

**Request for Proposal:**  
***Strategic Planning Services***  
***for the Recreation Facility***  
***Association of Nova Scotia (RFANS)***

Recreation Facility Association of Nova Scotia  
Sport Nova Scotia Building  
Attn: Jennie Greencorn, Executive Director  
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Halifax, NS  
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902-4525-5450 ext 330

## 1.1 Overview:

<b>Project Name</b>	<b>Request for Proposal: Strategic Planning Services for the Recreation Facility Association of NS</b>
<b>Organization</b>	Recreation Facility Association of Nova Scotia
<b>Contact Name</b>	Jennie Greencorn
<b>Contact Phone</b>	(office) 902-425-5450 ext 330 (cell) 902-870-7634
<b>Contact e Mail</b>	rfans@sportnovascotia.ca
<b>Begin date</b>	January 17 <sup>th</sup> , 2022
<b>End date</b>	April 22 <sup>nd</sup> , 2022

## 1.2 Organization Background:

In January 1992, the Recreation Facility Association of Nova Scotia was formed through the amalgamation of the Arena Managers and the Aquatic Managers Associations of Nova Scotia. This not-for-profit provincial organization is dedicated to providing leadership in developing, promoting and advocating excellence in all recreational facilities, operations and personnel. RFANS is the industry resource for coursing, training, and educational opportunities.

RFANS is committed to:

- Promoting and encouraging the professional development of recreation facility personnel and providing opportunities for this development.
- Acting as a unified voice for recreation facility operators.
- Improving communication between facilities; and
- Promoting the provision of high quality, safe recreation facilities.

## 1.3 Project Scope:

RFANS has emerged from the COVID pandemic as a leader and an advocate for recreation facilities within the industry. As RFANS evolves and enters the final year of its 5-year strategic plan in 2022, it is important to capitalize on the momentum it has created over the past two years and re-evaluate its goals and objectives.

**The Board of Directors would like to focus on the following goals/objectives:**

1. Capacity building and leadership
2. Investigate growth opportunities and financial sustainability
3. Increase engagement and membership.
4. Strengthen partnerships and collaboration with sister provincial organizations such as Recreation NS, Recreation NB, Recreation PEI and Recreation NL and government department such as, but not limited to the NS Dept of Communities, Culture, Tourism and Heritage, NS Dept of Labour, Skills and Immigration and the NS Apprenticeship Agency.

#### 1.4 Project Tasks and Deliverables:

RFANS is accepting proposals from qualified consultants to lead a Strategic Planning process through collaboration with the board, staff, and stakeholders. The consultant would be expected to plan and facilitate a participatory process that would include the following tasks and deliverables:

1. Review the current strategic plan, mission statement, vision, values, priorities, and goals.
2. Review of association's finances for the past 5 years to identify strengths weakness, trends.
3. Create a situational assessment that identifies key issues facing RFANS.
4. Facilitate a one (1) day strategic planning session with the RFANS Board of Directors that will explore RFANS role in advocacy, leadership, programming, training, coordination, marketing etc,
5. Using research findings, and feedback/intelligence gathered at the planning session, the consultant will develop a three-year strategic plan that includes a review of the mission statement and vision, action plan, defined timelines, measurable goals, and sustainability plan.

#### 1.5 Project Timelines:

Along with the RFANS Strategic Planning Committee, Jennie Greencorn, Executive Director, will provide support and guidance, as required throughout the strategic planning process, and act as the main point of contact for the selected consultant.

See below the projected timelines, which are subject to change.

Key Milestones	Estimated Due Date
Deadline for Submissions	Friday, December 17, 2021
RFP Evaluation and Selection	Monday, January 10, 2022
Contract Start up	Monday, January 17, 2022
Collaboration with Board/Stakeholders	Ongoing throughout contract
Facilitate a one (1) day strategic planning session	Thurs., March 31 <sup>st</sup> , 2022
Strategic Plan Complete and presented to BOD	Friday, April 15 <sup>th</sup> , 2022
Project End Date	Friday, April 22 <sup>nd</sup> , 2022

#### 2.0 RFANS Responsibilities:

- Provide consultant with staff and committee support as agreed upon.
- Provide consultant with documentation as agreed upon at the start of the contract and/or required throughout the contract.
- Provide input, respond to queries, facilitate access to stakeholders and coordinate required meetings.

