

**Request for Proposal
CIS / CCAA Feasibility Study and Business Plan
September 10, 2009**

Description of Service Requirements

Canadian Interuniversity Sport (“CIS”) is soliciting responses to this Request for Proposal (“RFP”) to evaluate and select an individual or company to conduct a feasibility study and develop a Business Plan surrounding the strategic alignment of CIS and Canadian Colleges Athletic Association (“CCAA”).

Company Profiles

CIS is the national governing body of University sport in Canada, servicing 52 member Universities, close to 12,000 student-athletes and approximately 600 coaches.

Our Mission: To enrich the educational experience of the athlete through a national sport program that fosters excellence.

Our Vision: CIS is the destination of choice for Canadian student-athletes to pursue excellence in academics and athletics.
CIS is recognized as one of the influential leaders in sport in Canada.

Each year, student-athletes participate in 12 sport disciplines with a schedule of approximately 3,600 events and vie for 21 national championships.

Fall Championships

*Women’s Field Hockey
Women’s Rugby
Men’s Soccer
Women’s Soccer
Cross Country Running
Men’s Football – Vanier Cup*

Winter Championships

*Swimming
Curling
Women’s Volleyball
Men’s Volleyball
Wrestling
Women’s Basketball
Men’s Basketball
Women’s Ice Hockey
Men’s Ice Hockey*

CCAA is the national governing body of College sport in Canada, servicing 106 member institutions, approximately 9,000 student-athletes and close to 700 coaches. CCAA’s membership consists of a wide variety of post-secondary institutions, including Colleges, Universities, University-Colleges, CEGEPs and Technical Institutes.

Our Mission: To enrich the lives of student-athletes through intercollegiate competition.

Our Values: We believe that intercollegiate sport enhances the total student educational experience.
We foster the pursuit of academic success and athletic Excellence.
We are an integral partner in the development of sport in Canada.
We are committed to the principles of integrity, fair play, equity and diversity.

Each year, student-athletes participate in 6 sports, which lead to 9 National Championship events with student-athletes vying for a national championship title in 15 sport disciplines.

Fall Championships

Golf
Men's Soccer
Women's Soccer
Cross Country Running

Winter Championships

Badminton
Men's Volleyball
Women's Volleyball
Men's Basketball
Women's Basketball

Proposal Requirements / Instructions

CIS/CCAA intend to establish a partnership with one primary provider to conduct a feasibility study and to develop a business plan. The provider of choice will employ a proven development methodology, which incorporates a continuous improvement process. The qualified provider will also utilize metrics to plan, schedule and budget activities.

The primary provider, subject to CIS/CCAA approval, may employ sub-contractors. Sub-contractors are to be managed exclusively by the primary provider and will have no recourse with CIS/CCAA.

While the primary provider is not required to be bilingual, some portions of the work (such as stakeholder interviews of francophone institutions) will require the ability to communicate in both English and French.

By following these instructions, providers will submit pertinent information in a manner that allows a fair, objective and consistent evaluation of all proposals. RFP recipients are expected to follow these instructions.

CIS/CCAA is under no obligation to award a contract to any bidder who responds to this RFP. CIS/CCAA reserves the right to accept or reject any or all bids and to take exception to any RFP specifications or requirements. CIS/CCAA reserves the right to make an award solely on the proposals submitted or to negotiate further with selected providers. Please note that CIS/CCAA will not pay for any costs associated with the submission of the proposal.

Providers should include proposed solutions in their response, along with detailed descriptions of similar projects they have delivered for other clients.

Background

CIS and CCAA are in the business of contributing to the Canadian sport system through student-athlete and coach development offered in post secondary education settings. While both organizations share similar values and mandate, they are independent of one another in their governance, programming and operations.

Over the years there have been some ad hoc collaborative initiatives and projects. However, the opportunity for synergies, collaboration and economies of scale between the CIS and CCAA remain largely untapped.

Both organizations have expressed a willingness to work more closely together, however the concept has not yet gained significant traction or been institutionalized or formalized. This slow progress has not been from a lack of will, but rather a lack of capacity to engage in a project that will increase capacity.

The purpose of this RFP is to engage external and objective expertise to conduct a feasibility study, which identifies and explores opportunities and avenues for collaboration, synergies, economies of scale and linkages, and to develop a business plan with next steps, budgets, and deliverables.

Proposal Specifications / Deliverables

The desired outcome of the feasibility study & business plan development include:

1. Enhanced capacity and enhanced contribution to the Canadian Sport system through CIS-CCAA linkages, synergies, economies of scale and great collaboration
2. Increased impact and importance of post-secondary sport to the Canadian sport systems as a result of greater collaboration
3. Other and related outcomes may include collaborative sport programming, collaborative marketing, through to a potential amalgamation of the two organizations.

Therefore, the provider of choice will be responsible for the following, within the guidelines set forth by CIS/CCAA:

- ***Development of a proposal highlighting how the provider intends to conduct the feasibility study and develop the associated business plan.***

The proposal should address the following:

1. The feasibility study should examine three main areas:
 - a. Market issues
 - b. Technical and organizational requirements
 - c. Financial overview
2. Strategic direction regarding potential synergies, economies of scale, opportunities to leverage resources and possible integration of the two organizational programs
3. Structural and cultural assessment of current conditions at both CIS and CCAA
4. Key success factors, strategy recommendations, program recommendations, and organization/ governance recommendations

5. Development of a new collaborative mission, vision and potential organizational structure
6. Mechanism to merge bylaws, policies, procedures for the CIS and CCAA for specified events
7. Integration of CIS and CCAA national championships, if feasible
8. Merger of CIS and CCAA marketing activities for shared events
9. Recommendation of timelines and development of an event integration implementation pathway, which includes gaining input and building consensus, if feasible.
10. An Executive Summary of the completed feasibility study and business plan (not to exceed 8 pages) will be required.

The approximate budget for this contract is \$40,000.

The submission deadline for the feasibility study and business plan is presently March 31, 2010.

Submission Information

Please forward your proposal on or before 12:00 pm on Wednesday, October 7 via e-mail to thuisman@universitiesport.ca

Prospective providers are asked to submit all questions with respect to this RFP by 12:00pm on Friday, September 25. The responses to all questions will be forwarded to all identified prospective providers shortly thereafter.

Please include reference names and contact information from two organizations for whom you have been contracted to perform a feasibility study within the last two years, as well as two organizations for whom you have been contracted to develop a business plan within the last two years.

Sincerely,

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