

REQUEST FOR PROPOSAL

EXECUTIVE SEARCH FIRM SERVICES

Calgary Economic Development Ltd. (CED) and Opportunity Calgary Investment Fund Ltd. (OCIF) invite qualified individuals or firms to submit a proposal for a three-year contract spanning 2024, 2025 and 2026. The proposal will provide professional services to complete executive searches for the recruitment of volunteer board members to each of CED and OCIF's board of directors.

CED and OCIF are two separate entities, each having an independent Board of Directors. Each independent board maintains a term schedule and anticipates searching for volunteer board members to fill respective vacancies **as evaluated on an annual basis**. Directors are appointed with term limits and are eligible for re-election to a maximum of six consecutive years. Based on individual tenures and vacancy evaluation, incumbent firm may assist with guidance on the structure of the recruiting strategy.

Proposals are to be submitted via email in PDF format with subject line: **RFP – [insert individual/company name], Executive Search Firm Proposal.**

Submit proposals and direct questions about the RFP to **Daryn V. MacEachern** and **Gillian McClurg** at executiveoffice@calgaryeconomicdevelopment.com

CED and OCIF respectfully request a brief and concise executive level submission. Kindly keep page count to a minimum and focused. Shortlisted vendors, as evaluated from the initial submission, would have an opportunity to provide supplementary details in the presentation phase. Please review the accompanying Request for Proposal and Evaluation (Appendix A). Proposals will be accepted until **9 a.m. MT, December 11, 2023**. Late proposals will not be accepted.

CED and OCIF reserve the right to reject any one or all proposals, or any part of any proposal, to waive any informality in any proposal, and to award a contract deemed by either of the Board of Directors and/or their Selection Committees to be in the best interest of the organizations.

Regards,

Rasha El-Malki, CEP
Corporate Governance & Strategy Committee Chair
Board of Directors, Calgary Economic Development Ltd.

Sebastien Gittens,
Corporate Governance & Effectiveness Committee Chair
Board of Directors, Opportunity Calgary Investment Fund Ltd.

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Reference Number: 2309-001

Issued: November 16, 2023, via calgaryeconomicdevelopment.com/newsroom and opportunitycalgary.com

Timeline

RFP release	November 16, 2023
Deadline for questions	November 23, 2023
Proposal submission date	December 11, 2023
Meetings with short-listed vendors (by invitation)	Week of January 8, 2024
Bid notification/contract with Vendor awarded	Week of January 15, 2024
Vendor meeting to review the search profile postings and skills matrices for each CED and OCIF	Week of January 15, 2024
Search* Committee Meetings Board Meetings Annual General Meeting (Shareholder election of board members)	Week of March 4, 2024** Week of March 11, 2024** May 31 or June 21, 2024**
*Candidate selection timeline (including time in market, short-list, due diligence process and required board recommendations) to occur in line with Annual General Meeting schedule	**subject to change

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Standard Form Contract: By submitting a Proposal, a Vendor acknowledges it agrees that the terms and conditions of this RFP are incorporated by reference into its Proposal. If a Vendor's Proposal is accepted the Vendor will be expected to execute CED's/OCIF's standard contractor agreement.

Conflict of Interest: Vendors must fully disclose, in writing, to the Contracting Manager on or before the closing date of this RFP, the circumstances of any possible or perceived conflict of interest.

Vendor Expenses: The Vendor is responsible for all costs of preparing and presenting its Proposal.

Confidentiality: All information provided by or obtained from CED/OCIF in any form in connection with this RFP, including any intellectual property information is the sole property of CED/OCIF and must be treated as confidential.

Calgary Economic Development & Opportunity Calgary Investment Fund:

- a) Calgary Economic Development Ltd.

Calgary Economic Development Ltd. (CED) is the lead economic development agency that works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce. Managed by an independent Board of Directors, CED is a not-for-profit corporation funded by the City of Calgary, community partners, other orders of government and the private sector through the Team Calgary program.

- b) Opportunity Calgary Investment Fund Ltd.

The City of Calgary established the Opportunity Calgary Investment Fund Ltd. (OCIF) as a tool to fund, attract and support transformative investments in the city. OCIF offers financial support to private sector companies, non-profit organizations and public institutions proposing investments that drive economic growth, are a catalyst for further investments and create jobs for Calgarians. OCIF is a wholly-owned subsidiary of the City of Calgary that is governed by an independent Board of Directors and administered by Calgary Economic Development.

Board Qualifications

CED and OCIF look for volunteer board members with previous board experience. CED and OCIF seek a diverse pool of candidates from all backgrounds. Diversity includes but is not limited to sex, gender identity and gender expression, sexual orientation, Indigeneity, race, ethnicity, ability, age, religious affiliation, first language, business experience, functional expertise and the unique experiences, perspectives and identities – both visible and invisible – that candidates bring to the Board of Directors.

