

Request for Proposal

Information Technology Services

RFP 64 - 1002

Niagara 2022 Canada Summer Games

The 2021 Canada Games Host Society Inc., a non-profit organization, requests proposals for a third party Information Technology (IT) provider that will be responsible for working with both staff and volunteers to manage the planning and implementation of IT Services for the Niagara 2022 Canada Summer Games. This includes - IT infrastructure planning and implementation, IT security planning and implementation, and the sourcing and implementation of related equipment for our games-time needs and host society office support needs.

Email Intent to submit by March 12th, 2021 prior to 4:00 p.m. EST

Proposals to be completed and submitted by April 9th, 2021 prior to 4:00 p.m. EST

Intent, submissions and questions are to be sent to the contact listed at the end of this RFP.

Any communications to the reference contact should have a subject line of "Name of RFP (RFP ###) for quick reference. Respondents are not required to respond to all sections within the scope of work, however as part of your submission, please specify which sections of the scope of work you are responding to (section A, B and /or C).

SECTION ONE | INTRODUCTION

About the Niagara 2022 Canada Summer Games [Niagara 2022 CSG]

At the peak of Niagara's boldest summer yet, more than 5,000 young athletes and their coaches will gather to compete for the podium in Canada's largest multi-sport event. On its road to glory, this shining generation of hopefuls will leave its mark on our community and on the country – transforming, inspiring, and unifying us all through the power of sport.

As ambassadors of Niagara's unrivaled warmth and compassion, thousands of volunteers will play host to the nation. The Niagara 2022 Canada Summer Games will celebrate the wonder of sport alongside arts and culture. The Games will honour our indigenous communities, and showcase a remarkable heritage of hard work and innovation in one of the world's most awe-inspiring destinations.

With world-renowned hospitality, the people of Niagara will welcome visitors from across the country. Spirited events, spectacular entertainment, and the theatre of elite competition will spark

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new energy in the region as our streets, skies, and waterways shimmer with ceremony and celebration that is befitting of Canada's best young athletes.

From August 6th to 21st, 2022, Niagara will surge stronger than ever on the national stage. The Games will give rise to a new legacy of ambition, confidence, and compassion that will inspire generations to come.

About the 2022 Canada Games Host Society

In preparation for the games, a Host Society has been established and led by a Board of Directors that is composed of passionate, experienced and accomplished sport and community leaders.

The goals of the Host Society are to:

- Provide a phenomenal experience for the athletes and other participants at the Niagara 2022 CSG. An experience that will propel their development, allow them to perform their best and inspire them to dream big
- Provide a legacy of sport infrastructure and programs that are vital for Niagara, Ontario, and Canadian sport development
- Provide a legacy of infrastructure, community programs and unify a spirit that will be transformative for Niagara
- Provide an unmatched podium and partnership for the Canada Games Council to build upon the success of previous Canada Games and strengthen the Canada Games property

SECTION TWO | Volunteer-Led Venue Planning Model

The Niagara 2022 Canada Summer Games follows a volunteer-led Venue Management Model for the planning of and operation of each of the Game's 18 competition venues. The volunteer structure is made up of approximately 300 Leadership Volunteers who work with the Niagara 2022 staff team to plan the operations at a designated venue. These volunteers are split between 20 Functional Areas, each of which are focused on a different element of venue planning (I.e Transportation, Sport, Technology etc.).

The IT planning and implementation of our competition venues is managed by the Technology Committee. This committee is made up of approximately 20 volunteers, known as Technology Leads, and is led by a Technology Chair. These Technology Leads contribute to the planning and execution of IT services on a venue during Games time. Working within a Venue Team, each Technology Lead is responsible for working collaboratively with volunteers from other functional areas to plan, coordinate and execute IT operations at their designated venue during the Niagara 2022 Canada Summer Games. For the role descriptions of both the Technology Chair and Technology Leads, please see appendix A. For more information on the Venue Teams / Venue Team planning please see appendix B.

SECTION THREE | SCOPE OF WORK

The Niagara 2022 Canada Summer Games Host Society is seeking an organization to manage the IT planning and implementation for the Games offices and at competition venues. This includes overseeing the IT system for the Niagara 2022 Host Society offices for approximately 18 months in the lead up to the Games, overseeing a committee of Leadership Volunteers, and plan development for IT implementation for all 18 competition venues. For a full scope of work, please see sections A, B and C below.

