



REQUEST FOR PROPOSAL
Project management and coordination
for the
Community Futures Network of Canada

Issue date:

January 17th, 2019

Closing date and time:

February 15th, 2019
4:30pm EST

Contact and closing location:

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Request for Proposals
Project management and coordination
Community Futures Network of Canada

CLOSING DATE

Proposals must be received by 4:30 p.m. EST on Friday February 15th, 2019.

LOCATION

This is a national network that represents 10 provincial and two territorial associations across Canada. As the majority of meetings take place in Ottawa, ideally, the successful proponent will be located in central Canada.

INTRODUCTION

The Community Futures Network of Canada (CFNC) requires the services of a qualified Executive Director to manage the ongoing activities of the CFNC. This is a part-time, contract position with the potential to become full time if additional funding is secured.

Reporting to the Chairperson, the Executive Director's primary responsibility will be to provide management and direction in implementing the CFNC's annual operating plan; facilitating communications between the Board of Directors and its member associations; and ensuring that the Network's goals and objectives are achieved.

We are looking for an experienced Executive Director with excellent communication skills, a knowledge of rural and community economic development, and the ability to lead the Network to its next level.

BACKGROUND

About Community Futures

Community Futures is a community-driven initiative designed to assist communities in Canada's rural areas to develop and implement strategies for dealing with a changing economic environment.

Launched by the federal government in 1985, Community Futures is the largest, most well established national community economic development movement in Canada. This broad network of 267 community economic and business development organizations operates in each province and territory across the country and are known generally as Community Futures Organizations (CFOs).

CFOs provide communities with a variety of business development services, and are involved in a wide array of community initiatives, including strategic planning processes, research and feasibility studies, and other community economic development (CED) initiatives.

About the Community Futures Network of Canada

The Community Futures Network of Canada (CFNC) was formed in 2000 to raise awareness about the Community Futures Program, and to support the sharing of information and facilitate the exchange of ideas between Community Futures organizations across Canada.

The CFNC is comprised of 10 provincial and two territorial associations spanning the country from British Columbia in the west to Newfoundland and Labrador in the east, and from Nunavut in the north to Pelee Island at the southernmost tip of Ontario. It is governed by a Board of Directors comprised of representatives from the provincial and territorial associations. The Community Futures Program receives core funding from the Federal Government through the Regional Development Agencies.

The CFNC will hold a minimum of three face-to-face meetings a year, in a location to be determined, and holds regularly scheduled teleconference meetings during the year to discuss ongoing projects and initiatives, as required. For more information about the CFNC's mandate and key focus areas, an excerpt of the CFNC's business plan for 2019-20 is attached to this RFP.

TERMS OF REFERENCE

The following outlines the duties and responsibilities for the CFNC Executive Director position:

Overall management and facilitation

- Knowledgeable about the CFNC governing documents, bylaws, rules and regulations;
- Ensure that the policies, procedures and goals of the Board and Network are successfully pursued;
- Work with the Chairperson to ensure that the CFNC meets the goals and objectives as outlined in the annual plan;
- Ensure that all projects and initiatives are completed within budget and in a timely fashion.

Arrange meetings and conference calls

- Organize and coordinate face-to-face Board meetings;
- Organize and coordinate regular Board meetings by teleconference call;
- Prepare and circulate agendas, meeting packages, reports, and minutes of meetings;
- Attend all Board meetings, either in-person or by video/teleconference;
- Act as liaison for designated committees and help facilitate the completion of their mandates.

Provide general administrative support

- Work with the treasurer/accounting department to review, prepare and approve financial statements;
- Have the ability to explain the financial statements to Board members;
- Ensure that the Board fulfills all required government and corporate filing deadlines.

Facilitate and promote communication

- Facilitate the flow of information between the Board, committees and member associations;
- Establish and maintain two-way communication with all provincial/ regional/ territorial associations by phone and e-mail to get their input/feedback on CFNC initiatives;
- Establish and maintain two-way communication with Innovation, Science and Economic Development (ISED), regional development agencies, and government officials as may be required;
- Oversee the maintenance and updating of the CFNC website, including success stories and notices of upcoming events;
- Oversee the distribution of pertinent information to the membership on a regular basis (at least quarterly);
- Oversee the production of an annual report;
- Ensure that all major documents and material from the CFNC are produced in both official languages;
- Field general inquiries about the CFNC and its activities.

Language

The successful proponent must be proficient in English and French, both written and oral.

