



Request for Proposal (RFP): Strategic Consultant to develop an Ottawa Basketball Sport Hosting Improvement Business Case

Project Timeline - July 2025 to Fall 2025

About the Ottawa Sport Council

The **Ottawa Sport Council (OSC)** is committed to serve our role as a leader for amateur and community sport. Our position as a champion of community sport is recognized by the City of Ottawa, and it is one that we are proud to hold in the community. We are committed to acting in the best interests of the community sport sector to drive policy, programs, infrastructure and access improvements and advancing those interests. The OSC supports safe participation, equity and equality while removing barriers for both the sport leaders and athletes. The OSC strives to provide a range of relevant and timely education resources and information such as [The Belonging Playbook](#), [Ottawa Safe Sport Toolkit](#) and an [annual sport summit](#). The OSC is a facilitator of collaboration and partnerships where we foster opportunities for organizations to work together, combine resources and collectively take action in the belief that there should only be positive experiences in sport.

The **Ottawa Sport Council**, through its Executive Director and designated project team, will be directly engaged throughout the project lifecycle. The OSC will provide strategic oversight, facilitate introductions to key stakeholders, provide access to existing data and reports, and offer ongoing guidance and feedback to ensure the consultant's work aligns with the project's objectives and the broader Master Plan for Basketball in Ottawa.

Project Overview

The **Ottawa Sport Council** is set to lead the coordinated development of an **Ottawa Basketball Sport Hosting Improvement Business Case**. Ottawa's growing basketball scene, coupled with the City of Ottawa's goal to host local, national and international sporting events, necessitates a strategic evaluation of current infrastructure and future development. This business case is a critical step in addressing facility gaps and capitalizing on the potential for basketball growth and sport tourism within the Ottawa region.

This business case and final report will serve as the next phase of a broader Master Plan for the basketball sector within the City of Ottawa, and will identify preliminary infrastructure requirements, economic viability, sport hosting potential and implementation strategies.

Project Goals and Objectives

Coordinated Development:

Development of a thorough and actionable business case that serves as a roadmap for basketball infrastructure investment and sport hosting strategy. This involves synthesizing input from all levels of the basketball community – from grassroots clubs, provincial and national organizations, tourism and economic impact – to create a unified vision.

Infrastructure Needs:

The business case must identify current and future infrastructure needs, including but not limited to: Court Dimensions (regulation-sized, multi-court facilities), Flooring, Storage, Equipment, Lighting, Surrounding Facilities, Adaptive Sport Accessibility, Broadcast Quality, Show Courts, Spectator Capacity, Ancillary services and Accessibility Features. The report should also explore the feasibility of developing new purpose-built facilities versus upgrading existing ones.

Sport Hosting Potential:

A key objective is to thoroughly assess Ottawa's potential to host a range of basketball events, from community leagues and youth tournaments to high-profile provincial, national, and international competitions. This will involve analyzing event requirements, competitive landscapes in other cities and across Canada, and the economic impact of attracting such events to Ottawa. A table of potential events with columns for Event Name, Facility Requirements, Estimated Economic Impact, and Upcoming Dates needs to be included in the final report.

Strategic Recommendations:

The report's strategic recommendations should be actionable and forward-looking, encompassing financial sustainability models, potential funding sources (public and private), operational best practices, and innovative partnership strategies with sport organizations, educational institutions, and private developers.

Indoor Sports Court Strategy within City of Ottawa:

A critical component of this project is to ensure that all future recommendations for basketball infrastructure are fully aligned with, and contribute to, the City of Ottawa's broader Indoor Court Sports Strategy. This alignment will maximize resource utilization, avoid duplication, and ensure a cohesive approach to sport facility planning across the sport sector in Ottawa.

