



REQUEST FOR PROPOSAL

Governance Policy and Practice Review

ISSUE DATE AND TIME

July 2nd, 2024

CLOSING DATE AND TIME

July 22nd, 2024, at 5pm ET

CONTACT

Darrell Schuurman, Chief Executive Officer

ceo@cglcc.ca

Bidders are advised to read and respond appropriately to all sections of the Request for Proposal (RFP). Bidders unable to provide all services described herein need not bid.

Canada's 2SLGBTQI+ Chamber of Commerce will not accept proposals from bidders with a real or perceived conflict of interest.

Purpose of this Request for Proposal

CGLCC seeks to enhance the effectiveness of our Board of Directors' governance policies and practices. To achieve this goal, we are seeking the expertise of a qualified consultant to conduct a comprehensive review and provide recommendations for improvement.

Background

Canada's 2SLGBTQI+ Chamber of Commerce

Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC) is a national not-for-profit organization dedicated to expanding the economic opportunities and advancements of the 2SLGBTQI+ business community and to advocating on behalf of an estimated 100,000 2SLGBTQI+ owned businesses in Canada, as well as 2SLGBTQI+ professionals, students of business, allies, and ally organizations.

The CGLCC's core mission is to enable the 2SLGBTQI+ business community to grow through advocacy, education, capacity building and connections, in partnership with allies who share our vision. We engage in this work through a number of channels, such as supplier diversity programming and certification, expanding global trade opportunities, and young entrepreneur mentorship.

More information on the organization can be found on our website: cglcc.ca.

Project

Project Overview and Objectives

The primary objectives of this project are to:

- Assess the current governance policies, bylaws and practices of our Board of Directors, as well as related documents and forms.
- Identify strengths, weaknesses, and areas for improvement.
- Provide recommendations for enhancing governance effectiveness and alignment with industry best practices (e.g. board tenure limits, onboarding of new members, performance evaluations, succession planning, etc.).

A second phase of this project will include supporting the implementation of recommendations made in the first phase and accepted by our Board of Directors.

Consultant Responsibilities

The consultant will be responsible for the following tasks:

Phase 1

- Reviewing existing governance documents, including charters, bylaws, policies, and procedures, committee and council terms of reference/structure/size.
- Conducting interviews with key stakeholders, including board members, executive leadership, and relevant staff.
- Benchmarking our policies and governance practices against industry standards, other governance models and best practices.
- Analyzing governance structures, processes, and decision-making mechanisms.
- Identifying gaps, inconsistencies, and areas of non-compliance with regulatory requirements.
- Developing a comprehensive report outlining findings, recommendations, and a roadmap for implementation.
- Presenting findings and recommendations to the Board of Directors and executive leadership.

Phase 2

- Support on the implementation of recommendations identified in Phase 1 as requested by the Board of Directors (e.g. draft policy amendments/documents, draft terms of reference amendments, etc.).

Deliverables

The consultant will deliver the following:

- Governance Policy and Practice Review Report: A detailed report summarizing findings, recommendations, and implementation guidelines.
- Presentation Deck: A PowerPoint presentation summarizing key findings and recommendations for presentations to the Governance Committee and the Board of Directors.
- Draft Governance Documentation (Phase 2): Draft documents that address the recommendations as requested by the Board.

Timeline

The project timeline is as follows:

- Kickoff Meeting: August 12, 2024
- Data Collection and Analysis: August 12 – September 13, 2024
- Draft Report Submission: September 27, 2024
- Presentation to Governance Committee: October, 2024 (date TBC)
- Final Report Submission: November 1, 2024
- Presentation to Board of Directors: November 26, 2024

Budget

The budget for this project is a maximum of fifteen thousand (\$15,000), inclusive of all expenses related to consultant fees, travel, and other project-related costs.

Reporting Structure

The consultant will report directly to the CEO and will collaborate closely with the Board of Directors and executive leadership throughout the project duration.

Evaluation and Feedback

Regular check-ins and progress updates will be scheduled to ensure alignment with project objectives and expectations. Feedback will be provided by the organization to the consultant at key milestones throughout the project.

Confidentiality

The consultant shall maintain strict confidentiality regarding all information obtained during the course of the project and shall not disclose any proprietary or sensitive information without prior consent from the organization.

Contractual Terms

A formal contract outlining the terms and conditions of engagement will be provided to the consultant upon acceptance of the scope of work.

Acceptance

By accepting this scope of work, the consultant agrees to the terms outlined herein and acknowledges their commitment to delivering high-quality results in accordance with the project objectives.

Minimum Requirements for the Bidder

The bidder should demonstrate that they:

1. Have extensive expertise and experience in non-profit governance

2. Have experience working on and with 2SLGBTQI+ related projects
3. Are able to meet the requirements of the project as described in this Request for Proposal; and
4. Are able to complete all work by November 26, 2024

Proposal Submission Guidelines

Proposals must address the following, in addition to any other information you wish to provide:

1. **Scope:** Include a statement summarizing your understanding of the scope of the project.
2. **Deliverables:** Provide a description of your understanding of the final deliverables expected by CGLCC.
3. **Work Plan:** Outline your approach to each phase of the project, noting the overall timeline and key milestones.
4. **Budget:** Detail your proposed pricing structure and standard billing rates, including any non-profit discounts available.
5. **Communication & Workflow:** Describe what tools your team will use to communicate with CGLCC, and your general project management process.
6. **Team:** Detail the roles and team members that will be assigned to this engagement, tenure of team members, alongside the total number of in-house staff.
7. **Work Experience:** Describe experience completing similarly-scoped engagements for nonprofit organizations and/or organizations serving equity-deserving communities.
8. **References:** Provide three (3) references of past similarly-scoped projects.

