

# Request for Proposal (RFP)

Strategic Planning

Services: Facilitating, Developing, and Writing

**Proposals will be received until June 13, 2022**

## General Information

- Project objective: To develop a five-year strategic plan.
- Issuing organization: Sport Calgary
- Questions must be received by: June 8, 2022
- Questions to be addressed to: Catriona Le May Doan [cldoan@sportcalgary.ca](mailto:cldoan@sportcalgary.ca)
- Due date for proposals: June 13, 2022

Responses to questions will be e-mailed only to the person who put the question forward.

Sport Calgary solicits proposals with the intention to award a contract but reserves the right to reject to any, or all proposals.

## Summary

Sport Calgary is seeking consultant services for the development of a five-year strategic plan.

## Background

Sport Calgary assists, supports, and influences the growth of sport in Calgary.

As the voice of amateur sport in Calgary, we connect Calgarians and sport. We work across all sports, helping individuals, teams and organizations learn, improve and grow.

- We increase the profile of sport, advocating positive values and benefits.
- We act as a resource for sport organizations, helping them with funding, governance and public profile.
- We work with local government to enhance facility development and utilization.

## Scope of Work

Sport Calgary is seeking a consultant to lead the development of its next five-year strategic plan and business plan. The consultant will:

- manage the project - including attending regular meetings and providing status reports to keep the project on schedule and the Planning Working Group (see below) updated on progress;
- review relevant documentation – including existing plans, assessments, and other documents;
- design the planning process – which will include identifying important trends and patterns, analyzing strengths, weaknesses, opportunities and threats;

- organize and manage all planning activities – including producing a record of all meetings and input arising from engagement opportunities;
- facilitate all opportunities for engagement – assisting discussion and decision making and ensuring that dialogue is productive and creative;  
write all drafts and the final plan – seeking and incorporating feedback from the Planning Working Group throughout the process.

Our expectation is that the final draft of the strategic plan and business plan will be presented to the Board of Directors for their consideration of final approval at the Board meeting in September.

**Components of the final strategic plan will include:**

- Mission Statement –to re-confirm our existing mission statement;
- Values – to re-confirm our existing core values;
- Vision – to re-confirm our existing vision;
- Priorities – a maximum of four-to-six, brief and strategic (vs. operational) areas of focus;
- Strategies – a maximum of three-to-four clear strategies within each priority;
- Institutional Objectives – a maximum of three per strategy;
- Outcomes – defining what impact we want to see;
- Measures – used to assess progress on outcomes.

The starting point will be the current strategic plan, and an evaluation report of progress against the goals and outcomes set out in that plan. As a result, this planning process will not start from a blank sheet, nor will the process involve simply tweaking the existing plan. Our desire is for a detailed planning process that falls somewhere between these two concepts.

The planning process should engage stakeholders in identifying what elements of the current plan should be carried forward, and in creating new elements to augment those carried forward elements.

**The 2023-2028 Strategic Plan should:**

- outline the major shifts required for fulfillment of our mission in a changing environment;
- tell the reader what Sport Calgary intends on becoming (vision);
- enable rapid adaptation to changing conditions;
- name our organizational values, priorities, measurable objectives and strategies;
- highlight how we will accomplish our objectives.

Stakeholders to engage in the planning process include (but are not limited to):

- City of Calgary – sport and recreation department, partnership office, councillors;
- sport organizations (members AND non-members);
- current sponsors;
- current partners AND potential partners;
- related social agencies;
- Board of Directors and staff.

Key stakeholders, such as members, will be offered multiple means of engagement, ie. in-person and online.

The consultant will report to a Planning Working Group which will be chaired by the CEO. The group will consist of:

- members of Sport Calgary senior leadership team (Catriona Le May Doan and Sandra Paire);
- members of the Board of Directors Working Group (Sheila Taylor, Jeff Booke, Jason Ribeiro, Lachlan Griffiths, and Patrick Breault).

The Planning Working Group will help the CEO with oversight of the consultant and approvals as required to advance the planning process. Final approval of the strategic plan is in the authority of the full Board of Directors. Our desire is to present the final draft plan to the Board of Directors for approval at the board meeting in September.

## Proposal Outline

Proposals should be organized according to the following outline:

- Title Page and Contact Information (1 page);
- Executive Summary (1 page);
- Scope, Approach, and Methodology (2 pages);
- Project Management Approach and Work Plan (2 pages);
- Experience and Qualifications (1 page);
- Detailed and Itemized Pricing (1 page);
- Firm / Consultant Overview (1 page);
- References (1 page).

## Strategic Plan Timeline

- June 13 – proposal submission
- June 20 – consultant hired
- June –July interviews of stakeholders
- June – July member engagement
- July/August – work with Management and Strategic working group on plan
- September – draft plan
- September - Board approval of strategic plan and business plan

## Evaluation

Proposals will be evaluated on the following criteria:

- Experience and Qualifications – 30%
- Quality of Approach and Proposal Methodology – 30%
- Understanding of Objectives – 20%
- Work Plan, Schedule, Cost, and Level of Effort – 20%

The proposal will be based on three phases and could potentially be contracted in an a la carte fashion. Phase 1 will be stakeholder engagement. Phase 2 will be one on one work with management to develop the goals and strategies including KPIs. Phase 3 will be writing of the final plan including business plan.

Please specify how much time and resources (including financial) to each phase and how the engagement process of phase 1 will take place.

To be considered, proposals must include a declaration of capacity and availability to complete the project within the project period.

The maximum budget that Sport Calgary has allocated for this project is \$30,000.00.

## 7. Terms and Conditions

### Delivery of Proposal

Proposals must be no longer than ten (10) pages in length, including at least three references, in Adobe Acrobat PDF format and received by June 13, 2022.

Proposals must be received by e-mail to the attention of Catriona Le May Doan [cldoan@sportcalgary.ca](mailto:cldoan@sportcalgary.ca) with Strategic Planning Consultant Proposal in the subject line.

### Proposal Time Limit

Each proposer shall commit that the proposal is valid and accurate for 90 days from June 13, 2022

### Selection Process

Sport Calgary reserves the right to award the proposal and may be based on a review of the proposals against all evaluation criteria, and will not necessarily be awarded based on the lowest price offered. Additional written materials to ascertain the qualification of a proposer may be requested.