



REQUEST FOR PROPOSAL

SPORT4ONTARIO (S4O) Strategic Plan and Future Models

Issue Date: February 12, 2021

SPORT4ONTARIO
WWW.Sport4Ontario.ca

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1 INTRODUCTION

1.1 WHO IS SPORT4ONTARIO?

SPORT4ONTARIO is a not-for-profit non-partisan organization dedicated to the promotion of sport and physical activity in Ontario. The organization is governed by a newly voted in volunteer Board of Directors and there are no paid professional staff. The board operates under collaborative model with common principles and frameworks.

Established in 1998, SPORT4ONTARIO has provided the collaborative environment, knowledge and resources to build capacity and drive leadership excellence in the Ontario sport community. SPORT4ONTARIO also oversees the National Sport Trust Fund – Ontario. This initiative allows PSOs/MSOs and their members to establish revenue generation programs for which charitable tax receipts are provided for qualifying donations (recognized by the CRA).

The COVID-19 Pandemic has had a severe impact on all aspects of sport in Ontario, and the new Board of Directors will develop strong relationships and work together with staff and officials at the Ministry of Heritage, Sport, Tourism and Culture Industries, and other government leaders to implement strategies to help revive the sport sector. The Board will also seek to align with similar provincial entities across the country and with the national sport system.

1.2 PROJECT SUMMARY

SPORT4ONTARIO is seeking a proponent to:

- i. Develop a Strategic Plan for the organization (Short-Term, Mid-Term, and Long Term) by working closely with the Executive Committee of the Board of Directors as well as engaging the Ontario sport sector including representatives from the Provincial Sport Organizations, Multi-Sport Organizations, School Sport Sector and the Government of Ontario through the Ministry of Health, Sport, Tourism and Culture Industries.
- ii. Conduct a review of S4O's current governance structure and make recommendations; and
- iii. Evaluate other models of operation for S4O and make recommendations (eg. agency, sport commission, etc).

1.3 KEY DATES

The following is the schedule to be followed for this process:

February 12 th , 2021	RFP Issued
March 5 th , 2021, 12pm ET	Deadline to Submit Proposal
March 12 th , 2021	Interviews of shortlisted proponents
March 19 th , 2021	Selection/Notification
June 15 th , 2021	Final report due

1.4 COMMUNICATION & SUPPORT DURING THE RFP PROCESS

Please contact info@sport4ontario.ca for any inquiries.

1.5 RESPONSES TO THE RFP

Proposals will be received by info@sport4ontario.ca by **12PM (noon) ET on Friday, March 5th, 2021.**

Submission method:

- Electronic version in MSWord/ PDF format,

Proposals should include a letter signed by an officer of the organization in a position to legally bind the company to the statements contained herein.

Revisions to a submitted proposal must be in writing and received before the closing date and time.

Any bidder may withdraw their proposal upon written request at any time.

2 PROGRAM REVIEW REQUIREMENTS

2.1 OVERVIEW

The purpose of this RFP is to select a proponent to develop a strategic plan for SPORT4ONTARIO with short-term, mid-term, and long-term goals; to establish Key Performance Indicators (KPIs) to measure impact of the plan to report to membership; and to recommend future models of operation for the organization.

The Executive Committee of the Board (Chair, Vice Chair, Secretary and Treasurer) will work closely with the successful proponent in development of the Strategic Plan on behalf the organization. It is vitally important that the Ontario Sport Sector is engaged in developing the plan through consultation processes.

The successful proponent will conduct an environmental scan of the sport sector across Canada of similar organizations in other key provincial/territorial jurisdictions, as well as a review and assessment of other potential models of operation for the organization, including but not limited to an advocacy organization that would advance the amateur sport sector industry or an agency model as a delivery arm of government. The review and assessment will also include comparisons of similar organizations internationally known for their best practices. Recommendations will include governance models, staffing structures, mandates, and responsibilities. Timelines and budgets must also be included.