Key Deliverables and Outcomes

Report Components:

The final report will be a comprehensive business case document, expected to include, at minimum: a market analysis of basketball participation and demand in Ottawa, a thorough needs assessment identifying current infrastructure deficiencies, a feasibility study for proposed solutions (including cost estimates and financial projections), an economic impact analysis of sport hosting opportunities, conceptual design considerations for optimal facility development, and a phased implementation plan with clear timelines and responsibilities. The report will assess the current landscape of basketball in Ottawa and identify gaps in infrastructure development and systemic alignment while providing recommendations on potential facility locations, operation models, and the economic impact of a purpose-built multi-court facility (public or private).

Attract Investment:

The intent of the report's design and content is to be a compelling document that actively attracts investment from various sources, including municipal, provincial, and federal governments, sponsorship opportunities, grants, private sector partners, and philanthropic organizations. It should clearly articulate the return on investment (ROI) – both economic and social – demonstrating the long-term benefits of enhanced basketball infrastructure for Ottawa.

Long-Term Development:

The report's recommendations must support the sustainable, inclusive, long-term development of basketball in Ottawa, fostering increased participation across all levels of play, enhancing athlete development pathways, strengthening local clubs and associations, and establishing Ottawa as a premier destination for basketball events. The report will include an analysis of successful operation models from other Canadian jurisdictions.

Engagement Process:

The consultant will be responsible for leading a comprehensive stakeholder engagement process, ensuring the collective voices of all levels of the basketball community are heard and integrated into the business case. This will involve designing and executing effective engagement methods such as focus groups, workshops, and surveys. Key stakeholders include [Ottawa Tourism](#), [Ottawa Basketball Network](#), community basketball clubs, high school and college/university athletic departments, local club teams, provincial and national sport organizations, [City of Ottawa](#) departments (Parks, Recreation and Cultural Services, Economic Development), and current facility operators.

Timelines of the Project: Ottawa Basketball Sport Hosting Improvement Business Case

The following timeline outlines the key phases and milestones for the **Ottawa Basketball Sport Hosting Improvement Business Case**. This project requires a collaborative approach between the **Ottawa Sport Council (OSC)** and the selected consultant, strong communication and timely execution.

Phase 1: Procurement and Project Initiation (July - August 2025)

- **Request for Proposal (RFP) Release - Week of July 7, 2025:** The Ottawa Sport Council (OSC) will officially announce and release the comprehensive Request for Proposal (RFP) to qualified consultants.
- **Proposal Submission Deadline - Wednesday, July 23, 2025:** Consultants interested must submit their complete proposals by this date. Proposals should demonstrate their understanding of the project and follow submission guidelines below.
- **Application Review and Shortlisting - No Later than July 31, 2025:** The OSC will evaluate submitted proposals and a shortlist will be identified for potential interviews.
- **Consultant Interviews (If required) - Week of July 28, 2025:** Shortlisted consultants may be invited for interviews to present their approach and for any questions.
- **Project Award Notification - By August 1, 2025:** The successful consultant will be formally notified and will include the intent to enter into a contract, outlining key terms and conditions.
- **Pre-Meeting and Project Launch - Week of August 4, 2025:** A kick-off meeting will be held with the selected consultant and the OSC team. This session will serve to formally launch the project, establish key contacts, confirm the detailed work plan and deliverables, and align on communication protocols and reporting requirements.

Phase 2: Data Collection, Analysis, and Stakeholder Engagement (August to Mid-September 2025)

- **In-Person and Virtual Community Engagements and Facilitation Sessions**
This is a critical phase for gathering comprehensive input. The consultant, in close collaboration with the OSC, will design and facilitate a series of engagement activities. These may include:
 - **Targeted Stakeholder Interviews:** One-on-one or small group interviews with key leaders from basketball associations, clubs, facility operators, educational institutions (schools, colleges, universities), professional teams, Ottawa Tourism, City of Ottawa departments (e.g., Parks, Recreation and Cultural Services, Planning, Economic Development) and other groups.
 - **Community Workshops/Focus Groups:** Structured sessions (both in-person and virtual) designed to elicit broader community feedback on current

infrastructure, future needs, sport hosting aspirations, and barriers to participation.