Timelines

It is anticipated that the successful proponent will be available to take on this position by April 1st, 2019.

Fees

This is a part time contract position (minimum of 2 days a week) with the potential to become full time if additional funding is secured. Compensation will be commensurate with experience. Expenses will be covered separately, according to the terms of the CFNC's annual operating budget.

QUALIFICATIONS

- Minimum requirement of a Bachelor's degree (BA) in business administration, communications, community development or a related field from a college or university, or equivalent combination of education and experience;
- Strong written and verbal communication skills, in both English and French;
- Previous experience managing a professional association and/or not-for-profit organization, including working with a volunteer Board of Directors;
- Familiarity and experience with online communications tools and video/teleconferencing systems;
- Some knowledge of financial management, including experience with budgeting, managing cash flow, and preparation of financial statements;
- Ability to interact with senior level government officials and senior decision makers of national organizations;
- Experience working with Community Futures Organizations and/or in the field of Community Economic Development would be an asset.

PROPOSAL SUBMISSION GUIDELINES

The following provides a guideline for submitting a proposal. Proposals must include the following components:

Format

- Proposals should be submitted with a one-page transmittal or cover letter explaining why you believe you are the most qualified for the position;
- Proposals should be no more than 12 pages long, excluding the transmittal letter, and include a cover page and Table of Contents;
- The proposal must be in both English and French, and must be submitted in electronic format, either as a PDF or MS Word document. Hard and faxed copies will not be considered;
- The proposal must be signed by a person authorized to sign on behalf of the proponent. Scanned and electronic signatures are acceptable.

Proponent description and contact information

- Proponent name, mailing address, telephone, website;
- Key contact person and contact information, including their direct telephone number and e-mail address;
- Provide a brief description of the company or individual submitting the proposal, including the number of years in business/date established, number of full-time employees, etc.;
- Name and title of the individual who will serve as the Executive Director, including a brief bio/description of their background and qualifications.

Qualifications and experience

- General qualifications and similar experience, including a brief summary of prior experience in managing/coordinating the activities of a professional association and/or not-for-profit organization;
- Qualifications. Summarize the qualifications of any other key personnel who will provide services to the CFNC. If more than one person will be involved in delivering this service, please include details of each team member's expertise as it relates to the required services, including how the work will be shared by the team;
- Demonstrated ability to provide the required services. Provide evidence of current or recent past work where experience, services, objectives and deliverables correspond to those specified in this request for proposals.

Approach

- Reiteration of the proponent's understanding of the project objectives and scope, and a summary of the approach to working with the CFNC Board in achieving the deliverables described in the Terms of Reference above;
- Identification of any clarifications and assumptions upon which the proposal is based, with regard to scope, deliverables, and activities;
- Summary of your approach to managing the project, including detailed listing of activities, schedule, meetings and deliverables for each of the areas of responsibility outlined above.

Fees

- Describe the anticipated number of days/hours per week that will be devoted to accomplishing the work plan as outlined above;
- Describe your hourly, daily and monthly rates/fees, exclusive of GST.

References

Provide three client references for similar work completed within the last five years.
Please include:

- Project/organization name and brief description (one or two sentences);
- Dates;
- Contact name, telephone # and e-mail address.

SUBMISSION PROCESS AND TIMELINES

ENQUIRIES

All enquiries related to this RFP are to be directed to:

Erinn Smith, Secretary
Community Futures Network of Canada
Tel. 1-888-633-2326, ext. 5
Or (902) 384-3346
E-mail: erinn.smith@cbdc.ca

CLOSING DATE

Please submit one electronic copy of the proposal, in both English and French, in either PDF or MS Word document, to:

Erinn Smith,

Before 4:30 p.m. EST, Friday February 15th, 2019,

Hard copies and facsimiles will not be accepted.

RECEIPT CONFIRMATION

Receipt of proposals will be confirmed by e-mail.

TIMELINES/SELECTION PROCESS –

- Review of proposals by the selection committee and shortlist developed by: February 21st, 2019
- Notification of shortlisted candidates: February 25th, 2019
- Interview with shortlisted candidates by teleconference: March 4th – 7th, 2019
- Decision and notification of the successful proponent: March 11th, 2019
- All proponents will be notified of the final selection by: March 15th, 2019

EVALUATION CRITERIA

All candidates will be evaluated by the following criteria:

1. Qualifications and work experience;
2. Understanding of Community Futures and small business development;
3. Knowledge, experience and understanding of rural and community development issues;
4. Experience coordinating regional, provincial and national organizations;
5. Demonstrated ability to complete the work on an efficient schedule;
6. Experience working with a Board of Directors;
7. Recommendations from prior clients, including list of references, for whom the consultant has performed similar projects.

