

**From:** Executive Office | Calgary Economic Development & Opportunity Calgary  
Investment Fund

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**Re:** FAQ | Request For Proposal: Executive Search Firm Services (2309-001)

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**Date:** November 28, 2023

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## **PURPOSE:**

To address questions received in response to RFP 2309-001.

Please note, similar questions received but phrased differently are addressed under the same category. The inquiries have been summarized to ensure anonymity and are not presented in verbatim form.

## **QUESTIONS:**

1. How many volunteer board members will CED and OCIF be recruiting over the 3-year project term?
  - a. CED and OCIF recruit volunteer board members based on a projected staggered term schedule (including board members terming off or choosing to step down) and the current skills matrix summary. CED's board allows for up to 18 board members and OCIF's board allows up to 12 board members, both with 6-year term limits. Historically, CED and OCIF have recruited a range of zero to six members annually. These projections are subject to change based on evolving needs. The successful search firm will be a strategic partner to assist in this process.
2. Is this RFP also for the recruitment of senior executive positions or just board positions?
  - a. The search services required are only to place volunteer board members to both entities' board of directors.
3. Is there a preference for local, national, or international search firms? Further, does the firm need to be located in Calgary?
  - a. The firm's specific connection to Calgary is a consideration within the evaluation criteria as included in the RFP. CED is a civic partner and wholly owned subsidiary of the City of Calgary. OCIF is a wholly owned subsidiary of the City of Calgary. Both entities are funded by taxpayers' dollars. There is no listed requirement that the search firm must have a physical office location in Calgary to submit a proposal.
4. How do we submit a competitively priced proposal?
  - a. This is a new 3-year contract, and CED and OCIF seek a partner to support its board member recruitment strategy. CED and OCIF have included an

estimated range of \$150,000 to \$225,000 for this project. CED and OCIF are both Not-For-Profit entities, funded by taxpayers' dollars, and submissions should be priced competitively. The evaluation criteria which will be used to score submissions has been included within the RFP and can be referenced in the development of proposals. CED and OCIF value the time taken to submit a proposal.

5. Are all submissions evaluated through a fair and equitable process?
  - a. CED and OCIF are committed to conducting an independent RFP evaluation process. All submissions will be reviewed based on the alignment with project requirements, utilizing the evaluation criteria as included within the posted RFP. The vendor selection decision will be made by the boards.
  
6. Can you please confirm that the websites for CED and OCIF are accurate and up to date for the current board composition?
  - a. Yes. To view CED's Board of Directors, please visit:  
<https://www.calgaryeconomicdevelopment.com/about/our-leadership/>  
To view OCIF's board, please visit:  
<https://www.opportunitycalgary.com/team/>
  
7. Who can CED/OCIF disclose the content of our submission to?
  - a. The submissions will be circulated and viewed by the CED and OCIF boards and senior members of CED and OCIF management. CED and OCIF will not share the successful vendor's submission beyond its Shareholder and key members from City Administration, upon their request. All other submissions will be kept internal and confidential.
  
8. Are there specific skills and domain expertise that CED / OCIF are looking to gain through the search efforts?
  - a. CED and OCIF utilize a skills matrix, which is completed and analyzed at least annually to identify current knowledge, skills and attributes' gaps that may exist on the boards. This tool will be reviewed and discussed with the successful vendor to help inform the searches. CED and OCIF look for a strategic partner to assist in enhancing its existing methodologies, if applicable.
  
9. Is board member performance, impact and value measured?
  - a. There is an annual board effectiveness process conducted with both boards. There are also two Key Performance Indicator metrics set annually in the corporation's scorecard to measure engagement.