



DISTRICT OF RAINY RIVER SERVICES BOARD

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• Children's Services • Paramedic Services • Ontario Works • Community Housing

Request for Proposals (RFP): Leadership Development Services

1. Key Information

The Rainy River District Social Services Administration Board operating as the District of Rainy River Services Board (hereafter referred to as “DRRSB”) is issuing this Request for Proposal (RFP) to select a consultant or firm to provide leadership development services for members of its Finance, Infrastructure, Corporate and Community Services management team.

The DRRSB operates in a multi-disciplinary human services environment across housing, homelessness prevention, social assistance, children’s services, child care and paramedic services within a rural and northern geography. Leaders are required to manage diverse portfolios, respond to evolving provincial requirements, and balance strategic priorities with operational delivery in a geographically large and resource-constrained setting.

The selected consultant and/or consulting service will design and deliver a leadership development program with individual and group sessions tailored to the needs of individuals within the team and the whole of the management team.

The goal is to strengthen leadership performance, build organizational consistency, and support team effectiveness through a period of change in a fiscally responsible manner.

2. Desired Outcomes

The DRRSB is seeking measurable improvement in leadership effectiveness at both the individual and team level. Proposals should demonstrate how the leadership development services will:

- Increase leaders’ ability to manage complexity, change, and resource constraints
- Improve accountability, cross-departmental collaboration and decision-making
- Strengthen consistency in leadership practices across the management team
- Provide individualized and practical tools that can be applied immediately in day-to-day operations and in the supervision of direct reports

3. Description of Consulting Services Sought

Scope of Work:

Includes, but is not limited to:

- Conduct an assessment with and for each of the nine (9) management team members to identify leadership-focused goals, strengths and areas for growth.
- Design development plans for each team member that focus on strengthening emotional intelligence and skills such as critical thinking, conflict resolution, communication, collaborative leadership, and accountable decision-making.
- Provide a series of structured individual and/or small group coaching sessions to strengthen leadership skills.
- Ensure individual and team development plans align with DRRSB organizational priorities and leadership expectations.
- Final evaluation with recommendations for next steps.

Primarily virtual, with proponents invited to propose any in-person components that would strengthen outcomes.

DRRSB will provide relevant organizational context and background information and may participate in alignment discussions to support program effectiveness.

Qualifications

The ideal consultant and/or consulting services will possess:

- Extensive experience in leadership development, particularly in human service settings.
- A track record of working with mid-level managers.
- Experience with and/or understanding of the unique working environment for management teams in rural and northern settings.
- Strong communication and interpersonal skills to foster trust and collaboration.
- Certification from a recognized institution or body.

Deliverables

Expected deliverables include:

- Individualized development plans for nine (9) management team members:
 1. Director of Finance & Infrastructure
 2. Infrastructure Manager
 3. Finance Supervisor
 4. Director of Community Services
 5. Housing & Homelessness Prevention Manager
 6. Children's Services & Income Support Manager
 7. Directly Operated Early Years Manager

- 8. Housing & Homelessness Prevention Supervisor
- 9. Human Resources Manager
- Through team-focused sessions (recommended frequency to be included in the proposal), strengthened trust, alignment and cross-functional collaboration within and across the management team.
- Final evaluation and recommendations for individual and organizational next steps.

The DRRSB is open to additional deliverables that enhance the approach to meeting the goal of the project.

Timeline

The program is expected to begin September 2026 and continue for 6 to 8 months.

4. Submission Requirements

Proposals

Respondents are asked to submit a proposal of no more than twelve (12) pages, in addition to standard corporate documentation. The proposal shall include:

1. An executive summary
2. An overview of the respondent's leadership development philosophy.
3. A detailed work plan that includes actions, deliverables and concrete timelines. Within the workplan, proponents should recommend session frequency and duration sufficient to achieve meaningful development outcomes over the engagement period.
4. A description of the assessment tools and methodology to be used (e.g., 360 assessments, structured interviews, validated leadership frameworks), and how these will inform individualized and team development plans, including initial baseline insights.
5. An outline of how learning will be reinforced between sessions and embedded into day-to-day leadership practice.
6. A sustainability plan outlining how development will continue beyond the engagement, including tools, frameworks, or internal capacity-building approaches.
7. An outline of how outcomes will be measured, including any baseline and end-of-engagement indicators.

