Request for Proposals (RFP)

Independent Review of the SDRCC's Mandate, Service Delivery and Sustainability

Questions and Answers

1. Are any additional terms of reference, background studies or supporting documents available to bidders before submission?

The document containing the detailed project description is available upon request.

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2. Is there an indicative budget range or maximum allocation for the consultant's engagement? If so, does it include taxes and potential consultant travel expenses?

We have approximately $100,000 available for this project, including consultant travel expenses. However, given the importance of the project and depending on the proposals received, we may be able to allocate additional resources if justified and if our annual budget permits.

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3. Within the six workstreams, are there particular decisions, service models, partnerships or potential jurisdictions that SDRCC expects to receive detailed assessment? Are there preferred Canadian or international comparators?

Sport Resolutions in the United Kingdom and the Court of Arbitration for Sport could serve as points of reference, as could tribunals similar to the SDRCC's elsewhere in the world. We are open to any comparisons relevant to the nature of the SDRCC's work and its future.

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4. Please confirm that the financial component concerns funding, operating costs, service-model sustainability, staffing implications and scenario analysis, rather than an audit or accounting assurance engagement. Is there a preferred forecast horizon or level of costing detail?

The financial component concerns funding, operating costs, service-model sustainability, staffing implications and scenario analysis, rather than an audit or accounting assurance engagement.

A three- to five-year forecast, with sufficient detail to support implementation, is expected to guide the SDRCC in implementing the related recommendations.

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5. What operational, financial, case and inquiry data will be available to the consultant, for what period and in what format? Will this include case volumes and timelines, inquiry outcomes, staffing and roster costs, revenue by service, funding agreements and appropriately de-identified case records?

The consultant will have access to all available SDRCC operational, financial, case and inquiry data dating back to the organization's establishment, including case volumes and timelines, inquiry outcomes, staffing and roster costs, revenue by service, funding agreements and appropriately de-identified case records. Data will be provided in the formats in which they are maintained, subject to applicable privacy and confidentiality requirements.

Questions and Answers

6. What staff support can SDRCC provide for identifying contacts, circulating invitations and scheduling consultations? Are there existing mechanisms to reach former users, athletes and individuals who considered but did not pursue a proceeding, while preserving their independent participation?

The SDRCC will provide the staff support needed to identify contacts. The consultant will be responsible for sending invitations and scheduling consultations.

There are no existing mechanisms for reaching former users, athletes or individuals who considered but did not pursue a proceeding. SDRCC staff can help identify these individuals and may be able to provide their contact information in accordance with applicable policies.

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7. What proportion of consultations is anticipated to take place in French? What support, if any, can SDRCC provide for French-language recruitment, scheduling or interpretation, in addition to the report translation arrangements described in the RFP?

As stated in the RFP: “Consultations must accommodate participation in both English and French. The consultant must explain how bilingual participation will be supported and identify any assistance required from the SDRCC.”

The SDRCC can assist with translation or translation review, but not with scheduling or interpretation. Recruitment processes will also be addressed in the procedures put in place.

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8. When are findings from the internal appeal mechanisms review and Code revision work expected to be available? What coordination or information-sharing arrangements are anticipated to avoid duplication?

The Code review must be completed by December 22, 2026. Preliminary work could be made available before then if needed.

A preliminary report on the review of internal appeal mechanisms is expected in January 2027 and could also be made available if needed. An information-sharing process could be established between the relevant project teams to avoid duplication of work.

Questions and Answers

9. Are there any confirmed Working Group or Board meeting dates, report-review deadlines or translation milestones that bidders should accommodate? How many Working Group meetings should bidders budget for between kickoff and March 31, 2027, and what locations, duration and consultant attendance are anticipated for potential in-person meetings?

No specific meeting dates, report-review deadlines or translation milestones have been confirmed at this stage. As indicated in the RFP, Working Group meetings are expected to take place approximately every three weeks. Bidders should use this frequency as a planning and budgeting assumption, recognizing that the actual schedule and number of meetings may change as the project progresses.

The only fixed date is March 31, 2027, when all project fees are due.

Whether meetings will be held in person will depend on the composition of the Working Group. The SDRCC's offices are located in the Montréal area. The number, location and duration of any in-person meetings, as well as the required consultant attendance, have not yet been determined.

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10. How will current SDRCC roster membership, prior investigative work, or involvement in other SDRCC procurements or engagements (including the review of internal appeal processes and focused revisions to the Canadian Sport Dispute Resolution Code) affect a bidder's eligibility for this mandate? Are there any specific restrictions, disclosure requirements or conflict-of-interest mitigation measures that bidders should address?

The circumstances listed in the question will not be considered conflicts of interest or raise eligibility concerns for this mandate. However, we recommend that bidders disclose all such involvements, along with any other potential conflicts of interest, in their submissions.

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11. Would a redacted excerpt from comparable governance, organizational-review or investigative work satisfy the work-sample requirement? Would a clearly identified illustrative analytical sample also be acceptable, or must the sample come from a completed client assignment?

A redacted excerpt from comparable governance, organizational review or investigative work, together with a clearly identified illustrative analytical sample, satisfies the work-sample requirement.