



IPM Council of Canada  
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## **REQUEST FOR PROPOSAL: Association Administration**

### **1. Background**

The IPM Council of Canada (the Council) is an association of associations committed to having integrated pest management (IPM) as the standard in turf, landscape care, structural and public works vegetation management for environmental sustainability and to reduce the need for pesticide use.

The Council Board of Directors consists of up to two representatives from various industry groups with only one vote per industry sector. This ensures that no one sector can have undue influence over the decisions of the Council. The Council is responsible for the general administration of IPM Certification Programs for individuals and the IPM Accreditation Program for Golf.

Ontario Regulation 63/09, enacted in 2009 and amended in 2020, focused the Council on ensuring IPM Certification and Accreditation programs met the requirements to be an IPM program that is recognized under the Regulation. This required extensive work with the Ontario Ministry of the Environment now known as the Ministry of the Environment, Conservation and Parks (MECP); sourcing independent environmental auditors; and coordinating the IPM Advisory Committee, made up of industry representatives and IPM academics, to develop exams and program protocols.

Recent changes to the Regulation required a refreshing of examinations and policies and procedures, but limited program development. The Council also recently conducted a strategic planning exercise resulting in the Strategic Plan attached as Appendix 1.

The Council operates without a physical building with partner associations often hosting in-person meetings as needed. As such, proponents are expected to provide all hardware and software to maintain the budgets, records, correspondence and program materials. Proponents should have personnel proficient in Microsoft Word & Excel, Adobe Acrobat, Intuit QuickBooks and some facility in managing website databases. Some knowledge of Wordpress is an asset.

The current Executive Director will be retiring by the end of 2022 and the Council is now seeking an individual or a company to manage the day-to-day operations of the Council and fulfil the role of the Executive Director outlined in Appendix 2.

## 2. Request for Proposal and Timeline

Request for Proposal: All proposals in response to this RFP are due no later than **September 30, 2022**.

Within 10 business days, the Council will contact successful proponents to set up initial interviews that will be conducted virtually between October 17-28, 2022.

Final interviews will be conducted between October 31 – November 11, 2022 with a final decision announced by **November 30, 2022**. The current Executive Director will be available for consultation and transition for the month of December 2022.

## 3. Proposal Guidelines

**3.1** Proposals for the management of the IPM Council will be accepted until midnight **September 30, 2021**.

**3.2** If the organization submitting a proposal must outsource or contract any work to meet the requirements outline in Appendix 1 & 2 attached, this must be clearly stated in the proposal and include the name and a description of the organization/person being contracted. All costs included in the proposal must be all-inclusive to include any outsourced or contracted work.

**3.3** All proposals must include a monthly fee that includes all costs and fees to fulfil all duties outlined in Appendix 2. Fees must be submitted in Canadian dollars.

**3.4** Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contract terms and conditions will be subject to review by the Council and will include scope, budget, schedule and other necessary items pertaining to the proposal.

## 4. Qualifications

Proponents should provide the following items as part of their proposal for consideration:

- Name and resumé of the individual who will fulfil the role of Executive Director. If this person is an employee of a company submitting a proposal, also include their role and title within the company
- Date available to start the contract
- List of similar contracts or functions
- Testimonials from previous clients and/or contact information for past/current clients that may be contacted by the Council.

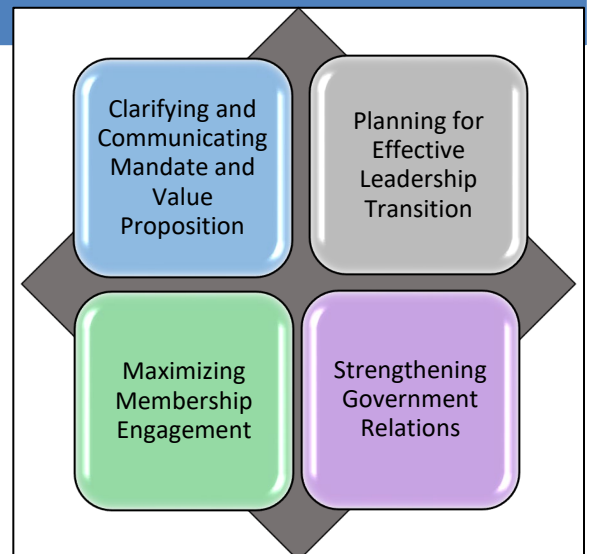
## 5. Proposal Evaluation Criteria

All proposals will be evaluated based on proposal suitability, expertise and experience and previous work.