- **Online Surveys:** Development and dissemination of surveys to gather quantitative data on participation rates, facility usage, preferences, and perceived gaps.
- **Data Collection & Analysis:** Concurrent with engagement, the consultant will gather and analyze existing data on population demographics, sport participation trends, economic impact data, and current facility inventory.

Note on Duration: While the timeline suggests a concentrated period, the depth of engagement required might necessitate flexibility or ongoing engagement beyond this initial concentrated period, depending on stakeholder availability and the complexity of feedback.

Phase 3: Business Case Development and Finalization (Mid-September to October 2025)

- **Mid-September to October 2025: Interim Findings and Draft Report Development**
The consultant will begin synthesizing the data and insights gathered from Phase 2. An interim report or presentation outlining key findings, preliminary recommendations, and emerging themes will be provided to the OSC for review and feedback.
- **No Later than End of October 2025: Final Report Submission and Presentation to Stakeholders**
The consultant will deliver the comprehensive final business case report. This report will incorporate all research, analysis, and stakeholder feedback, presenting clear, actionable recommendations for infrastructure needs, sport hosting potential, and strategic planning.

A formal presentation of the final report will be made to key stakeholders, including the Ottawa Sport Council, Ottawa Tourism, City of Ottawa, and representatives from the basketball community. This presentation should highlight key findings, the proposed facility vision, financial implications, and the implementation roadmap.

Submission Guidelines

Tell Us About You: Qualifications, Experience, Team

Brief history of your work, capabilities and expertise to deliver this project. Elaborate on your mission and particularly how they relate to sport facility planning, business case development, market analysis and stakeholder engagement. Detail direct experience in similar projects, methodologies and the key personnel who will be directly involved in this project.

What Will You Do and Proposed Approach

Detail your understanding of this business case and summarize the project's vision and goals. Include any potential challenges or barriers you foresee in this project and how you will address them.

Provide a brief step-by-step action plan on how you will execute on the set deliverables. Ensure this description includes your approach on the following:

- Needs assessment for identifying current state, gaps and future actions and outcomes
- Market analysis within the basketball sector and broader community sport
- Infrastructure analysis, including accessibility features for adaptive sport and multi-sport integration and access
- Sport Hosting potential assessment including accessibility features for adaptive sport and other potential sporting events outside of the basketball scope
- Economic Impact analysis for both community level stakeholders and tourism sport hosting impact, legacy and long term impacts
- Financial analysis including capital, operating expenses, revenue and funding mechanisms
- Strategic recommendation on facility development - operation models for planning, development and management of facilities and potential partnerships

Who Can We Speak With? References (Maximum 1 page)

Provide at least **two (2)** client references for prior projects that are similar in scope, complexity, and nature to this business case development and sport hosting strategy.

For each reference, include:

- Client Organization Name, Contact, Title, email address, phone number
- Project Title and brief description of the work performed
- Completion Date of the project
- *(Optional: Briefly highlight the relevance of each referenced project to this RFP.)*

Proposed Budget

Provide a detailed, itemized budget for the entire project including the following:

- Total project fee for all aspects outlined above
- Itemized cost breakdown (hourly rates for each team member and estimated hours per task/phase)
- Disbursements/Reimbursable expenses for travel, accommodation, materials, software
- Payment schedule based on key project milestones and deliverables
- Other expenses

Flexibility and Adaptability

Provide your ability to adapt to unforeseen circumstances and how you would manage any challenges with the schedule and timelines, specifically with stakeholder engagement

Submission Contact Details

Proposals accepted until end of day **Wednesday, July 23, 2025**. Please submit all documentation in PDF format by email to: ed@sportottawa.ca

Frances Mercer, Executive Director

[Ottawa Sport Council](http://ottawa.sportcouncil.ca)