

REQUEST FOR PROPOSAL:

Development of a 3- to 5-year Strategic Plan

PROJECT SUMMARY

The NSBA embarked upon its first strategic plan in 2015, which was designed to serve as a five-year plan. From that visionary document, several strategies were deployed, such as creating a brand-new event known as the Popcorn and Entrepreneurship Series, which focused on entrepreneurship and was developed so that its legacy could reverberate in perpetuity. A minor refresh of that strategic plan took place in 2017, which extended the five-year window to 2022.

The organization is coming out of the COVID-19 pandemic with many fundamentals and variables that have changed over the past two years. The NSBA membership experienced significant attrition due to COVID; nevertheless, its financial position remains strong. As the NSBA moves forward, it has a need to strategize based upon an internal analysis of the organization's business operations, areas of focus, member value and member engagement. Coming out of this strategic planning process, the NSBA Board anticipates the development of a branding plan, and a marketing strategy will follow.

ORGANIZATION BACKGROUND

The NSBA began in 1965 as a fledgling association of like-minded business leaders in Saskatoon's north end, who felt that their voice was not being heard by other business organizations or lawmakers. They would gather as needed for specific issues, and it was not until 1973 that the association became a permanent fixture, incorporating as a non-profit corporation. Therefore, 1973 is recognized as the official start date of the organization. Originally, members had to be located within the self-defined boundary north of 33rd Street and west of the river. Over time, associate members were allowed from other regions. With the growth of the membership and recognition that most of the issues had become non-geographical, associate memberships were discontinued in the 2010s, and any business could be eligible as regular members of the NSBA. Over the past 20 years, a debate over whether or not the organization should be renamed or rebranded has been recurring.

ORGANIZATION MISSION AND VISION

The board held a retreat in 2017 to establish mission and vision statements. From that exercise, they came up with the following three statements, which serve as the NSBA's acting vision statement:

Inspiring your courage
Strengthening your business
We are your voice

PROJECT SCOPE AND DELIVERABLES

The selected consultant will work with the NSBA board of directors, management, staff and selected stakeholders to help define the organization's strategic goals and imperatives for the next three to five years. The consultant must have the ability to encourage and facilitate communication to achieve consensus from a group of strong-minded individuals. The consultant should be prepared to facilitate a minimum of two half-day sessions with the NSBA representatives to assist in the development of the strategic plan. The consultant should provide written drafts of the document after each stage of the plan's development. The consultant should welcome feedback and incorporate changes as necessary to achieve an optimal finished project.

The project should include:

1. An evaluation of:
 - a) NSBA's current organizational structure
 - b) An NSBA SWOT analysis
 - c) NSBA's vision statement
 - d) NSBA's focus areas in terms of advocacy and lobbying
 - e) NSBA's events and programming

The deliverables should include:

1. A five- to seven-page strategic plan for the organization to direct its initiatives for the next three to five years.
2. Guidance for the organization's growth based on member value, member engagement, leveraging competitive advantages and operational efficiency.

OWNERSHIP AND CONFIDENTIALITY

All intellectual property will become the property of the NSBA. All data will remain the sole property of the NSBA. The consultant shall agree to keep information related to this process in strict confidence, including, but not limited to, this Request for Proposals (RFP), the terms of the contract, and any confidential business information or proprietary information gathered during this project.

RESPONSE TO RFP

Responses should provide a straightforward and concise description of your ability to meet the requirements of this RFP. Emphasis should be on completeness and clarity of content.

Proposals should include the following information

1. Plan to complete the proposed project, including the following:
 - a. Proposed scope of work and project approach.
 - b. Timeline for the project, including major tasks and milestones tied to activities.
 - c. Project budget to include a proposed payment schedule tied to project milestones and deliverables.

SCORING

Proposals will be reviewed and evaluated based on the following criteria:

1. Qualifications (25%)
2. Scope, clarity and thoroughness of the proposal (35%)
3. Work Plan (20%)
4. Budget (20%)

PROCESS FOR PROPOSAL SUBMISSION AND EVALUATION

1. **Submission Due Date:** Proposals are due by 5:00 pm (CST) on Thursday, April 7, 2022. Proposal, including proposed strategy, is not to exceed four pages, 11-point font, single-spaced document.
2. **Submission Address and Where to Address Inquiries:** Proposals should be submitted in PDF format via email to Melony Ward, Office Manager, NSBA, at melony.ward@nsbasask.com or delivered to the NSBA office at 9-1724 Quebec Ave Saskatoon, SK, S7K 1V9

TIMELINE

March 15, 2022	RFP release date
April 7, 2022	RFP Submission deadline
April 8 – April 22, 2022	Evaluation of proposals
April 25 – April 28, 2022	Meetings with highest-ranking applicants, as applicable
April 29, 2022	Notice of selection of consultant
May 4, 2022	Contract start date
June 16, 2022	Final strategic plan delivered