The proponent must work under the deadlines outlined in this document.

3 BUDGET AND TIMELINES

3.1 BUDGET

SPORT4ONTARIO's project budget for this project is **limited to \$63,000** (including applicable taxes).

While \$63,000 is limited to this budget, we welcome bids outside of these financial parameters as financial considerations are one of six (6) weighed evaluation criteria outlined in Section 5 of this document.

3.2 TIMELINES

The final report must be submitted to SPORT4ONTARIO by **Tuesday, June 15th, 2021**.

As outlined in Section 4 below, please provide a Schedule of Deliverables indicating key dates and milestones of the project reflective of our ideal completion date.

4 SUBMISSION FORMAT AND REQUIREMENTS

4.1 FORMAT FOR PROPOSALS

1. Executive Summary

2. Technical Expertise – We are looking to understand your approach to all aspects of developing an organizational Strategic Plan for a not-for-profit provincial organization.

- a. Review Strategy - Please let us know what methodologies you will use to evaluate the programs and services that delivers to PSOs and NSOs.
- b. Review Process - Please let us know about your services, expertise and process (including major milestones) for the following:
 - Requirements – Discovery and Consultations
 - Evaluation
- c. Value Added Enhancement Options
- d. Project Evaluation

3. Management Volume

- a. Organizational structure: communication process; including lines of reporting and specifically who will lead and deliver the project;
- b. Schedule of deliverables; include major milestones.

4. Budget

- a. Break down cost by planning and consultation areas
- b. Other Charge Areas - Please identify whether there will be other expenses, consulting fees, future work, etc. to complete this project

5. Attachments

- a. Qualifications and Experience - Case histories with information on similar work completed
- b. Names, titles, and biographies of all who will work on account
- c. Minimum of three (3) references of similar current or past contracts, including contact names and telephone numbers for each client

5 EVALUATION

5.1 RFP EVALUATION CRITERIA

The following criteria, shown in order of importance, form the basis upon which S4O will evaluate proposals.

- Financial Considerations - 30%
- Technical Expertise - 25%
- Proposal (ability to address outlined requirements) - 25%
- Sample Work Provided/References - 10%
- Deliverable Schedule - 5%
- Additional Value Added Enhancements - 5%

6 TERMS AND CONDITIONS

You must follow these guidelines and requirements when preparing and submitting your proposal:

- A. Proposals received after **12:00pm (noon) ET Friday, March 5, 2021**, will not be accepted. Late proposals will not be opened or read, under any circumstances. S4O will not grant any exceptions to this requirement.
- B. Once submitted, a bidder's proposal can be withdrawn at any time.
- C. Any costs associated with preparing and presenting proposals in response to this RFP and for providing any additional information required by S4O to facilitate the evaluation process **are the sole expense and responsibility of the bidder and will not be reimbursed or paid by S4O**. S4O also reserves the right to discontinue this procurement process at any time, and makes no commitments, implied or otherwise, that this process will result in a business transaction with one or more parties. All supporting documents and manuals, submitted with this proposal, become the property of S4O, unless explicitly requested, in writing, by the vendor and approved by the S4O.
- D. The statements made in a bidder's proposal are binding to the reliance of S4O; therefore a representative of the bidder that is authorized to do so, preferably an officer of the company, must sign the vendor proposal.
- E. If a bidder wishes to submit alternate solutions, they may do so. Alternate solutions should be treated as separate proposals.
- F. A bidder is required to provide S4O with exact prices quoted in the proposal for at least 90 days from the date of submission. The price quoted should be inclusive. If the vendor price excludes certain fees or charges, the vendor must provide a detailed list of fees with a complete explanation of the nature of those fees.
- G. If the execution of work to be performed by the bidder requires the hiring of sub-partners, the vendor must clearly state this in their proposal. Sub-partners must be identified and the work they will perform must be defined. In the vendor proposal, a vendor must provide the name,

address, telephone number & expertise of the sub-partner. S4O will not refuse a proposal based upon the use of sub-partners; however, we retain the right to refuse the sub-partners selected.