ACCEPTANCE

Community Futures Network of Canada (CFNC) may accept or reject any or all tenders without giving reason for doing so. Applicants may be interviewed before a final decision is reached. CFNC reserves the right to reject or accept any candidate's application, whether or not completed properly and whether or not it contains all the required information. In the event that no contract is awarded, all consultants who submitted proposals shall be notified and CFNC will have no obligation to any consultant.

CONTRACT TERMS

The CFNC will negotiate contract terms upon selection.

DISCLAIMER OF INFORMATION

Community Futures Network of Canada disclaims any responsibility or liability to anyone, including the consultants, in connection with the accuracy or completeness of any information, errors, omissions, misstatements or negligence in any such information contained in this document or any agenda or written communications released in connection with this Request for Proposal call. Verbal answers are not binding unless confirmed in writing. No verbal agreement or conversation made or had at any time with any member of CFNC shall add to, detract from, affect or modify the terms of the proposal document or the contract.

CONFIDENTIALITY

The successful proponent will keep confidential all proprietary business-related and personal information of clients interviewed. A signed confidentiality agreement will be required and supplied by CFNC for this purpose.

CFNC Key Areas of Focus for 2019 - 2020

The Business Planning Committee is recommending that the CFNC, led by a new Executive Director, undertake or begin to undertake the following initiatives in the 2019-20 fiscal year:

1. Communications

The CFNC will develop a communications strategy that will guide our communications with:

- a. Internal audiences (CFO's and/or CF associations) through methods such as:
 - CFNC newsletter (like the former Flash)
 - Regular E-updates to Associations to redistribute to members
 - Social media (e.g. national LinkedIn page)
 - Gathering input and feedback from members
- b. External audiences through methods such as:
 - Website
 - Annual Report
 - Banner stands

Communications would be tailored to:

- i. Stakeholders, including:
 - Elected officials
 - Regional Development Agencies
- ii. Partners
 - An opportunities assessment will be needed to identify suitable agencies for potential partnerships/alliances with organizations with purposes complementary to those of the CF program

2. Advocacy

a. Advocacy Strategy Development

- Determine advocacy goals, strategy, and messages post-Budget 2019 - nationally developed but regionally tailored.

- Determine how to facilitate the full inclusion of the North in CF Program discussions.

b. Research to support Advocacy

- Undertake a national study of the assets and impacts of the Community Futures program similar to the Ference Weicker study undertaken for Community Futures Pan West or the Conference Board of Canada study undertaken in Ontario.
- Undertake research on specific opportunities for Community Futures to better serve our clients and/or address Government of Canada priorities; such as social impact investing.
- Explore opportunities for ongoing evaluation to enhance our impact.
- Continue our participation with Statistics Canada studies and national evaluations.

c. Advocacy Activities

- Schedule regular meetings with elected officials and decision-makers
- Provide an annual submission as part of the federal budget consultations
- Prepare a national brief for CF members on advocacy activities
- Host an annual *Event on the Hill*

3. Policy Consultation/Development

The CFNC will work collaboratively with the RDA's on several activities following the successful renewal of a modernized CF Program with increased resources:

- Follow up on recommendations from the national evaluation of the CFP;
- Establish a working group to discuss rural policy issues/activities;
- Implement a national reporting template to gather, collate and confirm CF results, impacts and outcomes;
- Assist with the implementation of new funding agreements, including mechanisms surrounding the proposed CED fund;

- Facilitate the development of new, more consistent nationally-coordinated but regionally-tailored contribution agreements

4. Organizational Development/Effective Governance Support

Specific activities will include:

- Review and update the CFNC Strategic Direction 2014-2017 document
- Review and update the CFNC Protocols Manual
- Determine responsibilities to undertake administrative functions
- Establish board responsibility for human resources functions/liaison with the Executive Director
- Develop an Official Languages protocol
- Develop a board orientation protocol
- Develop a secure national file-sharing site
- Determine participation in the 2021 National Event planning process
- Review existing and potential opportunities for cost-efficiency or group discount programs. Examples could include:
 - national insurance offerings for E & O/D & O, group health/dental, property, creditor life, pensions etc.
 - group purchases on MIS/computers, software/cloud hosting, car rentals, hotels, cellular, etc.