Please submit your proposal to Teri Yamada, Executive Director at [tyamada@ipmcouncilcanada.org](mailto:tyamada@ipmcouncilcanada.org) before midnight Friday September 30, 2022.



The Integrated Pest Management Council of Canada  
Strategic Plan  
Final - January 2022  
Prepared by MindBridge Strategies



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## EXECUTIVE SUMMARY

The purpose of this report is to provide actionable recommendations that lend themselves to the successful strategic development of the Integrated Pest Management (IPM) Council of Canada.

From the research findings 4 strategic priority areas have been identified, which include:

- Clarifying and Communicating Mandate and Value Proposition
- Planning for Effective Leadership Transition
- Maximizing Membership Engagement
- Strengthening Government Relations

For each strategic priority area, the report outlines strategic goals and related initiatives to be undertaken by the IPM Council over the next 3 years, including:



**PRIORITY AREA: CLARIFYING AND COMMUNICATING MANDATE AND VALUE PROPOSITION**

**GOAL: DEVELOP ORGANIZATIONAL KEY MESSAGING THAT CLEARLY AND CONSISTENTLY ARTICULATES THE MANDATE AND WORK OF THE COUNCIL**

**INITIATIVES:**

- **Determine scope of the Council's program and service offering and create an updated mandate/mission statement and supporting key messages**



**PRIORITY AREA: MAXIMIZING MEMBERSHIP ENGAGEMENT**

**GOAL: IDENTIFY OPPORTUNITIES TO ENGAGE AND SUPPORT MEMBERS ACROSS ALL RELEVANT SECTORS**

**INITIATIVES:**

- **Explore an expanded education mandate for the Council**
- **Explore opportunities and partnerships that would collate industry data and disseminate it for the benefit of members**
- **Develop an investment strategy that prioritizes the use of financial reserves for the benefit of members**



PRIORITY AREA: PLANNING FOR EFFECTIVE LEADERSHIP

GOAL: ENSURE EFFECTIVE SUCCESSION PLANNING FOR KEY ORGANIZATIONAL LEADERSHIP ROLES

INITIATIVES:

- **Based on renewed mandate, develop updated Executive Director job description**
- **Develop organizational structure that addresses the full scope of organizational needs**
- **Create a Board skills matrix that optimizes skill sets on the Board and supports Board recruitment**
- **Assess the potential to add members at large to the Board**



PRIORITY AREA: STRENGTHENING GOVERNMENT RELATIONS

GOAL: ENHANCE COMMUNICATION CHANNELS WITH GOVERNMENT REPRESENTATIVES

INITIATIVES

- **Engage Board members in government relations strategies that will improve the effectiveness and timeliness of communications with government representatives**

## PART ONE:

# INTRODUCTION

The following report details the research findings and recommendations related to the long-range planning of the Integrated Pest Management Council of Canada (“IPM Council” or “the Council”). The goal of this Plan is to provide an overview of current priority issues and strategic objectives and to present recommendations that are aligned with both the macro-level environment in which the IPM Council operates and the organization’s available resources.

This report is the summation of a 4-month planning process that involved the Board of Directors, Management, and Council Members. The recommendations have evolved from independent research as well as Board and Management consultations.

## PART TWO:

# STRATEGIC DIRECTIONS

## A. STRATEGIC PRIORITY AREAS

In light of the Council’s current strengths, challenges, and opportunities (as detailed in Appendix B), the following have been identified as strategic priority areas for the IPM Council over the next 3 years:

- Clarifying and Communicating Mandate and Value Proposition
- Planning for Effective Leadership Transition
- Maximizing Membership Engagement
- Strengthening Government Relations

## B. STRATEGIC GOALS AND INITIATIVES

The following is an overview of strategic goals in each priority area, as well as the initiatives that will be carried out to support the identified strategic goals:



1. CLARIFYING AND COMMUNICATING MANDATE AND VALUE PROPOSITION  
**GOAL: DEVELOP ORGANIZATIONAL KEY MESSAGING THAT CLEARLY AND CONSISTENTLY ARTICULATES THE MANDATE AND WORK OF THE COUNCIL**

## INITIATIVES:

1.a) **Determine scope of the Council’s program and service offering and create an updated mandate/mission statement and supporting key messages** – The IPM Council will determine its full scope of program and service offerings and develop organizational key messaging to articulate a renewed mandate to its members and stakeholders. The developed messaging will include a mandate (or mission) statement, as well as descriptions of program and service offerings that ensure clarity around the Council’s work to all stakeholders. It will also highlight the Council’s role as a thought leader and model of IPM collaboration.

