

2022

ASC Governance Review Request For Proposal



**ABORIGINAL SPORT CIRCLE
2451 RIVERSIDE DRIVE
OTTAWA, ON K1H 7X7**

DECEMBER 2022

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GOVERNANCE REVIEW OBJECTIVES

The Aboriginal Sport Circle (the “ASC”) wishes to engage a consultant or consulting firm (the “Consultant”) to facilitate and prepare a governance review (the “Project”) for the ASC. The main objective of the Project is to review current ASC by-laws, facilitate engagement with Provincial and Territorial Aboriginal Sport Bodies (“PTASBs”) and the ASC board.

BACKGROUND

The ASC is Canada’s national voice for Indigenous sport, physical activity, and recreation, bringing together the interests of First Nations, Inuit, and Métis peoples.

The ASC was created in 1995 through a national consensus-building process, in response to the need for more accessible and equitable sport and recreation opportunities for Indigenous peoples. This mandate has since expanded to include physical activity. Now, in 2020, there are perceived new opportunities to expand advocacy and program areas, to include health, nutrition, physical education, wellness, etc.

Each of ASC’s members, the PTASBs, carries its own mandate to represent the grassroots interests of the Indigenous peoples in their jurisdictions. It is their collective regional voice that guides the direction of the ASC and establishes its national priorities.

The ASC partners with Indigenous and mainstream organizations to bring expertise in athlete and coaching development, physical literacy, and physical activity programs, to Indigenous communities throughout Canada. The ASC is also the Canadian franchise holder for the North American Indigenous Games, and annually hosts the National Aboriginal Hockey Championships, in addition to effecting policy change at the highest levels of governments.

MISSION

The ASC is a member-based, not-for-profit organization that exists to support the health and wellbeing of Indigenous peoples and communities through participation in sport, physical activity, and recreation. Specifically, the ASC,

1. Provides a national voice for Aboriginal sport, physical activity, and recreation;
2. Builds capacity at the national, provincial, and territorial levels in the design, delivery and evaluation of sport, physical activity, and recreation programs that are culturally appropriate for Indigenous peoples;
3. Ensures national policies and frameworks pertaining to sport, physical activity, and recreation respond to the needs of Indigenous peoples and communities;
4. Facilitates the development and training of individuals to be effective leaders for Indigenous participants in sport, physical activity, and recreation;
5. Recognizes and promotes best practices in sport, physical activity, and recreation for Indigenous peoples;
6. Oversees the development and delivery of national and international programs that enhance the participation of Indigenous peoples in sport, physical activity, and recreation.

This work is accomplished directly with ASC member organizations and through strategic partnerships.

VISION

The ASC strives for:

- Healthier, more active Aboriginal peoples in vibrant communities that are fully engaged in sport, recreation, and physical activity;
- National systems that systemically include Aboriginal peoples and organizations in strategies, initiatives, programs and services;
- Provincial/territorial and local capacity development that serves the unique needs of Indigenous peoples at community levels;
- Adequately resourced sport, physical activity and recreation systems that are culturally appropriate and enable Indigenous peoples to achieve success from the playground to the podium;
- Finally, these outcomes have a positive impact on broader sector agendas including, but not limited to, economic development, health, mental health, environment, and justice for all.

PROJECT DESCRIPTION

The ASC's most recent governance structure was implemented in early fiscal 2020 with a new governance model, a new Board of Directors, and the hiring of an interim Chief Executive Officer ("CEO"), with a new permanent CEO hired in 2022.

Accordingly, fiscal 2020 was a year of transition as:

- The new Board of Directors and CEO settled into their roles
- New Committees of the Board were struck and began operations
- ASC administration and management functions, previously outsourced, were internalized and moved from western Canada to Ottawa, Ontario
- New relationships were established with PTASBs, the federal government, other sport organizations, and internally amongst new team members
- New policies and procedures were developed and established

After more than 2 years under this new governance model it has been determined that a review take place to identify gaps, challenges, and opportunities within the current governance model.