- H. By submitting a proposal, a vendor agrees to all the terms and conditions of this Request for Proposal.
- I. S4O and vendor agree that all details of this Request for Proposal process, including both financial information and proposal concepts, shall be confidential during this process, and thereafter, and do whatever is reasonably necessary to preserve such confidentiality. The contents of all media announcements, if any, regarding the selection of the S4O's vendor shall be agreed upon by both parties prior to being released or published. Neither party shall unreasonably withhold its agreement to an announcement.
- J. S4O does not bind itself to accept either the lowest cost tender or any tender submitted.
- K. S4O will not be liable for any costs or expenses incurred in the preparation of a tender.
- L. The vendor, if chosen, shall undertake to indemnify S4O against claims and litigation (including legal fees) related to/arising from the activities of the vendor.
- M. The vendor, if chosen, shall undertake to disclose any conflicts of interests in the provision of the services.
- N. S4O reserves the right to and may exercise any or all of the following rights and options with respect to this RFP:
 - To reject any and all proposals, to seek additional proposals, to enter into negotiations and subsequently contract with more than one vendor if such action is in the best interests of S4O. S4O will not be required to provide reasons for accepting or not accepting any particular proposal;
 - To evaluate separately the individual components of each proposal and decide to contract with such vendors for any such individual component(s);
 - At its sole discretion to cancel or withdraw this Tender with or without the substitution of another Tender, to alter the terms and conditions of this Tender (including, without limitation, extending the times and deadlines referred to in this document), and to conduct investigations as to the qualifications of each vendor at any time;
 - To alter the proposed implementation schedule at its sole discretion.
 - To not be bound at any time to the acceptance of any Tender and in no way does this invitation to treat process bind S4O into any contractual relationship whatsoever.
 - To contact vendor(s) to clarify or confirm information, without obligation to other vendors;
 - Invite vendors to provide brief presentations.
 - Negotiate with one or more vendors.
- O. The selection of any vendor is conditional upon the negotiation and execution of a satisfactory contract between S4O and the vendor(s).
- P. S4O may, in its sole and absolute discretion, enter into discussions or negotiations with one, some or all of the vendors. Without limiting the generality of the foregoing, such discussions and negotiations may deal with terms which are different or in addition to those in this Tender or in a proposal. S4O shall not be required to enter into discussions or negotiations on similar or other terms or offer any modified terms to any vendor. S4O shall incur no liability to any vendor as a result of these discussions, negotiations or modifications. Such discussions and negotiations

shall not affect the irrevocability of the proposals as specified, which irrevocability shall remain in full force and effect until such time as the proposal is accepted or the proposal expires or the vendor and S4O mutually agree in writing on any modified terms as a condition to S4O's acceptance of the proposal.

- Q. The vendor(s) will indemnify and save harmless the S4O, its agents, employees and elected officials from and against any and all liability whatsoever for losses, liens, charges, claims, demands, payments, suits, actions, recoveries, and judgments including legal fees and expenses of every nature and description brought or recovered against either the S4O, its agents and employees, or the contractor by reason of an act, error or omission of the vendor, its agents employees or licenses in providing the services, including, without limiting the generality of the foregoing, loss or damage to property, injury to or the death of any persons, alleged copyright, patent or other intellectual property rights infringement or interference, defective design or damage to the environment.

- R. A successful vendor shall obtain and maintain for the duration of the services, at its own cost, the following insurance, amounts to be approved by S4O, on terms and from insurers satisfactory to S4O:
 - a) Comprehensive General Liability coverage, covering premises and operations liability;
 - b) Completed Operations Liability coverage;
 - c) Contractual Liability coverage; and
 - d) Owned and Non-owned Automobile Liability Insurance coverage.