

Request for Proposal (RFP)

Strategic Planning
Services: Facilitating, Developing, and Writing

Proposals will be received until Tuesday, September 3rd, 2024

General Information

- Project objective: strategic planning
- Issuing organization: Sport New-Nouveau Brunswick (Sport NB)
- Questions must be received by: Friday, August 27th, 2024
- Questions to be addressed to: Cheryl MacDonald, cheryl.macdonald@sportnb.com
- Due date for proposals: Tuesday, September 3rd, 2024

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

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

Summary

Sport NB seeks consultant services for the development of a five-year strategic plan as it transitions to a renewed lead amateur sport agency following the joining of forces of Sport NB and Coach NB.

Background

Sport NB is a non-profit organization dedicated to the development and promotion of the amateur sport community in New Brunswick. We are a federation that serves over 70 provincial sport organizations (PSOs) and other sport related organizations.

- We are meant to provide strategic leadership to PSOs in New Brunswick to facilitate, support, and advocate sports participation and excellence throughout the province.
- We aspire to be a key partner and contributor to the improvement of health and wellbeing for the people of New Brunswick through enhancing and acknowledging the social and economic benefits of sport participation and elite/national team performance and success
- In September 2021, in collaboration with the Sport and Recreation Branch of the provincial government, we launched a sport system project to identify ways to further strengthen the sector and bring the benefits of sport to more New Brunswickers and communities. Consultation was extensive with over 700 hundred people and over 25 organizations engaging with the process. Surveys, interviews and direct communication helped to form The Envisioning Sport Report.

Scope of Work

Sport NB is seeking a consultant to lead the development of its strategic plan through project planning and management. This includes research and analysis, facilitating opportunities for engagement, note-taking, regular meetings and updates with the Strategic Planning Committee, and writing the draft and final plan while incorporating feedback from the Committee.

We expect that the final draft of the strategic plan will be presented to the Board of Directors for their consideration of final approval at the Board meeting in March 2025.

Components of the final strategic plan will include:

- **Brand Name:** serves as an indicator of organizational identity
- **Purpose:** reason that the organization exists
- **Vision and Mission Statement:** the renewed agency's purpose and long-term aspirations
- **Values:** core principles and beliefs that guide the agency's actions and decisions
- **Relevant Party Engagement:** including employees, members, partners, and community
- **Situation Analysis:** assessment of internal and external factors affecting the agency
- **Priorities and Goals:** strategic areas of focus and intended impact with relevant goals
- **Strategies:** action plans for meeting outlined goals
- **Resource Allocation:** financial, human, technological resources required and allocation
- **Review and Evaluation:** timeline, responsibilities, and checkpoints to track progress

The starting point will be the current strategic plan and the Envisioning Sport document; therefore, the planning process will not fully occur from the ground up.

The planning process should engage relevant parties in identifying what elements of the current plan they feel ought to be carried forward, and how, despite the renewal of the lead agency.

The 2024-2029 Strategic Plan should:

- Communicate our renewed identity moving forward and enable adaptation to that identity
- Provide direction for the fulfillment of our mission in a rapidly changing environment
- Ensure that everyone within the organization is accountable and working towards common goals
- Facilitate decision-making by prioritizing objectives and focusing resources and energy in critical areas
- Drives innovation, creativity, and productivity by identifying new opportunities and approaches

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

- Government of New Brunswick Sport & Recreation Branch
- Our membership
- Current sponsors and partners

- Potential partners
- Related social agencies
- Board of Directors and staff

Key related parties, such as members, will be offered multiple options for engagement such in-person and online.

The consultant will report to a Strategic Planning Committee which will be chaired by the Board President. The group will consist of:

- 3 members of Sport NB leadership team (CEO and Directors);
- 3 Board members including the President
- 1 representative from the Sport & Recreation Branch

The Strategic Planning Committee will help the President with oversight of the consultant and approvals as required to advance the planning process.

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

- Proposal submission
- Consultant hired September 13th 2024
- Interviews of relevant parties: before and after Annual General Meeting (September-November and December, 2024)
- Member engagement: at Summit event in November 2024
- Work with Strategic Planning Committee: December 2024 – February 2025
- Draft plan: February 2025
- Board approval of strategic plan and business plan: March 2025

Evaluation

Proposals must include a declaration of capacity and availability to complete the project within the project period. Proposals will be evaluated on the following criteria:

- Experience and qualifications: 30%
- Quality of approach and proposal methodology: 30%
- Understanding of purpose: 20%
- Work plan, schedule, cost, and level of effort: 20%

The maximum budget that Sport NB has allocated for this project is \$15,000 CAD.

Terms and Conditions

Proposal Time Limit

Each proposer will commit that the proposal is valid and accurate for 90 days from September 4th, 2024.

Delivery of Proposal

- Proposals must be no longer than ten (10) pages in length
- Must include three references, preferably from comparable projects
- Deadline to submit is Tuesday, September 3rd, 2024
- Submit via email to the attention of Cheryl MacDonald at cheryl.macdonald@sportnb.com with Strategic Planning Proposal in the subject line