



**Request for Proposal**  
**RFP #: 2017-05-001**

## **STRATEGIC PLANNING CONSULTANT**

Proposals will be received until

Tuesday, June 13<sup>th</sup>, 2017  
4:00PM PDT

This RFP is also available on our website at [www.bcschoolsports.ca](http://www.bcschoolsports.ca)

The Board of Directors of BC School Sports (BCSS), on behalf of the membership is launching a strategic planning process for the organization that will define its direction for the next five years. The successful consultant will design, and facilitate a process to solicit input from a range of stakeholders representing the diversity of the membership and the uniqueness of the organization.

The anticipated budget for this process is \$10,000 - \$15,000, and is expected to take 8-10 months, beginning in August 2017.

#### **INTRODUCTION:**

BC School Sports is the governing body for interscholastic athletics in the province of British Columbia. It serves 450 member schools, in 153 communities around BC, and last year had approximately 88,000 participants in its 18 sanctioned sports.

BC School Sports was informally created over 50 years ago, out of necessity when every sport was creating its own eligibility rules. It was acknowledged a common rules body was required. The organization was formally incorporated as a Not-For-Profit Society in 1971 and became a registered charity with CRA in 1982.

BC School Sports has a large and complicated governance structure that is led by a seven-person Board of Directors, elected by the membership. In addition there are Leadership Committees consisting of the Advisory Committee, the Council of Athletic Association Presidents, and the Council of Sport Commissioners. With currently four full-time employees, and 2 part-time contractors working for the organization, the organization does rely on many standing committees in addition to those mentioned above.

BC School Sports has 19 commissions, 18 different sports that act as standing committees, however some are independent legal entities and all have varying levels of independence, governance structure and professional capabilities.

We are primarily funded through membership dues, with some funding received from the government in the form of project grants, through the Gaming Branch which is applied for on an annual basis. Our annual operating budget is around \$700,000, without considering commissions and championships.

BC School Sports has no official mandate from the government and is an independent body, but does work with both the Ministry of Education and the Ministry of Community, Sport and Cultural Development whenever possible.

BC School Sports hired a new Executive Director in August 2016 and has worked to bring a more transparent and trusting relationship between various stakeholders that has eroded for various reasons in previous years. While this has been achieved to some level with an improvement in engagement, the lack of unifying vision and mission, and absence of understanding or agreement on purpose, values, and initiatives has led to the determination that the development of a strategic plan is necessary for future growth of the organization and our ability to serve the our membership.

## **BCSS PROGRAMS:**

The following are summaries of BCSS' current programs, and their impact or objective. This does not explore other potential areas of expansion or focus.

- 1) Championships – BCSS is responsible for oversight and coordination of our Senior Provincial Championships and the qualification tournaments, the Sr. Zone championships. We work with our sport commissions to execute this and last year had over 12,000 athletes participate at a provincial championship.
- 2) Eligibility & Athlete Registration. – BCSS is responsible for developing the rules that govern eligibility as it pertains to student-athletes. This includes, but is not limited, minimum courses required to be eligible, transferring of school, residency requirements or international student requirements etc. BCSS also manages the process of Eligibility Applications to the Eligibility Officers and the Eligibility Appeals to the Eligibility Appeals Committee. BCSS maintains a Student-Athlete Registration System (STARS) where all teams and rosters are registered with BCSS according to the rules and policies of organization.
- 3) Tiering and Seasons of Play – BCSS is responsible for approving tiering for schools, so that schools generally compete against same sized schools in the interest of competitive balance. We also mandate there are 3 seasons of play in an effort to enable student-athletes to compete in multiple sports, and to ensure that competitive balance is maintained.
- 4) Scholarships & Awards – BCSS awards 16 zone scholarships and 2 major scholarships each year. In addition we have an Awards program that recognizes excellence at the school and coaching level. This program could use some reinvigoration.
- 5) Insurance & Liability Mitigation – BCSS provides D&O and CGL insurance to the BCSS Board, Committees and athletic associations, as well as CGL to our Sr. Zone and Sr. Provincial Championship events. We work with industry experts to adopt best practices to reduce exposure to liability and future litigation.
- 6) Athletic Director and Coach Development – We offer courses and in some cases certifications towards coach development and athletic director development. In the last two years, these courses have been severely undersubscribed as the demands on our volunteers increase.

