



## Request for Proposal Leadership Development

**Request for Proposal:** Leadership Development at Community Living Parry Sound

**Issued:** February 14, 2018

**Submission Deadline:** February 28, 2018

**Estimated Budget:** \$60,000 inclusive of professional fees, expenses, and taxes

**Contact:** Simrat Mand, LIFT Philanthropy Partners at [smand@liftpartners.ca](mailto:smand@liftpartners.ca).

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LIFT Philanthropy Partners (LIFT), on behalf of Community Living Parry Sound (CLPS), invites proposals to support leadership development at CLPS.

### Background

LIFT is a national venture philanthropy organization. Using a national network of leading experts and businesses along with LIFT's hands-on management support, LIFT supports social purpose organizations, including CLPS, to improve its operations, measurement practices, and accountability so that their social impact is both lasting and meaningful.

#### *Community Living Parry Sound*

CLPS is located in Parry Sound and supports people with developmental disabilities to build better lives by building community partnerships and offering innovative person centered supports. CLPS provides a diverse range of services: residential, community participation, family and youth, employment, respite services, as well as supported independent living and person-directed planning.

LIFT and CLPS have an 18 month engagement up to September 2018. CLPS's 2017-2020 Strategic Priorities include: 'Move forward with succession planning and growing the next generation of leaders to meet challenges and opportunities of the future' (Strategic Direction 2). One of CLPS's key goals under the LIFT partnership is to have a leadership development strategy in place to develop staff across the organization, as well as a succession plan for key leadership roles.

### Overview

LIFT is inviting proposals from interested parties for leadership development support for CLPS during the LIFT-CLPS engagement. Any extensions would require possible discussions directly with CLPS.

For CLPS, the goal is to have a leadership development strategy in place to develop all staff across the organization, including part-time and full-time staff. This includes development of staff as "champions" i.e. opportunities for individuals who are subject matter experts to continue to develop their skills to support the entire



organization but not necessarily in supervisory/senior manager roles, as well as development of staff to move into supervisory/management roles. For key leadership roles, succession planning is required as part of their overall leadership development strategy.

CLPS is in the midst of a significant period of change to effectively transition from a grant funding model to a fee-for-service model. This involves a transformation of its business practices to focus on personalized support that responds to the needs and circumstances of each person, and moving away from grant funding programming that the organization has been accustomed to since its inception. This evolution requires a change in how staff fundamentally operate and do their day-to-day work. With these changes already taking place, CLPS would like to continue to ensure that all staff, part-time as well as full-time, continue to have opportunities to grow and are supported to reach their professional goals in this changing environment. Therefore, the leadership development approach needs to support key individuals to lead, advocate, manage, and provide support for these changes. In addition, the senior leadership team is anticipating a number of retirements and turnover in the next five years, and needs to have a plan in place to develop and recruit its next generation of leadership.

### **Submission Procedure**

All proposals must be received by LIFT Philanthropy Partners no later than 5:00 p.m. EST on February 28, 2018. Late proposals will not be accepted. Proposals should be submitted by e-mail to [smand@liftpartners.ca](mailto:smand@liftpartners.ca). Proposals will only be opened after the submission deadline.

LIFT reserves the right to negotiate with the selected bidder in the event that the proposed cost exceeds available funds. LIFT also reserves the right to award the contract in whole or in part, to one or more bidders based on their proposals, or to reject any or all bids.

### **Submissions Requirements**

Proposals will be considered from consultants and firms with demonstrated experience and success with leadership development initiatives in the social services sector. All proposals should include the following:

- Consultant/Firm background (including office locations) and qualifications, include previous leadership development experience for similar assignments;
- Consultant(s)/Team, including the descriptions and experiences of each team member and their specific role on the project;
- Leadership Development Approach and Methodology, including a description of your leadership development process, methodology, tools and assessments, and specific services to be provided;
- Schedule of Work, including start and completion date;
- Total Cost, including consulting fees and expenses. Proposed fees must be valid for a period of 90 days from proposal submission;
- Examples of at least two previous leadership development experiences for social services sector organizations experiencing significant growth or mergers.
- List of References with contact information.



Please note that the selected consultant/firm will be required to provide proof of liability insurance.

### **Proposal Criteria**

All proposals received will be evaluated with the contract awarded to the bidder(s) that best meet the following criteria:

- Qualifications and previous, relevant leadership development, coaching/mentorship, and succession planning experience;
- Team background and geographic location(s);
- Leadership Development process and methodology; and
- Fee structure.

### **Contact Information:**

All communications concerning this RFP must be directed to:

Ms. Simrat Mand  
Associate Director, Social Impact Team  
LIFT Philanthropy Partners  
Tel: (647) 991-4366  
E-mail: [smand@liftpartners.ca](mailto:smand@liftpartners.ca)

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## **Leadership Development at Community Living Parry Sound Responses to Questions Received**

***Proposal Submission Deadline: February 28, 2018***

***Contact: Simrat Mand, LIFT Philanthropy Partners at [smand@liftpartners.ca](mailto:smand@liftpartners.ca).***

### **Question:**

What is the approximate budget or budget range for each project? If you are not comfortable releasing those details, can you provide some indication of work effort, e.g. # of consulting days.

### **Response:**

\$60,000 inclusive of professional fees, expenses, and taxes.

### **Question:**

Is the information on the client's website about number and type of staff current? If not, please provide undated information on the number of total staff and their roles (or an organization chart). Of this group, approximately how many would be considered 'emerging leaders' and how many would be 'champions'.



Response:

CLPS currently has a total of 69 employees.

There are 2 Leadership teams (The Senior Leadership Team and The Management Team).

The Senior Leadership Team consists of the following roles:

- Executive Director
- Director of Corporate Services
- Director of Support Services
- Director of Support Services
- Manager of HR & Admin

The Management Team consists of the above 5 positions plus:

- Manager of Quality Services
- Manager of Accommodations
- Supervisor, Community Inclusion
- Supervisor, Family & Youth
- Supervisor, LINC Employment

As approximate numbers, CLPS has 14 champions and 10 emerging leaders.

Question:

Why is geographic location(s) of consulting team members part of the proposal selection criteria? Will a preference be given to consultants in or near the communities served by Community Living and Skylark?

Response:

Consultants do not need to be based in Parry Sound; however, they will need to demonstrate that they are able to frequently travel to and conduct in-person sessions at CLPS's Parry Sound location.

Question:

Confirm that the deadline for completion of the work in both cases is September 2018? If not, please clarify the timeline for each project.

Response:

Correct. Under the LIFT engagement, the deadline for completion of the work is September 2018.

Question:

What are the project requirements relative to liability insurance?

Response:

LIFT asks that the interested party carry a minimum of \$1 million liability insurance.



Question:

Clarify the scope of work associated with succession planning for both projects, i.e. Are the clients looking for an over-arching succession planning framework, or to have succession plans developed for individual leaders. If the latter, please provide details on the key leadership roles for which succession plans are required (number and type of roles for each client).

Response:

CLPS is looking for over-arching succession planning framework as well as succession plans for individual leaders outlined above.

Question:

Clarify whether or not the scope of the projects includes the delivery of supports such as coaching, mentoring and training.

Response:

Yes, and these details are expected as part of the proposal as relevant under the scope and deliverables outlined in the RFP.