The following is a sample mandate statement:

*The IPM Council of Canada (the Council) is a leader in IPM collaboration, bringing together industry groups committed to having IPM as the standard in turf, landscape care, structural and public works vegetation management. Through audit and verification processes, we ensure that IPM standards are upheld by our members. (If education and data dissemination components are undertaken, the following could be added: “The IPM Council additionally supports its members with educational opportunities and resources that enhance the knowledge and work of IPM professionals.”)*



## 2. MAXIMIZING MEMBERSHIP ENGAGEMENT

### **GOAL: IDENTIFY OPPORTUNITIES TO ENGAGE AND SUPPORT MEMBERS ACROSS ALL RELEVANT SECTORS**

## INITIATIVES:

2.a) **Explore an expanded education mandate for the Council** – The Council will explore opportunities to increase its presence and service offering in IPM education. Specifically, the Council will create a sub-committee to explore the potential to:

- increase pre-exam support to individuals seeking accreditation through more expansive preparatory training/education;
- make resources available to ESL individuals; and
- play a greater role in continuing education by providing seminars/webinars specific to the mandate and role of the Council.

2.b) **Explore opportunities and partnerships that would collate industry data and disseminate it for the benefit of members** – Through the collation and analysis of information reported in IPM audits, the Council has access to significant IPM data for Ontario. The Council will explore opportunities to provide value to members through synthesized data that offers insight into IPM approaches and outcomes. A sub-committee will be created to explore how reporting data could be analyzed and shared for the benefit of members. A research partner could be



identified and engaged to ensure optimal data collection and analysis. Additionally, the committee will explore whether the IPM Council could play a role in providing access to predictive modelling that could create efficiencies for member organizations.

**2.c) Develop an investment strategy that prioritizes the use of financial reserves for the benefit of members** – Recognizing the desire to provide optimal support to the IPM Council’s members, the Council will develop an investment policy that guides the use of financial reserves and ensures that reserves are allocated to initiatives that build member engagement and support member interests.



### 3. PLANNING FOR EFFECTIVE LEADERSHIP TRANSITION

#### **GOAL: ENSURE EFFECTIVE SUCCESSION PLANNING FOR KEY ORGANIZATIONAL LEADERSHIP ROLES**

#### INITIATIVES:

**3.a) Based on renewed mandate, develop an updated Executive Director job description** – As a precursor to hiring a successor to the current Executive Director, the Council will review the Executive Director job description and incorporate forward-looking organizational and membership engagement goals into a re-envisioned role for the Executive Director.

**3.b) Develop an organizational structure that addresses the full scope of organizational need** – The Board will consider the full scope of skills required to lead and effectively manage the Council in light of the evolving organizational mandate and potential new program and service initiatives (i.e., education programs and/or data mining projects, as well as government relations objectives). The Board will assess whether multiple leadership/staff roles are required in the organization and engage in position recruitment accordingly.

**3.c) Create a Board skills matrix that optimizes skill sets on the Board and supports Board recruitment** – The Board will develop and use a member matrix that tracks skill sets, as well as geographic and industry representation on the Board and will identify where gaps may exist. Mapping these pieces creates an opportunity to build the skill set on the Board to include prescribed skills such as legal and financial expertise, and potentially to expand geographic and industry representation. Board member recruitment would focus on addressing any identified gaps.

**3.d) Assess the potential to add members at large to the Board** – The Board will use a skills matrix to conduct targeted recruiting through member industry representation and – where skills gaps may exist – consider recruiting non-industry members at large to the Board.



#### 4. STRENGTHENING GOVERNMENT RELATIONS

##### **GOAL: ENHANCE COMMUNICATION CHANNELS WITH GOVERNMENT REPRESENTATIVES**

###### INITIATIVES:

4.a) **Engage Board members in government relations strategies that will improve the effectiveness and timeliness of communications with government representatives** – The Council will explore opportunities to engage Board members in government relations, particularly when challenges arise that require creative solutions to resolve.

###### **PART THREE:**

### **IMPLEMENTATION AND SUCCESS INDICATORS**

A tactical implementation plan will be key to the success of the identified strategic initiatives. The following is a work plan that details and organizes plan implementation, as well as provides key indicators that the plan has been successful.