## **2.1 Consultants Responsibilities:**

- Meet with Strategic Planning Committee to review expectations once contract is awarded.
- Use resources provided to complete tasks and meet deliverables.
- Provide progress reports to the committee.
- Facilitate a one (1) day strategic planning session with the RFANS Board of Directors in April 2022.
- Provide draft copies for comment and review.
- Include feedback from RFANS and its membership to develop a three-year strategic plan that includes a review of the mission statement and vision, action plan and defined timelines, measurable goals, sustainability plan.
- All materials submitted must meet the standards of the Recreation Facility Association of NS and become the property of RFANS.
- Submit deliverables via hard and digital copies.

## **2.2 Consultants Credentials:**

1. The consultant must have a minimum of five (5) years experience in strategic planning.
2. Provide a detailed listing of relevant credentials and experiences necessary to successfully fulfill all the requirements of the project RFP.
3. Provide an outline of the responsibilities for project management as well as other staff and service providers' responsibilities and credentials.
4. Demonstrated experience working with clients in the recreation facility industry will be considered an asset

## **2.3 Application Requirements:**

1. The consultant's response should demonstrate not only basic understanding of the subject matter, but also innovative problem solving and creative perspectives.
2. Overview of qualifications and experience with similar projects.
3. Summary of the understanding of the scope of work, tasks, and deliverables.
4. Describe the methodology that will be used to facilitate the strategic planning process.
5. Describe how the planning results will be captured and recorded.
6. Provide a firm fixed fee quotation for the services outlined in the RFP with breakdowns of costs associated with major tasks and activities. Quote should include fixed price, estimated hours of work and individual hourly cost for all staff with HST identified separately which may be applied to additional work deemed necessary by RFANS that is outside the RFP requirements. *Price may not be the determining factor.*
7. Provide three (3) references (name, address, phone number and email address) of work done in the past five years that is similar in nature to the scope of this project.

## 2.4 Budget Information:

The budget for this project must fall with a range of \$15,000 - \$20,000 (CDN) excluding HST.

## 2.5 Consultants Information:

Consultants shall identify themselves, or their company/organization and provide all relevant contact information.

<b>Company's Name</b>	
<b>Contact Name</b>	
<b>Contact Phone</b>	
<b>Contact Fax</b>	
<b>Contact e-Mail</b>	

## 3.0 Evaluation Criteria:

The project will be tendered at the discretion of the Recreation Facility Association of NS. All applications will be reviewed by the RFANS Strategic Planning Committee and decisions will be based on a weighted point system considering experience within the sector, overall plan to meet the deliverables and the best value. Nothing in this Request for Proposal mandates that RFANS is obliged to award the contract under this RFP. Furthermore, should RFANS, in its sole discretion, decide not to award a contract under this RFP, RFANS may create a new RFP on the same subject as this RFP. **RFANS reserves the right to reject any/all proposals, for any reason.**

The application must meet all the following mandatory criteria. If the proposal fails to meet any one of these criteria, it will receive no further consideration during the evaluation process and will be deemed non-compliant.

<b>Mandatory Criteria</b>	<b>Pass/Fail</b>
Proposal submitted 4:00pm (AST), Friday, December 19 <sup>th</sup> , 2021	
Proposal cost submitted in Canadian dollars exclusive of all taxes within the proposed scale	
Timeline to include submission of final deliverables by April 22 <sup>nd</sup> , 2022	

Evaluation of proposals which meet the mandatory criteria above will then be scored using the following criteria. Scores will be recorded for each criterion and a total score will be determined.

<b>Desired Criteria</b>	<b>Weight (points)</b>
Understanding of objectives and scope	10
Qualifications	20
Experience with similar projects/sector	30
Methodology and workplan	10
Budget	20
References	10
<b>Qualifying Score</b>	<b>100</b>

#### **4.0 Submission Requirements:**

- All proposals must be received in their entirety on or before **4:00pm, Friday, December 19<sup>th</sup>, 2021.**
- Applicants are responsible for ensuring their proposal, however submitted, is received on time at the location specified.
- An appropriate authorized official of the company submitting the proposal must sign the proposal.
- Proposals that are not complete or in conformance with the requirements of this RFP, will be eliminated from consideration.
- Proposals received late, or not received completely by closing time will not be considered.

Submission shall consist of one (1) signed hard copy delivered by mail courier or hand delivered, **and** one (1) digital PDF with “RFANS Strategic Plan” clearly stated in the subject line of an email.

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**For General Information or if you require further clarification, contact Jennie Greencorn @ 902-425-5450 ext 330 or via email [rfans@sportnovascotia.ca](mailto:rfans@sportnovascotia.ca)**