In addition, the successful respondent would identify a member of their organization, preferably with a PMP designation, to be a liaison for the Niagara 2022 Host Society and would need to be heavily integrated with the Niagara 2022 staff team and fulfill the following roles:

- Work with lead staff members to develop, plan and execute IT requirements for all functional areas in the lead up and during Games time.
- Participate in weekly team meetings and monthly staff meetings.

There will be a requirement for this liaison to frequently work after hours given the volunteer nature of the organization.

Scope of Work Details

Responsibilities would include but are not limited to:

Please note, Organizations are not required to submit a proposal for each of the sections below. In your intent to respond please specify which of the following sections (A, B and /or C) you are submitting a proposal for.

A) Office Administration

- Currently 25 Staff member, gradually increasing to approximately 65 staff members during Games Time
- The volunteer lead Venue planning model is also made up of approximately 400 leadership volunteers. Administer volunteer access to shared files and emails through the Google platform, both on CSG equipment and personal devices as required.
- Managing inventory of IT hardware for staff use, including setting up new staff members with IT and related equipment.

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

- Managing and ensuring proper Wifi security and encryption is followed (WPA2 minimum) within the Niagara 2022 Offices, Warehouse and other N22 temporary work areas as required.
- Google G-Suite administrator-level support and maintenance of the Google platform / Niagara 2022 Google Drive.
- Remote network, PC / printer diagnostics, maintenance & support of existing office equipment.
- Systems Management - software inventory/installation, anti-virus/malware, user activity monitoring, capacity monitoring, security & storage management, network capacity/utilization monitoring. Administer Google Workspace, Microsoft Office, Adobe, and Autodesk subscriptions as required.

B) Volunteer Management

- **A commitment of approximately 5 hours a week**
- Oversee a volunteer committee of approximately 20 'Technology Leads'
- Work with the Technology Chair to plan monthly Technology Committee meetings, including the drafting of agendas and meeting presentations
- Work with Technology Leads to collect the IT needs of all stakeholders on venues
- Attend various staff and volunteer meetings including:
 - Monthly volunteer briefing meetings
 - Monthly meetings with the Technology Committee.
 - Interim meetings with Technology Chair and Leads to advance venue planning
- Setting up, maintaining and training staff and volunteer teams on Games and GEMS.PRO Event Management Software
- Provide oversight, training and support for volunteers during Games time.
- During Games time, travel to venues to coordinate with competition volunteer venue IT teams in the setup and maintenance of IT equipment. Each competition venue will have a volunteer venue IT team made up a Technology Lead, Technology supervisor and Support crew.

C) Sport Competition Venue Technology Operations

- **A commitment of approximately 35 hours per week during the planning phase**
- Make a plan to supplement existing infrastructure to allow for accessibility of IT services by all stakeholders in all competition and non-competition venues.
- Assist in conducting venue audits to assess all venue capabilities as it relates to internet connectivity bandwidth & capacity on wired networks (ethernet), WiFi and wireless access
- Work with Regional Broadband providers to ensure that our venues have proper Internet access, including ensuring that broadcast / webcast ready broadband connection is available at Venues

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

- Assist in the evaluation of Niagara 2022 current technology assets and support the Procurement Manager in the purchasing / renting of IT related equipment .
- Support the finance department in creating and managing the budget for any required IT upgrades at all competition venues and functional Areas.
- Establish a suite of Games-time technology policies and procedures outlining the communication and escalation process for all IT related issues and concerns.
- Work with the staff leads from various functional areas (FA's) to control and implement our Game Management System (software called Gems.pro will be used to manage participant and volunteer registration as well as live results reporting)
- Supporting the scoping, sourcing and set-up/decommission (including connection) of all:
 - Networking Equipment (Switches, routers, WiFi access points and cabling)
 - Laptops
 - Tablets
 - Printers
 - Phones (including cell coverage)
 - Radios
 - Multimedia connectivity of Audio/Visual equipment, Scoreboards, etc. as required

During the Set-up, Operation and decommission of the Games, the number of hours required for this project will increase to 60+ hours a week, and will include the following responsibilities:

- Traveling to Venues to support the set up of IT infrastructure
- Ensure that each of the 18 competition venues has internet capabilities to support the following
 - Email
 - Watching live stream / music streaming
 - Remote access to the Google workspace Suite
 - Public Wifi Access.
 - Working with in conjunction with Broadcast and Webcast right holders at selected venues
 - Spectator activations (at selected venues)
- Support sport in the implementation of live results software
- Implement and manage a technology help desk to be used by both volunteers and staff during the Games

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

Accessibility

Submissions are encouraged to include accessibility considerations and features where applicable and appropriate.

