



REQUEST FOR PROPOSAL

Strategic Planning Consultant

ABORIGINAL SPORT CIRCLE

ISSUED MAY 13, 2020

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Table of Contents

Strategic Planning Objectives	3
Background	3
Timeframe	7
Scope of Work	7
Deliverables	8
Proposal Contents	9
Proposal Evaluation	11
RFP Process Terms and Conditions	13
Proposal submission	14



Strategic Planning Objectives

The Aboriginal Sport Circle (the “ASC”) wishes to engage a consultant or consulting firm (the “Consultant”) to facilitate and prepare a strategic plan (the “Project”) for the ASC. The main objective of the Project is to facilitate engagement and consensus building amongst Provincial and Territorial Aboriginal Sport Bodies (“PTASBs”) and stakeholders about the ASC’s priorities and related strategies during the next five years, and to prepare the resultant strategic plan.

BACKGROUND

The ASC is Canada’s national voice for Aboriginal sport, physical activity, and recreation, bringing together the interests of First Nations, Inuit, and Metis peoples.

The ASC was created in 1995 through a national consensus-building process, in response to the need for more accessible and equitable sport and recreation opportunities for Indigenous peoples. This mandate has since expanded to include physical activity. Now, in 2020, there are perceived new opportunities to expand advocacy and program areas, to include health, nutrition, physical education, wellness, etc.

Each of ASC’s members, the PTASBs, carries its own mandate to represent the grassroots interests of the Indigenous peoples in their jurisdictions. It is their collective regional voice that guides the direction of the ASC and establishes its national priorities.

The ASC partners with Indigenous and mainstream organizations to bring expertise in athlete and coaching development, physical literacy, and physical activity programs, to Indigenous communities throughout Canada. The ASC is also the Canadian franchise holder for the North American Indigenous Games, and annually hosts the National Aboriginal Hockey Championships, in addition to effecting policy change at the highest levels of governments.





Mission

The ASC is a member-based, not-for-profit organization that exists to support the health and wellbeing of Indigenous peoples and communities through participation in sport, physical activity, and recreation. Specifically, the ASC,

1. Provides a national voice for Aboriginal sport, physical activity, and recreation;
2. Builds capacity at the national, provincial, and territorial levels in the design, delivery and evaluation of sport, physical activity, and recreation programs that are culturally appropriate for Indigenous peoples;
3. Ensures national policies and frameworks pertaining to sport, physical activity, and recreation respond to the needs of Indigenous peoples and communities;
4. Facilitates the development and training of individuals to be effective leaders for Indigenous participants in sport, physical activity, and recreation;
5. Recognizes and promotes best practices in sport, physical activity, and recreation for Indigenous peoples;
6. Oversees the development and delivery of national and international programs that enhance the participation of Indigenous peoples in sport, physical activity, and recreation.

This work is accomplished directly with ASC member organizations and through strategic partnerships.

Vision

The ASC strives for:

- Healthier, more active Aboriginal peoples in vibrant communities that are fully engaged in sport, recreation, and physical activity;
- National systems that systemically include Aboriginal peoples and organizations in strategies, initiatives, programs and services;
- Provincial/territorial and local capacity development that serves the unique needs of Indigenous peoples at community levels;
- Adequately resourced sport, physical activity and recreation systems that are culturally appropriate and enable Indigenous peoples to achieve success from the playground to the podium;
- Finally, these outcomes have a positive impact on broader sector agendas including, but not limited to, economic development, health, mental health, environment, and justice for all.



Project Description

The ASC's most recent strategic plan ended in fiscal 2019 and culminated in early fiscal 2020 with a new governance model, a new Board of Directors, and the hiring of a new Chief Executive Officer ("CEO").

Accordingly, fiscal 2020 was a year of transition as:

- The new Board of Directors and CEO settled into their roles;
- New Committees of the Board were struck and began operations;
- ASC administration and management functions, previously outsourced, were internalized and moved from western Canada to Ottawa, Ontario;
- New relationships were established with PTASBs, the federal government, other sport organizations, and internally amongst new team members; and
- New policies and procedures were developed and established;

The CEO and the Board of Directors have identified that a bold new strategic plan is required to guide the ASC's planning and decision-making over the next five years.

Several opportunities/challenges that have been identified by the Board of Directors and CEO during this transitional year, include, but are not limited to:

- Balancing differing priorities and needs of a multi-jurisdictional and diverse membership, government funders, and stakeholders;
- Over-reliance on federal government funding with need to diversify revenue;
- Engagement, communications, awareness, education and consensus-building with members, Indigenous communities and peoples;
- Supporting the legitimacy of the ASC speaking as the national voice for Indigenous sport, physical activity, and recreation, to bring together the interests of First Nations, Inuit, and Metis peoples.
- The need for a national PTASB-based strategy to advance Indigenous sport, physical activity, and recreation in Canada;
- Emerging opportunities and PTASB and stakeholder needs, such as health, nutrition, physical education, wellness, etc.





