



**REQUEST FOR PROPOSAL (RFP)**

**CURVE LAKE FIRST NATION CHIEF, DEPUTY CHIEF AND  
COUNCIL REMUNERATION STUDY**

CURVE LAKE FIRST NATION  
22 WINOOKEEDAA ROAD  
CURVE LAKE, ONTARIO K0L 1R0

**DATE OF ISSUE: 5 FEBRUARY 2025**

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## 1. SUMMARY AND BACKGROUND

The purpose of this Request for Proposal “RFP” is to seek proposals from experienced and qualified consulting firms to conduct a study on the appropriate remuneration for the Chief, Deputy Chief, and members of Council. Additionally, the objective is to solicit costs and schedules from various companies or individuals, conduct a fair and extensive evaluation based on criteria listed herein, and select a successful candidate who best represents the capacity and ability needed to complete the project.

Curve Lake First Nation (CLFN) is a vibrant and growing community with a rich cultural heritage that spans generations. The First Nation is committed to ensuring fair remuneration for our Chief and members of Council in order to allow Council to lead the First Nation, while being compensated fairly.

Curve Lake First Nation is located on a peninsula situated between Buckhorn Lake, Harrington Narrows and Chemong Lake. It is affiliated with the Union of Ontario Indians and is one (1) of seven (7) Williams Treaties First Nations.

The total member population of Curve Lake First Nation is approximately 2,770. There are roughly 809 members who live on-territory while approximately 1,968 live off-territory.

The Council is comprised of one (1) Chief and eight (8) Councillors.

First Nation operations are currently organized into seven (7) departments - Finance and Administration, Health & Family Services, Education, Justice, Economic Development, Employment & Culture, Lands, Environment, Capital & Public Works. Curve Lake First Nation employs approximately 153 full-time employees, short-term contract workers and sub-staff.

Council committees have been established to assist the operating departments. These include Finance; Health & Family Services; Education; Economic Development/Tourism & Employment; Public Works and Capital; Housing and Infrastructure; Consultation; Lands and Environment; Governance & Nation Building; and Kinomaagekong & Culture. Additional Council Committees include the Gaming Revenue Fund, Recreation, and Youth Council Advisory Group.

Curve Lake First Nation delivers essential and non-essential programs and services to both member and non-member residents of the community.

## 2. PROPOSAL GUIDELINES

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **12:00pm (noon) March 5th, 2025**. Any proposals received after this date and time will be returned to the sender unopened.

If the individual or organization submitting a proposal must outsource or sub-contract any

work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in the quotation must be all-inclusive to include any outsourced or sub-contracted work. The project cannot be totally outsourced, and the submitting firm must take total responsibility for all the work completed. Any quotation which calls for outsourcing or subcontracting work must include a name and description of the organizations being contracted along with the percentage of the work they will be completing.

All costs must be itemized to include an explanation of all fees and costs.

Contract terms and conditions will be negotiated upon selection of a successful quotation. All contractual terms and conditions may be subject to review by Curve Lake First Nation's selection panel and will include scope, budget, schedule, and other necessary items pertaining to the project.

### **Proposal Inquiries**

All questions, requests for information, instructions, or clarifications regarding any part of this proposal document must be set out in writing and directed to:

**Phyllis Williams**  
**Executive Director**  
**Curve Lake First Nation**  
**22 Winookeedaa Street**  
**Curve Lake, ON K0L 1R0**  
**Phone (705) 657-8045 ext. 206**  
[Executive@CurveLake.ca](mailto:Executive@CurveLake.ca)

All questions related to this Request for Proposal (RFP) or any clarification with respect to this RFP must be made no later than three (3) business days prior to the closing date of this RFP in order for staff to have sufficient time to respond. Curve Lake First Nation reserves the right to extend the deadline for questions, if required, regarding this RFP.

If you require additional information, please contact Phyllis Williams, Executive Director Curve Lake First Nation, phone (705) 657-8045 ext. 206. [Executive@CurveLake.ca](mailto:Executive@CurveLake.ca)

Written answers or clarifications to issues of substance shall be shared with all proponents and shall be issued as part of the RFP in the form of an Addendum.

