



Request for Proposals Organizational Scan & Alignment Assessment

Published March 27, 2026

bcwinegrapeindustry.com



We gratefully acknowledge the financial support of the Province of British Columbia through the Ministry of Agriculture and Food.

Background & Context

The BC wine industry has experienced significant growth over the past 30 years. International recognition has positioned British Columbia as a world-class wine region, generating meaningful economic impact with the industry contributing more than \$3.75 billion in economic activity, including over \$750 million in wages and \$440 million in tax revenue in 2019.

Today, the industry stands at a critical crossroads, characterized by:

- Climate variability and long-term climate change impacts on grape suitability and yields.
- Evolving market trends, consumer behaviour, and varietal/wine preferences
- Significant vineyard replanting and long-term varietal uncertainty.
- Rising costs of production labour availability challenges and operational pressures.
- An evolving inter-provincial regulatory environment and shifting consumer preferences and market dynamics.

In response, the BC Wine Grape Industry Task Force (WGITF) was established as an industry-led initiative to take coordinated action and strengthen the long-term sustainability of grape growing and winemaking in British Columbia. Over the next eighteen months, WGITF is investing in targeted projects and initiatives that address the most significant opportunities and risks facing the sector.

The Task Force is governed by an Advisory Committee comprised of leadership from five key industry associations, with a Program Delivery Team supporting coordination, communication, and reporting to ensure effective implementation.

Problem Statement

The BC wine grape industry is supported by multiple industry organizations and related bodies, each with distinct mandates, funding structures, governance models, and capacity. However, there is currently no consolidated, structured assessment that enables the industry to clearly answer whether industry needs are being met efficiently by the industry groups that are set to serve.

Without greater organizational clarity and alignment, the industry risks fragmented implementation of its Long-Term Strategy, duplication of efforts, and persistent gaps in serving sector needs. This fragmentation can strain limited capacity, increase reliance on volunteer leadership, and weaken the industry's ability to secure stronger provincial and federal support or align effectively across commodities.

Purpose

The Organizational Alignment Working Group, one of the six working groups under the Task Force, is seeking proposals from qualified proponents to conduct an Organizational Landscape & Alignment Assessment of the BC wine grape industry's organizational ecosystem.

This project will establish a clear, defensible baseline by addressing the following questions:

- Who is doing what across the industry association landscape?
- How well do current mandates, services, and governance structures align with industry needs?
- What models from other jurisdictions or commodity groups offer relevant lessons for BC?
- Where do duplication, gaps, and governance inefficiencies exist?
- What alignment scenarios and efficiency options could strengthen the sector's long-term sustainability?

This project aligns with three of the [key strategic priorities](#) set by the Task Force Working Group. Namely, SP1: Current State Audit; SP2: Benchmarking and SP3: Opportunities Assessment.

This project is designed to assess alignment across the organizational ecosystem of the BC wine grape industry. It is not intended to duplicate or replace existing or parallel initiatives currently underway.

Specifically, this project will not:

- Conduct full governance audits of individual organizations
- Duplicate long-term strategy development work currently being undertaken by the Wine Grape Industry Task Force on behalf of the sector.
- Replace or replicate any cross-commodity governance or organizational capacity initiatives funded through separate programs.
- Implement structural changes or governance reforms (this project will provide assessment, analysis, and decision-ready options only).

The successful proponent will be expected to leverage existing reports, governance reviews, and related project outputs where available, and to coordinate with parallel initiatives to avoid duplication and maximize efficiency.

Value Proposition

This project represents an opportunity to establish a practical and credible foundation for improved sector-wide coordination. The successful proponent will deliver:

- A clear map of the BC wine grape industry's organizational landscape
- An assessment of how current organizations and services align with industry needs
- Identification of opportunities to reduce duplication, address service gaps, and improve governance, accountability, and shared capacity
- Recommendations for how industry associations can better align with other commodity organizations and support organizations (e.g., provincial/federal bodies, agricultural councils)

Success will be demonstrated through delivery of a set of findings and options that enable Industry leadership to make informed choices about long-term alignment and implementation. This project must produce a defensible baseline and a practical set of alignment scenarios and options.