A comprehensive review of:

- ASC Bylaws
- Governance policy/policies
- Governance Structure (Board and Committees)
- Board/Staff relationships (further define operational vs. governance roles)
- Board roles
- Role of the PTASB's

It is important that the ASC initiates a review to optimize the roles of the Board, PTASB's and staff to ensure a smooth operation and clear understanding of roles and responsibilities.

Through this work the ASC is looking for the consultant to:

- Provide an environmental scan with an Indigenous lens on best practices, emerging practices, and other considerations for non-for-profit and sport/recreation governing bodies
- Provide recommendations on ASC strengths, weakness and where ASC could capitalize on opportunities
- Provide recommendations that will position, define and strengthen the ASC as an organization (Is it a political advocacy body, is it a policy making organization, etc.)
- Provide recommendations as to an optimal governance structure to meet the organizational needs of ASC in its future state

TIMEFRAME

The Project will begin within four (4) weeks of this RFP's closing date and will be completed by April 28, 2023.

SCOPE OF WORK

The Consultant will be engaged to perform the following:

1. Collaborate with the ASC's CEO and the Board of Directors to establish an engaging, consultative and consensus-building process
2. Prepare a Project plan that demonstrates a pathway to engagement, collaboration, consensus-building, Strategic Plan preparation, and successful roll-out
3. Facilitate one-on-one engagement session(s) with PTASBs and stakeholders
4. Prepare a research and engagement report for the ASC Board of Directors and CEO
5. Design and facilitate an engagement session(s) with the ASC Board of Directors and CEO to identify ASC direction, goals, and strategies
6. Prepare a draft report with by-law and governance recommendations
7. Prepare and present a final report to the ASC membership and Board (2 meetings)

The Consultant will be expected to prepare a final report that provides recommendations on governance and by-law improvements. This should minimally include draft motions for the board and membership to consider, an implementation plan, recommended board training, and any other items deemed valuable to the process.

The final report should be supported by a description of the review process, a summary of the research and data collected that informed the recommendations, execution risks/obstacles and mitigation suggestions.

The final report should also keep all feedback confidential and summarized in a way that no one person or organization is identifiable.

The work must be performed, and, the deliverables prepared in English, with the exception of engagement and consultation with PTASBs and other stakeholders, where it is identified that the work will be required to be performed in French. ASC will translate the final report into French.

PROPOSAL CONTENTS

Your proposal should include at a minimum:

Proposed Methodology: Describe the proposed approach, and the methods and procedures to achieve the Project's objective, scope of work, and deliverables within the Project timeframe.

Proposed Project Plan and Timeline: Provide a description of the work to be performed (organized by the tasks/procedures enumerated above), work location, and a timeline that sets out proposed timeframes and milestones for performing and completing the work.

Consultant Qualifications and Experience: Identify all members of the Project Team, their role(s), qualifications, experience, and planned level of effort on the Project. Provide a description of the Consultant's capabilities, any relevant physical facilities and equipment, any time constraints, and experience in facilitating and preparing strategic plans and/or similar projects.

Prepare an itemized Project budget spreadsheet in Microsoft Excel format that shows the anticipated level of effort and fees to complete the work described in the Project Plan.

Indicate separately any anticipated disbursements and any other expenses that you anticipate incurring in the performance of the work, excluding travel, engagement and consultation, and translation disbursements.

References: Three client references should be listed along with descriptions of the work performed for each, and with written permission to contact the references.

Certification: The proposal should contain statements:

- Confirming that the proponent carries sufficient errors and omissions and liability insurance and that if successful, will provide a certification of insurance to the ASC before beginning any work; and
- Certifying its completeness and veracity and be signed and dated by an authorized representative of the Consulting firm.

PROPOSAL EVALUATION

Proposals that do not meet the minimum “Proposal Contents” requirements will be rejected and not reviewed.