Proposal Evaluation

Proposals will be evaluated by a selection committee representative of CGLCC staff. A vendor will be chosen based on a bidder's response to the enclosed service requirements and evaluated according to the criteria listed below:

Company Evaluation (45%)

- Overall capabilities based upon understanding of project scope and activities
- Qualifications and experience as outlined in the minimum requirements of bidder
- Demonstrated experience working with equity-deserving communities and organizations serving equity-deserving groups beyond the scope of the 2SLGBTQI+ community
- Team member qualifications

Proposed Work Plan (45%)

- Understanding of project, including clarity and relevance of proposal
- Proposal preparation, thoroughness, and responsiveness to requirements of RFP
- Quality of the approach to the project and the work plan
- Outline of deliverables and how they will be met
- Identification, explanation, and justification of modified tasks and/or unique challenges expected

Certified Diverse Supplier (5%)

- Bidder is a certified Diverse Supplier with Canada's 2SLGBTQI+ Chamber of Commerce or other recognized certification body.

Estimation of Project Costs (5%)

- Budget allocations should be commensurate with level of activity in the workplan and reflect value for effort.

Interviews will be conducted with shortlisted candidates starting the week of July 29, 2024. CGLCC reserves the right to schedule a shorter follow-up meeting with the finalist candidate(s).

Any questions or clarifications can be directed to Darrell Schuurman, Chief Executive Officer at **ceo@cglcc.ca**

Questions or clarifications subject line must be **“Questions for CGLCC Governance Policy and Practice Review Project”**.

Proposals must be submitted in English, in PDF format, to **ceo@cglcc.ca** no later than **July 22, 2024, 5:00 pm EST**.

Proposal subject line must be **“Proposal for CGLCC Governance Policy and Practice Review Project”**.

CGLCC will notify all bidders upon receipt of their proposal, in the form of an email. CGLCC is not responsible for bids that fail to meet this deadline.

Key Terms of Engagement

Although not exhaustive, this list of key terms of engagement will become an integral part of the Agreement between the CGLCC and the successful bidder.

Acceptance of the Proposal: CGLCC reserves the right not to accept any proposal. The RFP should not be construed as a contract to purchase services. CGLCC shall not be obligated in any manner until a written agreement relating to an approved proposal has been duly executed.

Proposal Revisions: Proposal revisions must be received prior to the RFP submission/closing date and time.

Financing of Proposals: The cost associated with preparing and submitting proposals will not be paid by CGLCC.

Acceptance of RFP Conditions: Receipt of proposal offer will be considered acceptance of the RFP terms and conditions by the bidder.

Subcontracting: Subcontracting may be allowed in specific instances, but must be previously approved in writing by CGLCC.

Project Contact: CGLCC will assign a lead project contact when the contemplated contract is awarded. The successful bidder will also assign a lead project contact at that time.

Negotiation Delay: If a written contract cannot be concluded within fifteen days of notification to the designated bidder, CGLCC may, in its sole discretion, terminate negotiations with that bidder, and either negotiate a contract with another bidder of its choice or choose to terminate the RFP process and not enter into a contract with any of the bidders.

Proposals as Part of Contract: Proposals may be negotiated with bidders and, if accepted, form part of any contract awarded.

Disclaimers/Limitations of Liability: Neither acceptance of a proposal nor execution of an agreement shall constitute approval of any activity or development contemplated in any proposal that requires any approval, permit, or license pursuant to any federal, provincial, regional district or municipal statute, regulation, or by-law. It is the responsibility of the contractor to obtain such prior to commencement of the services under the proposed contract.

Copyright: During the project period, the successful bidder shall not sell, transfer, mortgage, lease, or otherwise dispose of any tangible or intangible assets including any intellectual property purchased for Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC) under the contracted agreement without prior written consent of the owners. The copyrights, trademarks, and any other intangible or tangible rights relating to the Underlying Works belong to CGLCC and shall be delivered forthwith to CGLCC upon completion of the particular project, or as otherwise requested by CGLCC.

CGLCC reserves the right to modify the conditions of the RFP, at any time up to the closing date and time.

Confidentiality and Security

Other Purpose: This document or any portion thereof may not be used for any purpose other than the submission of proposals.

Security and Privacy of Information: The successful bidder must agree to comply with the CGLCC Privacy Policy regarding information received from participants in industry consultation activities. These include strict control of access to data and maintaining confidentiality of information gained while carrying out their duties under the terms of any contract.

Disclosure: All documents submitted by bidders shall become the property of CGLCC, and as such will be subject to the disclosure provisions of the Freedom of Information and Protection of Privacy Act. Information pertaining to CGLCC obtained by the bidder as a result of participation in this project is confidential and must not be disclosed. Samples of work provided as part of submission requirements remain property of the bidder.

CGLCC, ITS EMPLOYEES, AGENTS, AND CONSULTANTS EXPRESSLY DISCLAIM ANY AND ALL LIABILITY FOR REPRESENTATIONS, WARRANTIES EXPRESSED OR IMPLIED OR CONTAINED IN, OR FOR OMISSIONS FROM THIS RFP PACKAGE OR ANY WRITTEN OR ORAL INFORMATION TRANSMITTED OR MADE AVAILABLE AT ANY TIME TO A BIDDER BY OR ON BEHALF OF CGLCC. NOTHING IN THIS RFP IS INTENDED TO RELIEVE BIDDERS FROM FORMING THEIR OWN OPINIONS AND CONCLUSIONS IN RESPECT TO THIS RFP.