**Strategic Plan: Implementation Work Plan**

**\*\*Timing:**

**Short Term – Implementation of this initiative is to be carried out the next calendar year (between January 1, 2022 and December 31, 2022)**

**Medium Term – Implementation of this initiative is to begin between January 1, 2023 and December 31, 2023**

**Long Term – Implementation of this initiative is to begin after December 31, 2023**

#	Initiative	Strategies/ Specific Actions	Timeframe **	Target End Date	Responsibility	Target Outcomes	Status
<b>1. CLARIFYING AND COMMUNICATING MANDATE AND VALUE PROPOSITION</b> <b>GOAL: DEVELOP ORGANIZATIONAL KEY MESSAGING THAT CLEARLY AND CONSISTENTLY ARTICULATES THE MANDATE AND WORK OF THE COUNCIL</b>							
1a)	Determine scope of the Council’s program and service offering and create an updated mandate/mission statement and supporting key messages	-Assess whether the Council will expand its mandate (specifically into education and data research/analysis) and develop a mandate statement – as well as any supporting key messaging about programs/services – that clearly articulate the mandate and work to stakeholders	Short	January 31, 2022	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board	-Updated mandate statement with any supporting key messaging (e.g., updated program, service descriptions)	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
<b>2. MAXIMIZING MEMBER ENGAGEMENT</b>							
<b>GOAL: IDENTIFY OPPORTUNITIES TO ENGAGE AND SUPPORT MEMBERS ACROSS ALL RELEVANT SECTORS</b>							
<b>2.a)</b>	<b>Explore an expanded education mandate for the Council</b>	-Develop a sub-committee/working group to explore opportunities and the feasibility of including an educational component in the IPM Council's service offering	Short	Dec 31, 2022	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board	-Sub-committee developed with clear terms of reference and goals -Report to Board on feasibility of incorporating educational elements into the IPM Council's service offering	
<b>2.b)</b>	<b>Explore opportunities and partnerships that would collate industry data and disseminate it for the benefit of members</b>	-Develop a sub-committee/working group to explore opportunities and the feasibility of providing data-based research and reports to members	Short	Dec 31, 2022	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board	-Sub-committee developed with clear terms of reference and goals -Report to Board on feasibility of providing data-based research to members	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
2.c)	<b>Develop an investment strategy that prioritizes the use of financial reserves for the benefit of members</b>	- Develop a Board-approved investment policy that specifies criteria for the use of reserves as well as investment goals for money held in reserve	Medium	June 30, 2023	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board	-A formalized investment policy	
<b>3. PLANNING FOR EFFECTIVE LEADERSHIP TRANSITION</b>							
<b>GOAL: ENSURE EFFECTIVE SUCCESSION PLANNING FOR KEY ORGANIZATIONAL LEADERSHIP ROLES</b>							
3.a)	<b>Based on renewed mandate, develop updated Executive Director job description</b>	- Incorporate renewed mandate into a revised Executive Director job description, identifying key skills sets and expectations for the Executive Director role	Short	January 31, 2022	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board	-Updated Executive Director job description	
3.b)	<b>Develop an organizational structure that addresses the full scope of organizational need</b>	- Finalize organizational human resources structure that will be in place upon the succession of the Executive Director	Short	January 31, 2022	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board	-Updated org chart with associated job descriptions	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
3.c)	<b>Create a Board skills matrix that optimizes skill sets on the Board and supports Board recruitment</b>	-Finalize a Board matrix that maps Board member skill sets, geographic representation, and industry representation	Short	March 31, 2022	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board	-Matrix finalized and in use for Board recruitment purposes	
3.d)	<b>Assess the potential to add members at large to the Board</b>	-The Board will use a skills matrix to conduct targeted recruiting through member industry representation and – where skills gaps may exist – consider recruiting non-industry members at large to the Board	Medium	Ongoing	<b>Lead:</b> Board  <b>Supported by:</b> Executive Director	-Identified skills on Board matrix are represented on the Board	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
<b>4. STRENGTHENING GOVERNMENT RELATIONS</b>							
<b>GOAL: ENHANCE COMMUNICATION CHANNELS WITH GOVERNMENT REPRESENTATIVES</b>							
4.a)	<b>Engage Board members in government relations strategies that will improve the effectiveness and timeliness of communications with government representatives</b>	-Identify opportunities for Board members to engage in government relations strategies and document a short-medium term government relations strategy	Short	Dec 31, 2022	<b>Lead:</b> Executive Director  <b>Supported by:</b> Board		