- Alignment, to the extent possible, with policies, directions and strategies of PTASBs, Aboriginal communities and peoples, federal and provincial governments, and national and international sport and fitness organizations;
- The need for identification, measurement and reporting of key data relevant to the ASC's mission, vision, and plans;
- Responding to the Truth and Reconciliation Commission's calls-to-action, and, particularly the Sports calls-to-action #'s 87 – 91;
- Changing the name of the ASC to best reflect its mission and vision;
- Increasing participation and diversity of Aboriginal peoples in sport, physical activity, and recreation, including youth, elders, women, and LGBTQ; and
- Need for diversified, sustainable program and operational funding.

It is critical that the ASC identifies its priorities and strategies, and focuses its resources and efforts to advance sport, physical fitness and recreation within Indigenous communities across Canada.

Accordingly, the ASC wishes to prepare a strategic plan to establish its direction, goals and strategies over the next five years.





Timeframe

The Project will begin within (4) weeks of this RFP's closing date and will be completed by March 31, 2021.

SCOPE OF WORK

The Consultant will be engaged to perform the following:

1. Collaborate with the ASC's CEO and the Board of Directors to establish an engaging, consultative and consensus-building strategic planning process;
2. Prepare a Project plan that demonstrates a pathway to engagement, collaboration, relevant data collection, consensus-building, Strategic Plan preparation, and successful roll-out;
3. Research of the current sport, physical fitness and recreation environment within Indigenous communities and within Canada;
4. Engagement, consultation and data-collection with PTASBs and stakeholders;
5. Prepare a research and engagement report for the ASC Board of Directors and CEO;
6. Design and facilitate a strategic planning session(s) with the ASC Board of Directors and CEO to identify ASC direction, goals, and strategies;
7. Prepare a draft strategic plan and roll-out plan;
8. Validate the draft strategic plan; and
9. Prepare and present the final strategic plan and roll-out plan.

The Consultant will be expected to prepare a final strategic plan that, at a minimum, documents the direction, goals, and strategies of the ASC over the next five years.

The final report should be supported by a description of the strategic planning process, a summary of the research and data collected that informed the strategic plan development, execution risks/obstacles and mitigation suggestions, and a roll-out plan that identifies short, mid and long-term





DELIVERABLES

The Consultant will be expected to provide the following deliverables:

- Project kick-off meeting with ASC management
- Project plan and schedule
- Engagement and consultation with PTASBs and stakeholders
- Design and facilitate strategic planning session(s) with the ASC Board of Directors
- Prepare the draft strategic plan including roll-out plan
- Meeting(s) to present/discuss the draft final strategic plan and receive feedback
- Final strategic plan and roll-out plan
- Present the final strategic plan at roll-out kick off event
- Written or verbal status updates on an as-requested basis

The work must be performed, and, the deliverables prepared in English, with the exception of engagement and consultation with PTASBs and other stakeholders, where it is identified that the work will be required to be performed in French. ASC will translate the final strategic plan into French.





PROPOSAL CONTENTS

Your proposal should include at a minimum:

Proposed Methodology: Describe the proposed approach, and the methods and procedures to achieve the Project's objective, scope of work, and deliverables within the Project timeframe. Please include a description of:

- a. The features, attributes and/or characteristics of a high quality strategic plan that you would advocate be incorporated into the ASC's strategic plan and planning process;*
- b. What the strategic plan, or the outcome of the strategic planning process, would look like. This description could be accomplished with a model or target "Table of Contents" along with any explanatory comments;*
- c. The strategic planning process or model that you would propose and implement to achieve the high quality strategic plan outlined in a) and b) above;*
- d. The methods, procedures, and/or tools that you would employ to implement the strategic planning process described in c);*
- e. How you see your role and responsibility if selected as the Consultant;*
- f. Your project management approach, including plans or procedures for coordinating with the ASC, and for ensuring timeliness, cost-effectiveness, and a high quality strategic plan.*

Proposed Project Plan and Timeline: Provide a description of the work to be performed (organized by the tasks/procedures enumerated above), work location, and a timeline that sets out proposed timeframes and milestones for performing and completing the work.

Consultant Qualifications and Experience: Identify all members of the Project Team, their role(s), qualifications, experience, and planned level of effort on the Project. Provide a description of the Consultant's capabilities, any relevant physical facilities and equipment, any time constraints, and experience in facilitating and preparing strategic plans and/or similar projects.

Proposed Fees and Disbursements: Proposed fees, before any disbursements and HST, should range from \$25,000 - \$35,000.

Prepare an itemized Project budget spreadsheet in Microsoft Excel format that shows the anticipated level of effort and fees to complete the work described in the Project Plan.

Indicate separately any anticipated disbursements and any other expenses that you anticipate incurring in the performance of the work, excluding travel, engagement and consultation, and translation disbursements.





The ASC has a separate engagement and consultation budget. Accordingly, do not include engagement and consultation costs in the proposed fee or anticipated disbursements. An engagement and consultation plan will be prepared by the ASC in collaboration with the selected Consultant that is based on the approved Project Plan and Schedule, and the ASC will pay any engagement and consultation related costs directly to vendors and participants according to the engagement and consultation plan.

