </ul>	<p style="text-align: center;">20</p> <p style="text-align: center;">5</p> <p style="text-align: center;">5</p>	
2. Project Approach	<ul style="list-style-type: none"> <li>• Quality of overall approach, work methodology, identification of project constraints</li> <li>• Workplan and schedule (responsiveness to meet or exceed requirements)</li> </ul>	<p style="text-align: center;">20</p> <p style="text-align: center;">20</p>	
3. Consulting Services Cost	<ul style="list-style-type: none"> <li>• Cost of consulting services with details as to the method and basis of compensation including a breakdown of overall costs including all fees, other charges and taxes</li> </ul>	<p style="text-align: center;">30</p>	
<b>Total Score</b>		<b>100</b>	

**Table 2 – Organizational Structure**



**ONTARIO FEDERATION OF  
INDIGENOUS FRIENDSHIP CENTRES**  
ORGANIZATION CHART  
December 2019



# SCHEDULE "A" – Price and Declaration

## Executive Succession Planning – Governance and Organizational Review

**Schedule to be completed and returned**

### Information to the Respondent

In order for the RFP to be complete, all areas of the Price and Declaration – Schedule "A" (this form) must be completed and any other information as requested in the RFP must be provided.

### Price

The total price to complete the Executive Succession Planning – Governance and Organizational Review for the Ontario Federation of Indigenous Friendship Centres (OFIFC).

\$ \_\_\_\_\_ **Grand Total**

**Attach a detailed costing by component which includes fees, expenses, taxes and any other costs.**

GST/HST Registration Number \_\_\_\_\_

# Declaration

- 1. I/We Declare that this RFP is made without any connection, knowledge, comparison of figures or arrangements with any other company, firm or person making a RFP for the same purchase and is in all respects fair and without collusion or fraud.
- 2. I/We Declare that all matters stated in the submitted RFP are in all respects true.
- 3. I/We have carefully read the requirements as per the RFP and have satisfied ourselves as to the conditions under which the transaction and subsequent items are to be supplied and do hereby submit an RFP for **Consulting Services for Executive Succession Planning – Governance and Organizational Review.**
- 4. If selected as the successful Firm, I/we agree to abide by the terms as set out in the RFP Qualifications and Price with its specifications and provisions for the prices shown.
- 5. The price submitted shall be firm for a period of not less than sixty (60) calendar days from the closing date of this RFP.

Dated at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_

) \_\_\_\_\_  
) Signature  
)  
  
) \_\_\_\_\_  
) Signing Authority (Print Name)  
)  
  
) \_\_\_\_\_  
) Company Name  
)  
  
) \_\_\_\_\_  
) Street Address/City/Postal Code  
)  
  
) \_\_\_\_\_  
) Telephone/Email