The candidate pool ideally should be 50% from equity-deserving groups.

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Deliverables

This opportunity is for a 3-year engagement. A firm quote (see "Fees and Payment Terms" below), outlining the expected fees per board member search for recruitment years 2024, 2025 and 2026, covering the services, and assigned to CED and OCIF:

1. Develop a targeted recruitment strategy
2. Preparation of advertisements and postings for the roles.
3. Post positions and actively search for applicants; preference for Vendors with experience with similar projects in the past and have access to databases that are focused on equity-deserving groups.
4. Vet applicants and prepare a final list of well qualified candidates for each entity.
5. Ongoing written reporting to the selection committee, which may include conducting various meetings to properly solicit input and keep informed various stakeholders including but not limited to senior management and the Shareholder as requested.
6. Set up interviews with short-list candidates and selection committee at offsite location.
7. Liaison between candidates and selection committee.
8. Perform all reference checks, background and personality testing.

The quoted prices above should include responses to reasonable questions from management during the year on matters concerning best practice for handling board member vacancies that could arise.

CED and OCIF may also ask the Vendor to undertake special projects outside of the scope outlined above. In these situations CED or OCIF will request the vendor provide a separate quote for each service.

Proposals should include three (3) references from clients who have had a similar engagement completed.

Fees and Payment Terms:

It is anticipated that the fee will vary based on the number of placements and the skills required. Based on forecasted placements over the three-year period, it is anticipated that the total value of the placements may be in the range of \$150,000 to \$225,000. Vendors are expected to price the work according to the scope outlined in this RFP and as competitively as possible. Proposals should include a breakdown of the Vendor's fees and disbursements in completing the services. CED/OCIF's preference is to receive flat fee quotes. Please identify any proposed milestones upon which fees will be payable. Prices contained in the proposal are firm for the duration of the contract. Prices must be stated in actual dollars and cents expressed in Canadian funds.

CED/OCIF Vendor's License Grant

By submitting its Proposal for consideration, the Vendor will thereby be agreeing to all of the following:

- Without the further consent of the Vendor or providing any notice, CED/OCIF may disclose any and all of the content of Vendor's Proposal.

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- Vendor grants CED/OCIF a non-exclusive, perpetual, fully-paid up, irrevocable license to implement, use, reproduce, modify, display, distribute, transmit, prepare derivative works of and to otherwise fully exploit, without limitation, and no obligation to provide any credit, any and all of the content of Vendor's Proposal and such license shall extend to any other Vendor or any other third party; and
- The Vendor represents and warrants to CED/OCIF that such content is the original work of the Vendor and its use will not infringe on any rights of any third party.

No Further Contract or Liability Arising from RFP Process

By submitting a Proposal, the Vendor agrees and acknowledges that:

- Nothing in this RFP nor the submission of the Proposal nor the review and consideration of the Proposal by CED/OCIF nor will any communication between the parties in relation to the RFP or the Proposal operate to obligate any party to enter into any further business relationship with the other party and, in particular, if CED/OCIF decides to engage the Vendor in connection with the subject matter of the RFP then such engagement may only occur pursuant to a written agreement signed by both parties and, absent such written agreement, CED/OCIF will have no further liability or obligation to the Vendor in connection with the subject matter of the RFP;
- CED/OCIF will not be liable to the Vendor for any costs, expenses or liabilities incurred by the Vendor in any way arising in connection with the Vendor's participation;
- CED/OCIF has made no representations other than those expressly stated in this RFP;
- CED/OCIF has the right to cancel this RFP at any time and to reissue it for any reason whatsoever or decide not to reissue it for any reason, without incurring any liability and no Vendor will have any claim against CED/OCIF as a consequence; and
- The Proposal and any accompanying documentation submitted by the Vendor will become the property of CED/OCIF and will not be returned.

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APPENDIX A – EVALUATION

Criteria	Points
Quality of Submission: Brief and concise proposal	20
<p>Team competency and resources:</p> <ol style="list-style-type: none"> 1. Identified project lead competence, experience of project team and firm, and Equity, Diversity Inclusion and Accessibility (EDIA) initiatives 2. Firm’s experience in international, national, regional and local markets 3. Firm’s specific connections to Calgary 4. Relevancy and success of recent past projects including demographics of similar, board-level and EDIA informed, placements (including at least three [3] examples) 5. Understanding of Economic Development and Not-For-Profit organizations. 	45
<p>Deliverable content:</p> <ol style="list-style-type: none"> 1. Description of search process, methodology, access or use of databases focused on equity-deserving groups 2. Progress reporting: Schedules, work plans and timelines 	30
Fees breakdown and disbursements (do not include GST)	5
TOTAL	100