The ASC has a separate travel budget for this Project. Accordingly, do not include travel costs in the proposed fee or anticipated disbursements. A travel plan will be prepared by the ASC in collaboration with the selected Consultant that is based on the approved Project Plan and Schedule and Treasury Board Travel Directives, and ASC will reimburse the Consultant for planned travel costs according to the travel plan.

Include the anticipated HST for fees and disbursements in the Project Budget. HST related to any travel will be included in the travel plan and paid upon reimbursement.

References: Three client references should be listed along with descriptions of the work performed for each, and with written permission to contact the references.

Certification: The proposal should contain statements:

- Confirming that the proponent carries sufficient errors and omissions and liability insurance and that if successful, will provide a certification of insurance to the ASC before beginning any work; and
- Certifying its completeness and veracity, and be signed and dated by an authorized representative of the Consultant.





Proposal Evaluation

Proposals that do not meet the minimum “Proposal Contents” requirements will be rejected and not reviewed.

Proposals will be reviewed by an ASC ad-hoc Committee comprised of the CEO and Board members. The Committee will evaluate proposals, ensure that all Proponents are treated fairly, and, ensure that ASC procurement activities comply with its Finance Policy.

Experts may also be asked to review and evaluate proposals, and provide comments and/or make recommendations for awarding a contract. At the discretion of the ad-hoc Committee, an interview or a request for additional information or data may be required to clarify proposal details and/or to facilitate the proposal review and evaluation process.

Proposals will be evaluated according to the following factors:

Evaluation Component	Criteria	Maximum Points
Proposed Methodology	<ul style="list-style-type: none"> • Proponent demonstrates understanding of the Project and ASC • Methodology and Project Management Approach meet the needs of the ASC • Innovation, quality of methodology and approach • Quality assurance features • Clarity, logic, understandability 	30
Proposed Project Plan and Timeline	<ul style="list-style-type: none"> • Project plan and timeline are consistent with the Proposed Methodology and sufficient to achieve the Project objective • Realistic • Flexibility 	15
Consultant Qualifications and Experience	<ul style="list-style-type: none"> • Qualifications and experience of individuals sub-contracted or assigned to the Project • Proponent’s experience, resources, and depth in relation to strategic planning and/or similar projects • Extent of Indigenous involvement in the Proponent’s organization and/or in the Project 	30





Evaluation Component	Criteria	Maximum Points
Proposed Fees and Disbursements	<ul style="list-style-type: none"> • Level of detail and transparency • Value 	15
Overall Professionalism of Proposal	<ul style="list-style-type: none"> • Organization • Clarity • Understandability • Conciseness • Readability • Readability 	10

The ASC expects to contract with the Consultant whose proposal demonstrates that its performance of the work would be most advantageous to the ASC, with price and other factors considered.

The ASC reserves the rights to:

- Award a contract to other than the highest scoring and/or lowest priced Proponent;
- Not to award a contract as a result of this Request-for-Proposal ("RFP") process;
- Defer or cancel the Project before contract award; and
- Re-open the RFP process and re-invite proposal submission.





RFP Process Terms and Conditions

PROPOSAL SCHEDULE

RFP Issue Date	May 13, 2020
Deadline for questions and additional information requests	May 22, 2020
RFP addenda	May 29, 2020
Proposal Submission Deadline	June 12, 2020
Contract Award	June 19, 2020
Kick-off Meeting	July 6, 2020

The timetable is tentative and can be changed by the ASC at any time.

PROPOSAL REQUIREMENTS

Proposals must include the minimum contents as outlined in “Proposal Contents”.

Proposals must be prepared in English.

Consultants shall bear their own costs of preparing and submitting their proposal, including any disbursements.

QUESTIONS AND ADDITIONAL INFORMATION

Consultants may ask questions or seek additional information by submitting an email to ASC at RFP@aboriginalsportcircle.ca.

It is the responsibility of Consultants to seek clarification from the ASC on any matter it considers to be unclear. ASC will not be responsible for any misunderstanding on the part of the Consultant concerning this RFP or its process.

Contact with the ASC’s Board members or the ASC’s staff about this RFP is prohibited and may be considered as grounds for disqualification from the selection process.

If the ASC provides any additional information as a result of questions and/or information requests, it will do so in the form of addendum(s) to the RFP, which will be posted on the ASC website by May 29, 2020. Proponents are responsible for checking the website and obtaining any addendums issued.

The ASC is under no obligation to provide additional information or post any addendums but may do so at its sole discretion.





PROPOSAL TO BE RETAINED BY THE ASC

The ASC will not return the proposal or any additional information submitted by a Proponent.

PROPOSAL SUBMISSION

Proposals will be accepted only in the form of electronic PDF files or using Microsoft Office software (i.e. Word, Excel), attached to a transmittal message that is emailed to:



RFP@aboriginalsportcircle.ca

by 11:59 p.m. EST on June 12, 2020.