Scope of Work

The successful proponent will complete the following core components. Proponents are encouraged to recommend a phased or streamlined approach that preserves the intent and outcomes while ensuring feasibility within scope and budget.

Component	Objective	Deliverables
Industry Needs Assessment	Establish a clear picture of what industry (growers, wineries, boards, staff, partners) requires from associations and support bodies.	<ul style="list-style-type: none">• Industry Needs Assessment Summary (presentation-ready)• Stakeholder Engagement Summary (who engaged, approach, themes, what was heard)
Inventory & Landscape Map	Create a structured baseline inventory of BC wine grape industry organizations and relevant support bodies,	<ul style="list-style-type: none">• Organizational Inventory (structured, consistent format)• Organizational Landscape

	including how they interact.	Map (visual)
Gap, Overlap & Effectiveness Analysis	Identify duplication; gaps and unmet needs; governance and operational inefficiencies; opportunities for improved efficiencies and effectiveness.	<ul style="list-style-type: none"> • Gap & Overlap Analysis (duplication, unmet needs, inefficiencies) • Priority Findings Summary
Comparative Benchmarking	Identify relevant organizational and funding models to inform alignment options.	<ul style="list-style-type: none"> • Comparative Benchmark Report (other commodity groups / regions)
Alignment Scenarios and Options	Provide clear options for improving coordination, efficiency, and long-term implementation readiness.	<p>Final Strategic Alignment Report detailing:</p> <ul style="list-style-type: none"> • Alignment Scenarios & Efficiency Options • Implementation Considerations

For Components 2 and 3 (the Inventory & Landscape Map and the Gap, Overlap, and Effectiveness Analysis), the contractor is expected to closely align with two complementary projects being implemented concurrently.

During the inception phase of the project, the contractor will coordinate with these initiatives to ensure alignment of scope, minimize duplication of effort, and leverage existing analyses where possible. As a result, a reduced level of effort is anticipated for these components, and proponents should reflect this in their proposed workplan and budget.

Stakeholder Engagement

The successful proponent will work collaboratively with:

- WGITF Organizational Alignment Working Group.
- WGITF Program Delivery Team, other Working Groups and Advisory Committee.
- Boards, staff, and member representatives from the five industry groups that comprise the WGITF.
- External consultants and project teams currently engaged in related governance and long-term strategy initiatives, where appropriate.

- Cross-commodity partners where relevant (e.g., tree fruit).
- Relevant provincial/federal and agricultural support bodies where appropriate.

Engagement must:

- Be structured and efficient
- Surface needs before “validation” (i.e. engagement must inform the work, not only confirm it)
- Support credibility and transparency
- Avoid duplication with other active initiatives and leverage work underway where possible
- Produce findings that are defensible and usable by the Advisory Committee

Proponents must describe an engagement approach that balances breadth of input with practicality within scope and budget.

Timeline & Location

It is anticipated that this project will commence in April 2026 and run for approximately four months (April – July 2026). The proponent must provide a detailed project schedule as part of the proposal that highlights any possible dependencies on related initiatives and any assumptions regarding availability of parallel project outputs. Engagement sessions may occur virtually and, if required, in person.

Budget

Proponents must provide:

- A detailed cost breakdown by phase/component
- Clear assumptions related to scope and engagement approach
- Identification of efficiencies where coordination with related initiatives may reduce duplication or cost
- Any optional enhancements or phased approaches

Proposal Requirements

Proposals must include:

- Organization profile, relevant experience, project team
- Proposed approach, to include stakeholder engagement approach, and work plan
- Data and information requirements

- Detailed fee proposal
- References

Evaluation Criteria

Proposals will be evaluated holistically, with emphasis on clarity, feasibility, and alignment. Key criteria include:

- Demonstrated understanding of agricultural / commodity organization ecosystems
- Experience in organizational assessment, governance review, and stakeholder engagement
- Ability to translate complex organizational systems into clear visuals and decision-ready outputs
- Practicality and feasibility within timeline and budget
- Value for money

Submission Instructions

- For any questions / inquiries please contact [Abbie Morris](#) and [Lindsay Kelm](#).
- Please submit your proposal in pdf format via email to abbie@bcwinegrapeindustry.com by 17:00 PDT on Friday, April 10, 2026.
- Final decisions will be made by the Advisory Committee in April 2026.