## APPENDIX A:

# RESEARCH AND ENGAGEMENT METHODOLOGY

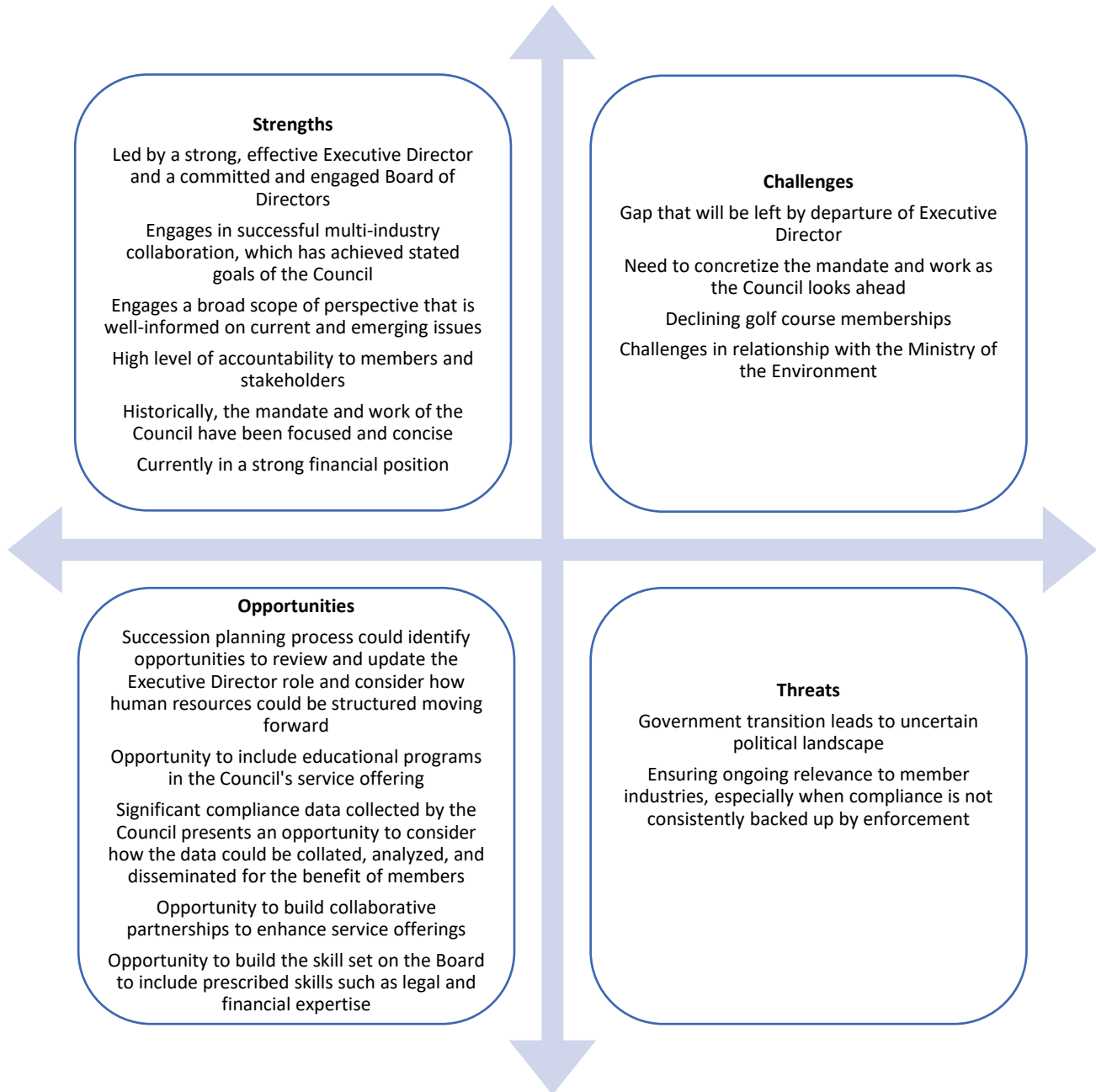
The strategic planning process involved the following methodology:

1. Initial discussion with the Executive Director to understand scope of the strategic plan and achieve consensus on the planning process
2. A research process that engaged 17 stakeholders, including interviews with 15 current and former Board members; current and former Executive Directors; and 1 superintendent.
3. Review of internal documentation
4. Independent research conducted by MindBridge Strategies
5. Strategic planning session with IPM Council Board Members
6. Presentation of draft plan and solicitation of feedback from the IPM Council Leadership
7. Development of work plan and finalization of plan



APPENDIX B:

# SWOT ANALYSIS SUMMARY





# Job Description

## Executive Director

### Overview

The IPM Council of Canada (the Council) is a leader in Integrated Pest Management (IPM) collaboration, bringing together industry groups committed to having IPM as the standard in turf, landscape care, structural and public works vegetation management. Through audit and verification processes, we ensure that IPM standards are upheld by our members.

### Job Summary

The IPM Council is currently hiring an Executive Director to lead the organization through its next phase of growth and development. The Executive Director will lead the organization strategically, technically, and administratively. Strategically, they will implement the Council's 2022 Strategic Plan. Technically, they will continue the delivery and expansion of the IPM Accreditation Program. And administratively, they will oversee the day-to-day operations of the Council. The Executive Director will report to the IPM Board of Directors.

### Responsibilities & Duties

#### Strategic

The Executive Director's strategic work focuses primarily on the implementation and evaluation of the 2022 IPM Council Strategic Plan and includes, but is not limited to, the following:

- Establish/lead a process to clarify and communicate the Council's official mandate to its stakeholders
- Establish/lead a process to clarify and communicate the Council's value proposition to the industries it serves
- Establish/lead the process to clarify and communicate the Council's organizational structure to its stakeholders
- Create and implement a Board of Directors skills matrix that optimizes skill sets on the Board and fosters effective recruitment for the same
- Explore ways to maximize membership engagement (this may include extending the Council's education mandate, establishing new partnerships and/or becoming a source of IPM-related data for the industries it serves)
- Develop a strategy to strengthen relationships with relevant government offices
- Research/implement investment strategies that would enable financial reserves to benefit the membership more directly

#### Technical

The Executive Director's technical work focuses primarily on the delivery of the IPM Accreditation Programs (IPMAP) and includes, but is not limited to, the following:



# Job Description

## Executive Director

- Liaise with the Ministry of the Environment on all matters related to legislation, compliance and education
- Manage the contracts with, and the performance of, partner academic institutions (especially the University of Guelph, Ridgetown Campus)
- Manage the contracts with, and the performance of, environmental auditors
- Work with the IPM Advisory Committee to ensure the IPM Auditing process conforms with government requirements

### **Administrative**

The Executive Director's administrative work focuses primarily on the effective and efficient managing of the IPM Council's day-to-day operations and includes, but is not limited to, the following:

- Coordinate and lead meetings of the Board of Directors and IPM Advisory Committee
- Manage all incoming correspondence to the Council (this includes phone calls, emails, mail, website inquiries and various forms of membership/stakeholder feedback)
- Prepare/maintain all relevant accounting materials (this includes Quickbooks, paying bills, submitting all required documentation and payments to the government, preparing the annual budget and documentation required for the annual financial audit).
- Update/maintain various membership/stakeholder databases
- Update the organization's website, including the product database as new products come onto the market and old products are removed
- Prepare grant applications and other forms of funding proposals
- Research, prepare, and update educational material related to the IPM Accreditation program
- Prepare/update resource materials related to the Council and its accreditation program, including creating and updating fillable PDF forms required in annual desk reviews, as well as auditor's rating forms for both annual desk reviews and on-site audits

### **Qualifications**

The successful candidate must have the following qualifications to be considered for the positions:

- Bachelor's degree in business, marketing, public relations, law, engineering, science, education or a field related to the IPM industry;
- Minimum 2 years of management or executive administration experience; previous experience as an Executive Director is preferred
- Experience in government relations
- Working knowledge of the IPM industry would be ideal



# Job Description

## Executive Director

### Skills

The successful candidate will need the following skills to succeed in this position:

- Outstanding planning and organizational skills
- Ability to manage various projects simultaneously
- Ability to adapt to changing circumstances
- Excellent written and verbal communication skills
- Experience with Quickbooks, Microsoft Office Suite and Adobe Acrobat
- Proven ability to develop, implement and evaluate strategic plans
- Proven ability to lead, motivate and coordinate all types of stakeholders
- Financial literacy (i.e., the ability to produce and analyze budgets, income statements, cash flow statements and balance sheets)
- Experience working with government agencies an asset