



REQUEST FOR PROPOSALS FOR THE ABUSE-FREE SPORT ORGANIZATIONAL EXCELLENCE FRAMEWORK

ORGANIZATION: Sport Dispute Resolution Centre of Canada (SDRCC)

ISSUANCE DATE: May 12, 2023

DEADLINE FOR RECEIPT OF PROPOSALS: June 15, 2023

VENDOR SELECTION: June 23, 2023

ANTICIPATED PROJECT COMPLETION: September 29, 2023

1. Organization and Mandate

The Sport Dispute Resolution Centre of Canada (“SDRCC”) is a not-for-profit service organization created by the Physical Activity and Sport Act (S.C. 2003, c.2) (the “Act”) with the mandate to provide to the sport community a) a national alternative dispute resolution service for sport disputes; and b) expertise and assistance regarding alternative dispute resolution. On July 6, 2021, the Federal Government designated the SDRCC to deliver an independent safe sport mechanism at the national level. As a result, the [Abuse-Free Sport](#) program and the Office of the Sport Integrity Commissioner (“[OSIC](#)”) were created and began operations on June 20, 2022.

The OSIC is a functionally independent division of the SDRCC that administers the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (the “[UCCMS](#)”) under the Abuse-Free Sport program.

2. Project Description

The OSIC is looking for a qualified consultant or firm to develop its new Abuse-Free Sport Organization Organizational Excellence Framework (the “Project”) to further advance a respectful sport culture that delivers quality, inclusive, accessible, welcoming and safe sport experiences. The Project will support the OSIC [mandate](#), more particularly in relation to monitoring compliance by sport organizations that have signed on to Abuse-Free Sport (“[Signatories](#)”).

The Project will seek to optimize Signatories’ organizational excellence in relation to the objectives and the matters covered by the UCCMS. It will empower Signatories to act as their “best self” in relation to safe sport objectives, to ensure organizational accountability and to establish trust within the Canadian Sport Community. The Project will also serve as an available resource for the broader Canadian sport community.

3. Project Scope

This Project includes conducting analysis and stakeholder consultation, formulating recommendations and drafting necessary documents to support the creation of the Abuse-Free Sport Organization Organizational Excellence Framework, which framework will include the following seven (7) areas, each with regards to Signatory responsibilities connected to Abuse-Free Sport and the UCCMS, with associated objectives, initiatives, performance and evaluation standards as well as associated measurements:

Area 1: Leadership & Oversight

Area 2: Policies & Procedures

Area 3: Risk Identification and Management

Area 4: Transparency

Area 5: Education & Awareness

Area 6: Monitoring & Verification

Area 7: Response & Enforcement

While addressing each of the seven (7) areas of organizational excellence above into a single framework to be operated by the OSIC, the Project will also identify operational, technology, human resource and financial requirements for the OSIC to implement the framework autonomously in its first two (2) years of implementation.

To deliver on its objectives, the Project will be:

- aligned and supportive of the objectives of the UCCMS, the Abuse-Free Sport Program, the mandate of the OSIC and the terms of the [Abuse-Free Sport Signatory Agreement](#);
- complementary to other organizational compliance/accountability initiatives directly impacting Signatories that may be developed by third party oversight/funding organizations, not duplicative of them; and
- pragmatic, efficient, scalable and adaptable considering limited resources and evolving needs.

4. Project Deliverables

Considering the Project Scope described above, the following will be provided within the Project Timeline:

- Initial analysis report (e.g. baseline assessment, review of other existing frameworks, etc.)
- Stakeholder consultation report
- Initial framework options & recommendations report
- Final Project Proposal, including two years operating plan

5. Project timeline

This Project operates under very tight timing constraints and is expected to begin as soon as possible, with a target completion date of September 15, 2023.

6. Selection Criteria

Proposals will be evaluated based on the following:

- Responsiveness to the scope, deliverables and timeline of the Project;
- Experience and reputation of the consultant(s) or firm in relation to the Project requirements;
- Professional qualifications of the individuals assigned to the Project; and
- Competitiveness of the cost and level of services provided.

7. Rights and Confidentiality

All responses, inquiries, or correspondence relating to or in reference to this Request for Proposals, the Project and all other reports, charts, displays, schedules, exhibits, and other documentation submitted by the bidders will become the property of SDRCC when received and will not be returned to the bidder. Bidders shall notify the SDRCC in writing in advance of any proprietary or confidential materials contained in the proposal and provide justification for not making such material public.

8. Submissions

Proposals should include:

- A proposed Project plan;
- A company profile and resumes of individuals assigned to this Project;
- Examples of previous relevant work related to sports, not-for-profit, B2C and/or government;
- References from at least two clients for which relevant work was performed;
- A disclosure of any potential conflicts of interest; and
- An all-inclusive financial proposal.

Questions concerning this Request for Proposals should be directed to applications@crdsc-sdrcc.ca prior to 4 pm (EDT) on June 8, 2023. Responses will be shared with all interested bidders known at that time.

All proposals should be sent only by email to applications@crdsc-sdrcc.ca in a single PDF file no larger than 5 MB and received **no later than 4 pm (EDT) on June 15, 2023.**