8. Information about the individual who would be accountable for delivering the services and key personnel proposed to work with the DRRSB, with a concise description of their background, relevant experience and previous successes.
9. Names and contact information for two (2) references from current or former clients who received similar services.
10. A fee proposal with an estimated budget for the proposed service, identifying any discounts that apply to government funded agencies.

Respondent Information

The respondent must state whether the respondent is a corporation, partnership, sole proprietorship, or other legally recognized entity.

If the respondent is a corporation, partnership, consortium, sole proprietorship, or joint venture, the respondent must state the legal name and any other name under which the respondent carries on business.

The respondent must state whether the respondent, and any applicable persons as set out above, and is legally able to work in Canada.

5. Selection Criteria

Expectations

Respondents are expected to submit a clear and comprehensive proposal. If there is evidence that a proposal contains incomplete, false, or misleading information, the DRRSB may, at its discretion, reject the proposal.

The objective of the evaluation process is to identify the proposal that best meets the requirements of this RFP and demonstrates a practical, high-quality approach to achieving the desired outcomes.

Evaluation Criteria and Weighting

Proposals will be evaluated based on the following criteria and assigned weighting:

1. Described Approach (50%): The extent to which the proposal demonstrates a clear, practical, and well-developed approach to delivering the leadership development program, including:

- Demonstrated understanding of the services requested and the DRRSB operating context
- A practical and feasible approach to achieving the desired outcomes

- A realistic and well-structured work plan, including timelines
- Clear alignment between assessment, development planning, and delivery approach

2. Relevant Experience (30%): The qualifications and experience of the respondent and proposed personnel, including:

- Experience delivering leadership development services within human services or comparable public sector environments
- Demonstrated success in supporting mid-level management teams
- Proven track record of delivering programs that result in measurable or sustained leadership improvements

3. Quality of Submitted Proposal (10%): The overall quality, clarity, and completeness of the submission, including:

- Organization and clarity of the proposal
- Responsiveness to all RFP requirements
- Professional presentation and attention to detail

4. References (10%): The strength of references provided, including:

- Evidence of successful delivery of similar services
- Client satisfaction and demonstrated outcomes

Total: 100%

Additional Consideration

The DRRSB is seeking a customized leadership development program tailored to its organizational context and leadership team. Proposals that rely primarily on standardized or pre-packaged programming without clear adaptation will be considered of lower quality.

6. Financial

The DRRSB's budget for this work is a maximum of \$55,000 plus HST. Proposals should demonstrate how the approach provides value within the submitted budget.

All costs associated or incurred in the preparation and presentation of the respondent's response to this RFP shall be borne by the respondent.

The rejection of any or all proposals may not render the DRRSB liable for any costs or damages.

The DRRSB shall not be held liable for any error or omission in any part of this RFP. While the DRRSB has made considerable efforts to ensure an accurate representation of information of this RFP, the information contained in the RFP is supplied solely as a

guideline for respondents. The information is not guaranteed or warranted to be accurate by the DRRSB, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve respondents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

The quoted price may not be increased after the closing date of the RFP and/or during the term of the agreement unless otherwise agreed to in writing by the DRRSB.

All prices are to be stated in Canadian funds.

7. Public Communication

Respondents shall not issue any public communication pertaining to any agreement awarded under this RFP unless expressly agreed to in writing by the DRRSB.

8. Intellectual Property

All deliverables, services, and intellectual property rights derived under this RFP remain the exclusive property of the DRRSB. Requests to publish or present information derived from work under this RFP to any forum outside of a DRRSB event must be made to the DRRSB and prior written approval must be obtained.

9. Submission of Proposals

To be eligible for consideration, proposals must be received by 5 pm Central Standard Time on Friday, July 31, 2026. Please ensure all required materials are included, as incomplete submissions will not be considered.

Proposals may be submitted by email if directed to charene.gillies@rrdssab.ca.

If providing by regular mail or courier, please address envelopes to:

Charene Gillies
Chief Administrative Officer
District of Rainy River Services Board
450 Scott Street, Fort Frances, ON P9A 1H2
Private & Confidential

10. Questions and Contact Information

Questions regarding the RFP must be submitted by Friday, July 17, 2026.

Questions may be directed to:

Charene Gillies, Chief Administrative Officer, DRRSB

Charene.gillies@rrdssab.ca

We look forward to receiving your proposal.

Issued by:

District of Rainy River Services Board

June 26th, 2026