## **SCOPE OF WORK:**

BC School Sports is seeking a consultant to lead the organization through the process of developing strategic plan for the 2018-19 through the 2022-23 school year. The desired strategic planning outcomes will include:

- A BCSS profile and situational assessment (assessment of programs, business model, analysis and comparison relative to similarly purposed organizations, organizational strengths and weaknesses)
- A sense of communal ownership of the plan due to the high degree of engagement and feedback opportunities to our stakeholders throughout the process
- Clarity and consensus on our identity, purpose
- Establishment of new or updated organizational vision, mission, and values
- Identification of areas of strategic focus

- Development of priorities, goals and outcome measures
- A concise roadmap for organizational development through an action/implementation plan, while also retaining the ability to respond quickly to emerging opportunities

**TIMELINE:**

BCSS will engage the successful consultant in July 2017, with planning beginning in August 2017. The desired timeline will result in the presentation of the completed strategic plan at the Annual General Meeting in May 2018.

**PROPOSAL REQUIREMENTS:**

To be considered, please include the following:

- Name of firm or individuals who are responding for consideration
- Contact information of those consultant(s) involved in the proposal, and a description of their experience and qualifications
- A proposal no more than four (4) pages in length, which includes a narrative description of the proposed process, activities and approach
- A clear delineation of expected consultant responsibilities vs BCSS staff responsibilities;
- A concept document of the finished product
- Timeline for project including major steps and stakeholders engaged at various benchmarks;
- A budget breakdown (including hourly fee schedule) for the project, inclusive of all costs and expenses, excluding GST
- A minimum of three references

Any questions concerning this RFP can be emailed to [jabney@bcschoolsports.ca](mailto:jabney@bcschoolsports.ca).

Proposal submissions will be made by email, with the Subject Line “BCSS Strategic Planning Proposal” to:

Jordan Abney  
 Executive Director  
 BC School Sports  
 Email: [jabney@bcschoolsports.ca](mailto:jabney@bcschoolsports.ca)

The deadline for submissions is **Tuesday, June 13<sup>th</sup>, 2017 at 4:00pm PDT.**

**SELECTION PROCESS:**

The Board of Directors will review all proposals. Proposals meeting the requirements as stated above will be further assessed, receiving a score out of 5 against the following criteria. Each criteria will receive a weighting as shown below. The Board of Directors will make the final decision.

CRITERIA	WEIGHTING
Proposal Comprehensiveness	40%
Price	40%
Relevant Experience & Qualifications	15%
References/General Reputation	5%

## **TERMS & CONDITIONS**

**Expertise.** The successful bidder will have direct experience working with Boards of Directors and Staff Members of mid-sized not-for-profit organizations. The successful bidder also will have experience working with organizations engaged in advocacy, sponsorship/partnership development, education and/or amateur athletics.

**Right to Reject/Cancel.** BC School Sports reserves the right to reject any and all submissions received in response to this RFP. The issuances of this RFP does not commit BCSS to award a contract. BCSS reserves the right to cancel this procurement, to waive any defect or technicality, and to advertise for new proposals, without notice or justification, where the rejection, cancellation, waiver or advertisement would be in the best interests of BCSS.

**Formal Contract Required.** Upon award, BCSS and the successful bidder will enter in a Contract based on the factors described in this RFP. The services to be provided will begin and end on specific dates to be negotiated by the parties.

**No Liability for Costs.** BCSS shall not be liable for any costs associated with the development, preparation, transmittal, or presentation of any proposal or material submitted in response to this RFP. Each prospective bidder responding to this RFP agrees that it will have no claims against BCSS for any costs or liabilities incurred relating to this RFP.

**Indemnification.** The contractor will indemnify and save harmless BCSS, its employees and agents , from and against any and all losses, claims, damages, actions, causes of action, costs and expenses that the Owner may sustain, incur, suffer or be put to at any time either before or after the expiration or termination of this contract, where the same or any of them are based upon, arise out of or occur directly or indirectly, by reason of any act or omission of the contractor or any agent, employee, officer, director or subcontractor of the contractor, pursuant to this contract, excepting always liability arising out of the independent negligent acts of the owner.

**Applicable Law.** This Request for Proposal and any Contract subsequently executed shall be governed and/or construed in accordance with the laws of the Province of British Columbia.