The current CLFN Chief and Council Honorarium Policy and Procedures can be found at [COUNCIL REMUNERATION AND HONOURARIUM POLICY AND PROCEDURES – Curve Lake First Nation](#)

### **Quotation Submissions and Closing Date**

The **closing date for proposals is set for Wednesday March 5th, 2025 at 12:00pm (noon)**. Only quotations that are received by the closing date and time will be accepted. If packages are mailed, they must arrive before the closing date and time. Packages should be clearly

marked: “**Request for Proposal – Chief, Deputy Chief and Council Remuneration Study**”.

Proposals should be submitted to the attention of:

**Phyllis Williams**  
**Executive Director**  
**Curve Lake First Nation**  
**22 Winookeedaa Street**  
**Curve Lake, ON K0L 1R0**  
**Phone (705) 657-8045 ext. 206**  
[Executive@CurveLake.ca](mailto:Executive@CurveLake.ca)

### **3. PROJECT PURPOSE AND DESCRIPTION**

**The purpose of this project is as follows:**

To accurately capture the day to day duties of the Curve Lake First Nation Chief, Deputy Chief and CLFN Councillor, and attach appropriate remuneration for the day to day tasks. This should include honorarium on a per diem, monthly or annual basis.

### **4. PROJECT SCOPE**

The scope of this project includes determining appropriate remuneration for the day to day tasks, duties and responsibilities for the First Nation Chief. The role of Chief is a full-time position.

#### **1. Determine tasks and duties of the Chief, which include, but are not limited to:**

- Act as the official spokesperson and representative of CLFN in a manner consistent with decisions and resolutions of Council;
- Act as the political representative and spokesperson of the First Nation, leaving the Executive Director, Senior Management, or First Nation entities to manage the administration of Curve Lake First Nation and its businesses separate from politics.
- Establish and appoint representatives to internal and external Boards and Committees.
- Lead, guide and encourage other members of Council;
- Convene and serve as Chair for all Council meetings;
- Assign portfolios to Councillors in consultation with individual Councillors as to their interests, expertise and strengths;
- Determine the names and mandates of Committees
- Ensure that decisions are made in accordance with CLFN policies and in a timely manner, which includes ensuring that matters are addressed as necessary at the next regular Council meeting; and
- Represent CLFN at ceremonies and other functions as invited

The scope of this project as well includes determining an appropriate remuneration for the day to day tasks and duties for the Deputy Chief. Among the eight (8) Councillors, the person elected to a position of Councillor who received the most votes in the general election process will serve as the Deputy Chief.

**2. Determine tasks and duties of the Deputy Chief, which include, but are not limited to:**

- Tasks and duties of a member of Council as listed in 3 below
- The Chief may, from time to time, delegate their responsibilities to the Deputy Chief if the Chief is unable to be present for a particular engagement or meeting.
- If the Chief becomes seriously ill or injured or otherwise incapacitated, the Deputy Chief will assume all authorities of the Chief. The Deputy Chief will only assume the authorities of the Chief for the time that the Chief remains seriously ill or injured or otherwise incapacitated.
- If the office of Chief becomes vacant, the Deputy Chief will assume the authorities of the Chief until a by-election is held or the current term expires, in accordance with the CLFN Leadership Selection Code. The appointment of the Deputy Chief will be formally confirmed by FNCR at the first regular Council meeting following an election

The scope of this project also includes determining an appropriate remuneration for the day to day tasks and duties for a member of Council.

**3. Determine tasks and duties of a member of Council, which include, but are not limited to:**

- Initiate, contribute to the development of, review, adjust, and approve strategic plans, goals, objectives, and budgets of the administration and the First Nation entities
- Provide visionary and strategic leadership to CLFN and its Entities while respecting one another and advancing the community;
- Respect CLFN history, culture and lands;
- Develop, review, amend, and approve CLFN by-laws and policies;
- Respect and comply with CLFN policies, laws, bylaws and codes;
- Identify and respond to community needs by initiating, contributing to the development, review, and approval of strategic plans and budgets of CLFN Administration and CLFN Entities;
- Ensure fiscal responsibility, transparency and accountability at CLFN, including providing support in the preparation, approval and presentation of the CLFN Annual Audit.
- Chair or co-chair Committees as per Portfolio(s) assigned by Chief.
- Delegate signing authority by way of FNCR for items such as, but not limited to, permits, contracts, and bank transactions. Memorandums of Understanding Protocols, on behalf of the First Nation and First Nation entities as long as the documents are consistent with decisions of Council and permitted by applicable legislation.
- Become familiar with and abide by all governing documents, agreements, organizations, programs, and operations of the First Nation and Council.

