

## PREPARATION OF A STRATEGIC PLAN - BLACKSHEEP MOUNTAIN BIKE CLUB

### 1.0 Introduction

The Blacksheep Mountain Bike Club along with its partner, Destination Northern Ontario (DNO), wishes to request your proposal to prepare a Strategic Plan for the creation of a comprehensive strategic plan for our organization, encompassing new opportunities for membership and partnership engagement, trail development, as well as tourism and event opportunities.

### Background and Objectives

The mission of Blacksheep Mountain Bike Club is to provide a forum for the enjoyment of mountain biking in the region of Thunder Bay, facilitating participation in the sport by riders of all levels of fitness and ability, and to develop infrastructure to draw trail users/visitors into the region of Thunder Bay. Blacksheep is a registered not for profit organization with a membership of over 390 and an operating budget of \$35,000 annual.

Our activities focus on growing the sport of mountain biking by building and maintaining trail in the City of Thunder Bay and assisting with trail builds throughout Northwestern Ontario. We run social events, a cross-country race series in Thunder Bay in the summer and other racing events throughout the year, such as the Shuniah 40 Miner endurance race in the fall and fat bike events in the winter. We groom trails for fat biking, snowshoeing, running and hiking in the winter in Thunder Bay. We also focus on advocacy, planning and educational work. We hold several riding and trail building workshops in the summer and liaise with the City of Thunder Bay to promote the region as an outdoor adventure destination. We want Thunder Bay to become one of the premier four-season mountain bike destinations in Ontario.

In 2017, after securing grant funding from Destination Northern Ontario, Blacksheep Mountain Bike Club partnered with the City of Thunder Bay to bring in industry experts to consult on a Master Plan Design for the trails in Trowbridge Forest (document attached). Blacksheep successfully secured the funds to make this project a reality in 2021 by raising \$1.5 million to construct all the trails, bike park, play structures, and reroutes to the highest quality.

With the continued growth and momentum in membership, trail network and infrastructure the club is now needing to revisit our mission, vision, short and long term goals and objectives to ensure the continued success and growth of mountain biking in Thunder Bay (previous strategic plan attached). This plan will provide the essential foundations of a strategic plan that encompasses comprehensive direction to the club's short and long term planning and budgeting for trail development, membership engagement, special events and partnership engagement.

### Scope of Work

The scope of work will encompass:

- Background review and environmental scan (including interviews with community partners and key stakeholders).

- A comprehensive five (5) year strategic plan that incorporates previous work along with input from clients, committee and community partners.
- Timeline suggestions and budget estimates for aligned future projects.

**Deliverables**

The firm will be responsible for:

- All research including interviews and community partnership consultation.
- Integration of previously collected Client Experience Survey results.
- Development of the report.
- Preparation and delivery of a PDF copy of a final report.

**2.0 Resources**

The project will be supported by a small steering committee. A primary project contact for the successful consultant(s) should be identified in the response to this Request for Quotations. All coordination related to this project will be the responsibility of the primary project contact. The steering committee will provide any background information required by the consultants including previous studies and plans, budgets, etc.

The DNO teleconference line will be provided at no charge for meetings, based on availability.

**3.0 Bidding Information**

Proposals must provide the following information for evaluation purposes:

- **Understanding of Scope and Objectives:** Demonstrate a clear understanding of the project's objectives and scope and describe any envisioned challenges.
- **Approach to the Project:** Describe the approach to addressing the objectives and deliverables.
- **Work Plan:** Show the timelines for the project, with a proposed schedule for deliverables.
- **Budget:** Include a total project cost, a detailed price breakdown for the components of the project, itemized professional fees for all members of the project team (including person days and per diem rates) and all direct costs and disbursements as well as taxes. The budget will be considered all-inclusive and will represent the total budget associated with the successful conduct of the project.
- **Project Consulting Team:** Proposals are to include the relevant firm experience, the proposed team members and their qualifications and the identification of the lead consultant and the roles of all other team members as they relate to the deliverables. The team's experience in working in tourism in Northern Ontario should be covered.
- **References:** Provide contacts for which the consultant(s) have completed projects of a similar nature, including the name, telephone number and email address of the contact

**Completion Date:** The project is to be completed on or before October 15, 2021.

**Evaluation of Quotations:**

Evaluation of quotations will be based on the consultant(s)' written proposals according to the following criteria:

- Understanding of the project scope and objectives

Blacksheep Mountain Bike Club  
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info@blacksheepmtb.com

- Approach and/or methodology that should demonstrate a practical approach and effective use of resources
- Knowledge of the subject matter as it relates to the objectives of this project
- Knowledge of tourism in Northern Ontario
- Previous experience in conducting this type of project (as it relates to the objectives)
- Price/Value
- References

**Proposal Costs**

No payment shall be made for costs incurred in the preparation and/or submission of a quotation or for a possible teleconference interview in response to this RFQ.

**Awarding of Contract**

Only one contract will be awarded. It will be offered to the Bidder whose proposal is deemed by the evaluation team to have the highest rating based on the evaluation criteria. Multiple firms are welcome to apply; however, one firm/consultant must be designated as the lead and will be responsible for all project outcomes.

**Conflict of Interest**

The Partners reserve the right to disqualify any submission due to a conflict of interest. Each applicant must disclose any actual or potential conflict that may be occurring at the time of the bid or may occur during the time of the project. If a vendor fails to disclose actual or potential conflict of interest or where such a conflict cannot be resolved, we have the right to terminate the contract.

**Ownership of Intellectual Property**

Any intellectual property arising from the performance of work under the contract will rest with the Blacksheep Mountain Bike Club.

**Proposal Submission**

Responses to this Request for Quotations should be provided electronically in PDF format to the Blacksheep Mountain Bike Club. The quotation formatting requirements have been designed to ensure that all selection committee members are able to receive a full package with minimal administration.

- All interested parties must register their interest by email by August 16, 2021.
- If there are any questions, they must be submitted by email by end of day August 20, 2021. All questions and answers will be provided to registered firms by the end of day August 23, 2021.

**Submissions must be received by email by 4 p.m. (EST) on August 27, 2021. Proposals received after that time will not be considered.**

**All proposals should be directed to:  
Blacksheep Mountain Bike Club Strategic Plan - Selection Committee  
c/o Mark Mazaran, Vice President  
Blacksheep Mountain Bike Club  
(807) 355-1665  
[vp@blacksheepmtb.com](mailto:vp@blacksheepmtb.com)**

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**Appendix**

**2012 Strategic Plan**

**Goals**

- Purchase a Timing system for Race Series
- Sign and map the approved trails in the Trowbridge Forest Multi-use Recreation trail system
- Re-establish the Blacksheep Squadron race development team

It is the goal of Blacksheep Mountain Bike Club to work towards the audacious overall goal of being the top individual sport in Thunder Bay.

**Mission Statement**

The mission of the Blacksheep Mountain Bike Club is to provide a forum for the enjoyment of mountain biking in the region of Thunder Bay, facilitating participation in the sport by riders of all levels of fitness and ability.

**Vision**

- T – Trails
- R – Riders
- A – Attitude
- C – Community
- S – Support

More trails, more riding, more attitude, more community, more support.

**Mandate**

- To organize and lead recreational rides and social events.
- To work in cooperation with our partners and stakeholders for the development and maintenance of trail systems to be used by the general public and for specific Club events.
- To maintain a presence within the cycling community in the Thunder Bay region in order to promote the sport, encourage participation, create awareness, and develop skill and ability and improve safe riding and safe venues.
- To foster goodwill, enjoyment of the sport, and fair play.
- To organize and host mountain bike race series.