Proposals will be reviewed by the ASC Governance Committee. The Committee will evaluate proposals, ensure that all Proponents are treated fairly, and ensure that ASC procurement activities comply with its Finance Policy.

Experts may also be asked to review and evaluate proposals, and provide comments and/or make recommendations for awarding a contract at the discretion of the Governance Committee, an interview or a request for additional information or data may be required to clarify proposal details and/or to facilitate the proposal review and evaluation process.

Proposals will be evaluated according to the following factors:

Evaluation Component	Criteria	Maximum Points
Proposed Methodology	<ul style="list-style-type: none"> · Proponent demonstrates understanding of the Project and ASC · Methodology and Project Management Approach meet the needs of the ASC · Innovation, quality of methodology and approach · Quality assurance features · Clarity, logic, understandability 	30
Proposed Project Plan and Timeline	<ul style="list-style-type: none"> · Project plan and timeline are consistent with the Proposed Methodology and sufficient to achieve the Project objective · Realistic · Flexibility 	10
Consultant Qualifications and Experience	<ul style="list-style-type: none"> · Qualifications and experience of individuals sub-contracted or assigned to the Project · Proponent’s experience, resources, and depth in relation to governance and/ or similar projects · Extent of Indigenous involvement in the Proponent’s organization and/or in the Project 	30

Evaluation Component	Criteria	Maximum Points
Proposed Fees and Disbursements	<ul style="list-style-type: none"> · Level of detail and transparency · Value 	10
Overall Professionalism of Proposal	<ul style="list-style-type: none"> · Organization · Clarity · Understandability · Conciseness · Readability 	10
Indigenous Inclusion	<ul style="list-style-type: none"> · Indigenous owned companies · Indigenous partnerships · Experience working with Indigenous Organizations 	10

The ASC expects to contract with the Consultant whose proposal demonstrates that its performance of the work would be most advantageous to the ASC, with price and other factors considered.

The ASC reserves the rights to:

- Award a contract to other than the highest scored proponent
- Defer or cancel the Project before contract

RFP PROCESS TERMS AND CONDITIONS

PROPOSAL SCHEDULE

RFP Issue Date	December 21, 2022
Deadline for questions and additional information requests	January 6, 2023
RFP addenda	January 13, 2023
Proposal Submission Deadline	January 20, 2023
Contract Award	February 17, 2023
Kick-off Meeting	February 23, 2023

The timetable is tentative and can be changed by the ASC at any time.

PROPOSAL REQUIREMENTS

Proposals must include the minimum contents as outlined in “Proposal Contents” Proposals must be prepared in English.

Consultants shall bear their own costs of preparing and submitting their proposal, including any disbursements.

QUESTIONS AND ADDITIONAL INFORMATION

Consultants may ask questions or seek additional information by submitting an email to ASC at RFP@aboriginalsportcircle.ca.

It is the responsibility of consultants to seek clarification from the ASC on any matter it considers to be unclear ASC will not be responsible for any misunderstanding on the part of the Consultant concerning this RFP or its process.

Contact with the ASC’s Board members or the ASC’s staff about this RFP is prohibited and may be considered as grounds for disqualification from the selection process.

If the ASC provides any additional information as a result of questions and/or information requests, it will do so in the form of addendum(s) to the RFP, which will be posted on the ASC website by January 7, 2023, Proponents are responsible for checking the website and obtaining any addendums issued.

The ASC is under no obligation to provide additional information or post any addendums but may do so at its sole discretion.

PROPOSAL TO BE RETAINED BY THE ASC

The ASC will not return the proposal or any additional information submitted by a Proponent.

PROPOSAL SUBMISSION

Proposals will be accepted only in the form of electronic PDF files or using Microsoft Office software (i.e. Word, Excel), attached to a transmittal message that is emailed to:



RFP@aboriginalsportcircle.ca

by 11:59 p.m. EST on January 20, 2023