- Discuss, amend, and approve policies and regulations designed to improve the governance finances, security, comfort, and development of the First Nation, its businesses, and its members.
- Ensure that the First Nation and its entities are operating in a legal, ethical, moral, and safe manner.
- Appoint an Executive Director to manage the daily business affairs of the First Nation
- Be responsible for ensuring that appointed officials who report directly to Council perform their duties in the best interests of the First Nation and provide direction, and if not, take corrective action.
- Prepare an annual written report for inclusion into the Curve Lake First Nation Annual Report. The report will be distributed to the total membership by mail.
- Be available and accessible to members, staff, Chief and other Councillors as needed to perform these duties

**4. Determine a remuneration for the daily tasks and duties of the Chief, the Deputy Chief and of a Councillor;**

**5. Determine an appropriate range for honoraria for each.**

### **Deliverables:**

- Accurate capture of tasks and duties. With the tasks and duties outlined, a grid of remuneration in line with other municipalities and First Nations with similar tasks and duties. Clear and concise reasoning behind the remuneration and how the grid was developed.

## **5. REQUEST FOR PROPOSAL AND PROJECT TIMELINE**

### **Request for Proposal Timeline:**

All proposals in response to this RFP are due no later than **Wednesday 5 March 2025 at 12:00 noon.**

Evaluation of proposals will be conducted 10-13 March 2025. If additional information or discussions are needed with any bidders during this window, the bidder(s) will be notified.

The selection decision for the winning bidder will be made no later than 19 March 2025. Contract negotiations will be completed by 24 March 2025.

Notifications to bidders who were not selected will be completed by 31 March 2025.

### **Project Timeline:**

Project must be completed by **9 May 2025.**

## 6. BUDGET

All proposals must include proposed costs to complete the tasks described in the project scope. Costs should be stated as one-time, non-recurring costs (NRC) or monthly recurring costs (MRC). Pricing should be listed for each of the following items in accordance with the format below if applicable:

Project Initiation and Planning	NRC	MRC
Delivery	NRC	MRC

NOTE: All costs and fees must be clearly described in the proposal.

## 7. BIDDER QUALIFICATIONS

Bidders must provide the following items as part of their proposal for consideration:

Bidders must provide the following:

1. Letter of introduction
2. Qualifications of the project team
3. Testimonials from past clients
4. Outline of relevant experience
5. Examples of work related to [specific project requirements]
6. Budget and work schedule

## 8. PROPOSAL EVALUATION CRITERIA

To ensure consideration for this RFP, your proposal should be complete and include all the following criteria to be considered by Curve Lake First Nation:

- Overall proposal suitability: proposal must meet the scope and needs included herein and be presented in a clear and organized manner
- Organizational Experience: Bidders will be evaluated on their experience as it pertains to the scope of this project
- Previous work: Bidders will be evaluated on examples of their work pertaining to market research, collection development, and conducting feasibility studies.
- Value and cost: Bidders will be evaluated based on the work to be performed in accordance with the scope of this project
- Experience working on projects for First Nation Communities

## 9. PREPARATION OF SOLICITATION

If a proposing company, individual, or subcontractor was involved in the preparation of the RFP solicitation that proposal is disqualified.

## 10. PRIVILEGE CLAUSES

Curve Lake First Nation reserves its right:

1. Not to award the contract;



2. Not to award the contract necessarily to the lowest priced bidder, but rather to the best “value”;
3. To conduct negotiations with one or more bidders in the event the negotiations with the first bidder are unsuccessful;
4. To conduct a survey of potential bidders to obtain clarification of their proposals as part of the evaluation process;
5. To cancel and reissue the RFP; and
6. To extend any deadlines and amend the proposal process.

## **11. EXCLUSIONARY CLAUSES**

The proposal writer shall be liable for all costs associated with preparation and submission of the proposal up to the final award of the contract.

Curve Lake First Nation shall not be liable for any costs, expenses, loss or damage incurred, sustained or suffered by any bidder prior, or subsequent to, or by reason of the acceptance or the non-acceptance by CLFN of any proposal, or by reason of any delay in acceptance of a proposal, except as provided in the tender documents.