Sustainability

Submissions are encouraged to incorporate measures to ensure their goods and/or services are designed/produced in a sustainable and environmentally friendly manner.

The Niagara 2022 CSG Host Society is looking forward to working with an experienced Information Technology Provider and a collaborative organization whose values align with ours and who are excited about being a part of these historic games - Once, and for All.

SECTION FOUR | RFP SCHEDULE OVERVIEW

- RFP issued February 19th, 2021
- Deadline to submit Letter of Intent March 12th, 2021
- Deadline to submit questions April 1st, 2021
- Proposal and Supporting Documents Due April 9th, 2021
- Decision Date April 30th, 2021
- Anticipated Start Date May 7th, 2021
- Anticipated Conclusion Date September, 31st 2022

SECTION | FIVE RFP SCORING

Submitted RFPs will be scored as follows:

- Responsiveness to Scope of Work 25%
- Demonstrated experience and expertise in similar projects 20%
- Cost effectiveness Value-In-Kind opportunities 50%
(either budget relief and/or project enhancements)
- Comprehensiveness 3%
- Company Profile 2%

Total 100%

SECTION SIX | RESPONSE SUBMITTAL REQUIREMENTS

Responsiveness to Scope of Work

We are seeking comprehensive and informative proposals that clearly outline your ability to fulfill our requirements. Information to include in your proposal include and are not limited to the following:

- Key Dates / Critical Path
- Breakdown of all cost and fees for each element of the project, including a rate card for your services. Please show your costing for those sections listed under 'Details' in which your company can provide services.
- Identification of any phases of the project that will be subcontracted out and to whom
- Résumé of staff member(s) who would be identified as the Liaison for the Niagara 2022 Organization
- Others

Demonstrated Experience and Expertise in Similar Projects

Please outline a detailed summary of at least one (1) comparable projects which the proposer has completed in the last three to five years. For each referenced project, please make certain to include all relevant details such as:

- Description of scope of project
- Time to execute each phase of the project
- Cost and associated fees
- Lessons Learned
- Others

Cost Effectiveness / Sponsorship / VIK

Our decision process will be to secure a partner who's services best delivers the goals of the Niagara 2022 CSG , while also being cost effective. The Niagara 2022 CSG Host Society is not merely looking for a vendor with a fee for service approach. Instead, it is our belief that all vendors associated with the Niagara 2022 CSG become strategic event partners offering both fee for service; as well as, Value In-Kind (VIK) opportunities.

We encourage vendors to include budget relieving VIK (a reduction in cost to the requirements outlined in the Scope of Work), as well as enhanced VIK (additional services or features, not specifically outlined in the Scope of Work).

In addition, as a host society we are continually seeking cash sponsorship opportunities as well. Any interest in cash sponsorship can be submitted in conjunction with or separate from submitted proposals.

Comprehensiveness

Your comprehensiveness score will be based upon whether or not your intent to respond matches your submitted proposal.

Company Profile

Please provide a brief history of your organization, and if you intend to subcontract some of the work to another firm, include their information in this RFP as well.

If one person will have the primary responsibility for this project, provide us with their information and relevant resume.

SECTION SEVEN | RFP GENERAL INFORMATION

References

Please provide the name, address, and phone number of three (3) current clients, who would be capable of explaining and confirming your firm's capacity to successfully complete the scope of the work outlined herein.

Contract Terms

All material produced, data collected, and reports generated by the subcontractor on behalf of Niagara 2022 CSG are confidential and become exclusive property of Niagara 2022 CSG. The contractor may not share program materials, customer data, industry or program participant contact information, etc. unless explicitly authorized by Niagara 2022 CSG to do so.

This RFP does not commit to pay any costs incurred in the preparation of a proposal or to procure or contract for services. Niagara 2022 CSG reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with all qualified bidders and to cancel the RFP, in part or in its entirety at its sole discretion.

Niagara 2022 CSG reserves the right to refuse to work with any partners, vendors or sponsors that may reflect negatively on the organization, Niagara Place and/or any Games stakeholder.

