

**REQUEST FOR PROPOSALS:
CONSULTANT SERVICES TO CONDUCT AN
ORGANIZATIONAL REVIEW AND FACILITATE A
STRATEGIC PLANNING PROCESS**

CLOSING DATE & TIME: JUNE 19, 2020 at 5PM PT



Introduction

Recreation North is soliciting proposals from qualified consultants to conduct an organizational review and facilitate a strategic planning process.

The external consultant will work under the direction of the Management Team of Recreation North.

This RFP is being issued to obtain proposals from highly professional and experienced consultants who:

- Deliver high quality services as outlined below with skill, integrity, confidentiality, accuracy, and expertise;
- Are experienced in conducting similar organizational reviews and facilitating similar strategic planning processes;
- Possess a comprehensive understanding of how not-for-profit organizations (preferably in the recreation sector) are structured and function;
- Have experience working in and/or with northern and Indigenous organizations and communities;
- Have experience with collaboratively administered entities;
- Have an established reputation for superior consulting;
- Have experience with facilitating reviews and planning processes remotely; and
- Offer services on a competitive fee basis.

Please note that preference shall be given to consultants who live in the North where quality, service, and price are equivalent.

Background

Recreation North is a partnership of the three territorial recreation and parks associations with a goal to strengthen recreation capacity across the North. In 2016, the NWT Recreation and Parks Association, Recreation and Parks Association of Nunavut, and Recreation and Parks Association of Yukon were jointly named a 2015 Arctic Inspiration Prize laureate. This accolade allowed the three associations to collaboratively design and deliver a training program for people leading community recreation programs in the three territories.



Recreation North's current strategic plan ends in 2020. In anticipation of undertaking a strategic planning process to guide Recreation North's work through 2024, we would like to conduct a review and assessment of the administrative operations of Recreation North.

Purpose

The selected consultant will undertake two separate, but related projects on behalf of Recreation North.

The purpose of the organizational review is to:

- Assess Recreation North's current governance practices against Recreation North's policies and procedures;
- Identify gaps/discrepancies and solutions in both policy and practice that will enhance the management of Recreation North and ultimately the delivery of Recreation North programming;
- Define/streamline the work processes used to administer Recreation North and deliver Recreation North programming; and
- Determine what needs to be done, how these changes will benefit Recreation North, and how to prioritize solutions.

The purpose of the strategic planning process is to:

- Develop a strategic plan that will guide the work of Recreation North from 2021-2024;
- Review, revise, and/or develop (as needed) both longer-term components, such as the vision and mission, and medium-term components, such as priorities, goals, and objectives that are realistic, achievable, and measurable; and
- Identify performance measures to enable progress to be regularly reviewed.

Deliverables

The selected consultant will be responsible for providing expert advice throughout the contract and for the following deliverables:

General

- Project Coordination – Including regular meetings and status reports to keep the projects on schedule and keep identified stakeholders apprised of the process.

Organizational Review

- Document Review – Reviewing existing Recreation North governance structure and policies, as documented in partnership and operations agreements, organizational chart, roles and responsibilities, policies, procedures, etc.
- Interviews with Stakeholders Past and Present – Determining existing governance and management practices through interviews with management team members past and present, and staff and contractors past and present.
- Final Report – Identify successes, disparities, gaps, and opportunities in the administration of Recreation North, and make recommendations for ensuring the effective management of Recreation North into the future.

Final Report due on November 1, 2020

Strategic Planning Process

- Needs Assessment/Environmental Scan – Reviewing existing plans and documents pertinent to the comprehensive strategic plan; identifying trends and patterns that are applicable; analyzing strengths, weaknesses, opportunities, and threats.
- Process and Meeting Facilitation – Assisting with discussion and decision-making; ensuring that conversations are forward-looking, action oriented, and move the participants towards creating a shared future.
- Plan Documentation – Creating a final document (and executive summary) for approval by the Management Team of Recreation North.
- Evaluation Component – Outlining performance measures and outcomes that allow for an annual review including a feature of the plan to enable progress reports.

Final Report Due on March 31, 2021

The Management Team of Recreation North understands there are a variety of models and approaches that can be used to develop a strategic plan. The selected consultant will need to be able to adapt or customize an approach that will best meet the needs of Recreation North.

Submission Details

Please direct questions by email to the Chair of the Management Team for Recreation North, Jess Dunkin (jdunkin@nwtrpa.org). Responses to queries, or timing of responses, cannot be guaranteed.

To be eligible for consideration, please provide a proposal by MS Word or pdf format. It must include the following:

- Brief cover letter summarizing the applicant's qualifications;
- Profile of the consultant or firm, including a summary of similar projects conducted for similar organizations;
- Description of proposed approach;
- Overview of workplan activities and schedule;
- Provisions for ensuring timelines for completion;
- Detailed budget;
- Summary of similar projects for similar organizations; and
- Proof of professional liability insurance.

To be eligible for consideration, the proposal must be received no later than **June 19, 2020 at 5pm PT** via email to Jess Dunkin (jdunkin@nwtrpa.org).

Disclaimer

Applicants will not be compensated or reimbursed for costs incurred in preparing proposals.

Recreation North reserves the right to:

- Accept or reject any or all proposals;
- Waive any anomalies in proposals;

- Negotiate with any or all applicants; and
- Modify or cancel the RFP.

All proposals, including attachments and any documentation, submitted to and accepted by the Recreation North in response to this RFP become the property of the Recreation North.

Proponents shall disclose in their proposals any actual or potential conflict of interest and/or existing business relationships it may have with Recreation North, its member organizations (NWTRPA, RPAN, RPAY) and their elected officials, appointed officials, employees, and contractors.