Additional Information or Clarification

All questions and requests for clarification should be submitted with the contact listed below. Questions and answers will be documented and distributed to all bidders. If necessary, an addendum will be issued.

Please be certain to include the name and contact details of the persons to be approached for clarification of the proposal if needed.

Niagara 2021 CSG requires one (1) electronic copy of your proposal.

Submissions are to be sent to:

Dan Kennedy

Manager, Procurement and Contract Administration

Dkennedy@2022canadagames.ca

Appendix A

Please see the attached Documents for further information regarding the roles and responsibilities of Technology Lead Volunteers

[Volunteer Technology Chair Position Description](#)

[Volunteer Technology Lead Position Description](#)

Appendix B

[Venue Team Diagram](#) - This document gives a brief description of the functional areas that are involved in the Volunteer-led Venue Teams

Appendix A: Volunteer Technology Chair Position Description

Position Title:	Technology Chair
Functional Area:	64 - Information Technology
Reports To:	Games Services Committee Chair
Term:	September 2019 to September 2022

Interactions:

- Games Services Committee
- Technology Committee
- Technology providers
- Niagara 2021 Staff- Manager, Planning, Coordinator- Technology

Terms of Reference:

As a senior volunteer with the 2022 Canada Games Host Society, the Technology Chair actively participates on the Games Services Committee (GSC) and works in collaboration with other Functional Area (FA) Chairs, supporting volunteers and staff of the Host Society. This position is responsible for the planning and delivery of the Information Technology FA, The Information Technology FA plans, and procures, installs, troubleshoots and removes all technology equipment at Canada Summer Games venues, including laptops, printers, mobile phones, WiFi solutions and timing, scoring and results software and equipment.

The person in this role leads the Technology Committee, made up of Technology Leads for each of Niagara 2022's venues, as well as any other key members the Chair deems necessary. This may include members focused on sourcing product and services. The Technology Leads are responsible for identifying technology needs and sourcing solutions, including integrating with existing sport-specific software and equipment. Technology Leads needs schedule and execute commissioning and decommissioning plans and identify, train and schedule their Games-time volunteers. Thus, the Technology Chair is deeply involved with recruiting, training and guiding these key leads as they create and implement plans and work towards success.

The Technology Chair also represents the 2022 Canada Games Host Society at various meetings, forums, and other activities in the community.

Duties & Responsibilities:

- Appoint a second-in-charge to support your position

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

- Recruit, train and schedule Technology Leads for each venue as well as other positions as required
- Work collaboratively with the Host Society's senior management in the development and implementation of all policies, procedures and dimensions of the Technology operational plan including mobile communications, telephone systems, data network infrastructure, results system, system integration, timing and scoring systems, intranet and internet development, IT needs and solutions, Technology Centre, consumer electronics and office equipment and related functions
- Coordinate and participate directly in the delivery of the Technology operational plan and related functions from appointment through Games time (August 2022)
- As an active member of the GSC, attend and contribute to meetings and liaise with other GSC Chairs, identifying and managing interdependencies between related FAs
- Plan and facilitate monthly pre-Games and Games time Technology Committee meetings
- Undertake other tasks and responsibilities as assigned by the chair of the GSC
- Demonstrate commitment and understanding of the Host Society vision, mission and work within the approved budget
- Prepare a final report on the Technology component of the Games

Skills & Knowledge:

- Strong leadership skills: mentorship, public speaking, motivating and facilitating collaboration
- Visionary with devotion to teamwork and strong relationship management abilities
- Organized and communicative
- Ability to facilitate meetings in an efficient manner
- Effective with volunteers
- Skillful at problem-solving, getting to collaborative solutions and working through conflicting ideas
- Excellent written and oral communication skills in English- ability to communicate in French is an asset
- Ability to work effectively with volunteers
- Ability to make thoughtful, efficient, and effective decisions under potentially stressful situations/conditions
- Works well under pressure and is proactive
- A flexible team player

Prerequisites:

- Leadership experience with volunteers or staff
- Experience in the information technology industry

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

- Experience with network infrastructure
- Ability to obtain required security clearances and drivers abstract

Time Commitment:

- From appointment through to completion of the Games (August 2022) including extended hours during Games Time (August 1-24, 2022)
- Participate in volunteer orientation and training sessions
- Participate in the GSC monthly meetings as required
- Lead/conduct monthly Technology specific meetings as required, provide ad-hoc guidance to Committee members where needed
- Liaise with other functional areas and committee leads as required
- Participate in other functional area related meetings as required
- Participate in functional area presentations at Mission Conferences, National Sport Organization, and Sponsor Conferences Conferences (six major conferences prior to the Games)F
- A willingness to work variable work hours including weekends and evenings
- To be available for pre-Games events
- Prepare post-event final report as per Canada Games Council format within one month of Games completion

Appendix A: Volunteer Technology Lead Position Description

Position Title:	Technology Lead (one per venue)
Functional Area:	64 - Technology
Reports To:	Technology Chair
Term:	January 2020 to September 2022

The Technology Lead is responsible for overall planning, installation and support for technology at the designated venue for test events and Games-time. For example, the Technology Lead for Scotiabank Convention Centre (where Niagara 2022 will host volleyball competition) will work to understand what technology exists at the venue and compare what is required to operate sport competition there, ensuring the venue has what it needs to fill any gaps. During Games-time the Technology Lead leads the team that installs and supports technology equipment.

Interactions:

- Technology Chair and Committee
- Venue Team (for their respective venue)
- Niagara 2022 Staff

Overview:

The Technology Lead is a part of two groups: the Technology Committee, made up of Technology representatives from each venue, and a Venue Team. Every Venue Team is made up of volunteers that represent aspects of the Canada Summer Games (e.g. Sport, Transportation, Technology, Volunteer Services, Medical, Accessibility, Merchandise/Ticketing etc.). Lead by the Venue Team Lead, the Venue Team is responsible for the overall planning, coordination and operations of their venue during any test events and during the Niagara 2021 Canada Summer Games.

The Technology Lead plans and supports technology on their designated venue, understanding Functional Area requirements and working with the venue owner, Technology Chair and Niagara 2022 staff to ensure these needs are met. Working with a team of volunteers at Games-time, the Technology Lead on each venue will support installation and operation of tech equipment. This could include computers, printers, radios, timing and scoring systems and internet.

Duties & Responsibilities:

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

Phase I – Initial Planning (20 months out)

- Participate in two monthly meetings: Venue Team Meeting and Technology Committee Meeting
- Work with Niagara 2022 Functional Areas to understand tech requirements on designated venue and for the sport the venue hosts
- Work with venue owner to understand existing tech equipment, networks and services on designated venue

Phase II – Integrated Planning (1 year out)

- Participate in two monthly meetings: Venue Team Meeting and Technology Committee Meeting
- Collaborate on limited resources that may be available or deemed necessary to efficiently manage Games technology requirements
- Ensure that size of designated rooms in venue is appropriate for technical needs of the given user group
- Develop and manage radio fleet map and radio check-in and check-out process

Phase III – Implementation and Games Operations (4 months out to end of Games)

- Participate in two monthly meetings: Venue Team Meeting and Technology Committee Meeting
- Schedule commissioning and decommissioning of tech equipment on designated venue
- Provide technical support to sponsors, contractors, and/or suppliers (e.g. - Network Support Technologist, Video Screen Support, or Service Representative)
- Liaise with existing venue staff to ensure smooth integration of Niagara 2022 technology with any existing technology
- Respond to inquiries during Games time regarding communication services and work with other Venue Team members as necessary to resolve communication problems quickly and effectively

Skills & Knowledge:

- Knowledge of and/or experience with information technology- hardware, software and networks
- Strong leadership skills: mentorship, public speaking, motivating and facilitating collaboration
- Visionary with devotion to teamwork and strong relationship management abilities
- Strong organizational skills
- Exceptional approach to problem-solving, getting to collaborative solutions and working through conflicting ideas
- Excellent written and oral communication skills in English; ability to communicate in French is an asset

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

- Ability to work effectively with volunteers
- Ability to make thoughtful, efficient, and effective decisions under potentially stressful situations/conditions
- Works well under pressure and is proactive

Prerequisites:

- Experience in or knowledge of IT- including hardware, software and networks
- Excellent planning and organizational skills
- Strong problem-solving skills
- Ability to work effectively with other team members and able to communicate clearly and concisely
- Ability to make quick, sound decisions under difficult or potentially stressful situations

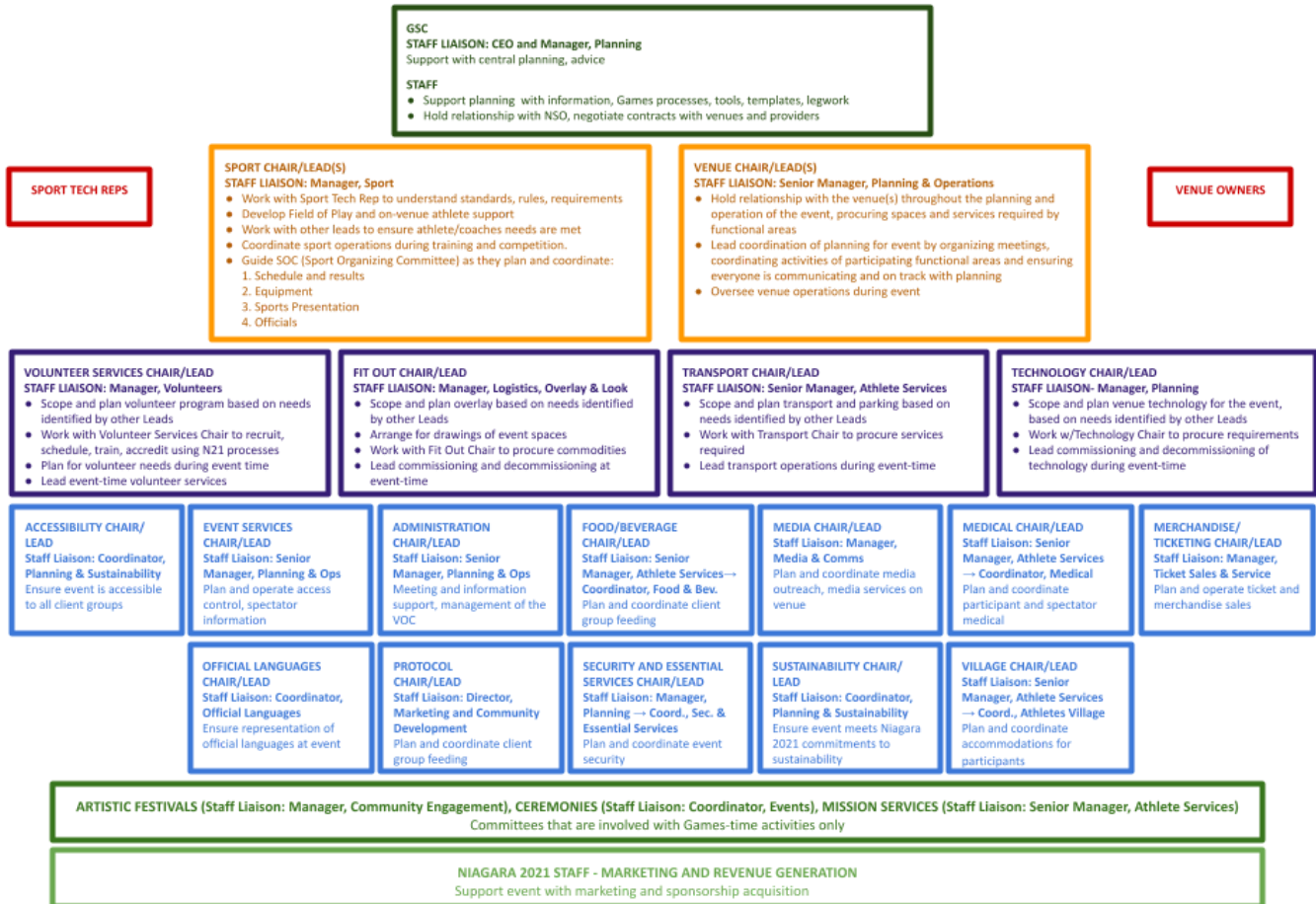
Time Commitment:

- Ability to attend two meetings per month, with increasing frequency as we approach Games-time
- Availability during test events at respective venue as applicable
- Participation in Games-wide Forward Planning sessions (total of five days over 18 months)
- During the Games, venues can operate long hours- sometimes up to 14 to 16 hours a day for the entire duration of the sport competition schedule. Availability during Games is required, including 1-2 days prior to sport competition starting for venue set-up

NIAGARA 2022 CANADA SUMMER GAMES | JEUX D'ÉTÉ DU CANADA NIAGARA 2022

Appendix B: Venue Team Diagram

Niagara 2022 Volunteer Venue Team Structure



**in all cases, the Senior Managers in the each respective area will engage with Chairs, in addition to the Staff Liaisons*