

Request for Proposals

The Saskatchewan Parks and Recreation Association 2019-2024 Strategic Plan Development

The Saskatchewan Parks and Recreation Association (SPRA) is issuing a request for proposals to receive applications from qualified consulting organizations or individuals (known as the Contractee) to facilitate a process that will lead to the development of SPRA's 2019-2024 Strategic Plan.

1. Introduction

SPRA is the recognized leader for a parks and recreation network that builds healthy active communities in Saskatchewan. We envision a Saskatchewan in which everyone is engaged in meaningful accessible recreation experiences that support individual wellbeing, community wellbeing and the wellbeing of our natural and built environments. Our roles include training, education, public relations, funding, information management, research and networking. SPRA is a non-profit organization and receives funding from the Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation.

SPRA is a member-based organization whose purpose is to promote, develop and facilitate parks and recreation opportunities throughout the province. SPRA provides a provincial voice allowing its members to promote and facilitate parks and recreation opportunities throughout Saskatchewan. SPRA is committed to representing not only its members, but also the citizens of the province as a whole.

2. Background – 2014-2019 SPRA Strategic Plan

The 2014-2019 SPRA Strategic Plan was created based on feedback and input from SPRA members and stakeholders and has provided impactful direction for the organization.

The 2014-2019 SPRA Strategic Plan includes four (4) primary Long-Term Outcomes and corresponding Intermediate Outcomes. The Long-Term Outcomes are:

- **The Organization** - SPRA is a strong and effective organization driven by the needs of its members, providers and the public
- **The Providers** - The recreation sector is served by informed and highly competent volunteers and professionals
- **The Delivery Network** - The delivery network is effective and meets the needs of Saskatchewan people
- **Society** - Recreation is necessary to the wellbeing of communities, environments and individuals

The current Strategic Plan is nearing completion (June 30, 2019) and the development of a 2019-2024 SPRA Strategic Plan is necessary. The Plan will guide the organization over the next five (5) years and be reflective of current and emerging trends that affect the recreation sector within Saskatchewan.

Supported by::



3. Statement of Purpose

Working in consultation with the SPRA Chief Executive Officer, and other assigned staff, the Contractee will be responsible for supporting the development of the 2019-2024 SPRA Strategic Plan and have the project completed by December 14, 2018.

The final Plan is to be closely aligned with ***A Framework for Recreation in Canada 2015: Pathways to Wellbeing***, and take into consideration other related strategies that have an impact on the recreation sector, including but not limited to, the ***Truth and Reconciliation Commission of Canada: Calls to Action***, ***Parks for All: An Action Plan for Canada's Parks Community and the Common Vision for Physical Activity***. In addition, the Contractee will re-align SPRA's existing *Recreation Section Strategic Plan*, the Funding Assessment Report Card and the Funding Assessment Report Card Guide with the 2019-2024 Strategic Plan.

4. Scope of Work

The following scope of work is intended to act as a guide to assist Contractees in their development of a proposal. The work shall be based on, but not be limited to:

- **Review of Expectations and Existing Literature**

- Attend an initial meeting with SPRA to receive orientation and instruction on the requirements and details of the project.
- Conduct Board, membership and staff consultations and input sessions.
- Review materials provided by SPRA, as outlined below and within Section 7: Provision of Content:
 - Review the 2014-2019 SPRA Strategic Plan and additional accompanying material
 - Review the 2014-2019 SPRA Recreation Section Strategic Plan
 - Review of the existing Provincial Recreation Association Funding Assessment Report Card and the Provincial Recreation Association Funding Assessment Report Card Guide
 - Review current recreation Goals and Priorities as outlined in *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*
 - Have an understanding of the Calls to Action within the *Truth and Reconciliation Commission* that directly relate to recreation
 - Understand the priorities outlined in the *Parks for All: An Action Plan for Canada's Parks Community*
 - Understand the recommendations within the *Common Vision for Physical Activity*
- Develop a communications plan to update SPRA on the status of the project on an ongoing basis.

- **Work Plan Development**

- Formulate a work plan, based on the original Request for Proposals submission and the initial meeting with SPRA, which represents the projects deliverables, sampling of evaluation techniques and questions and identification of associated timelines.



- **Membership Engagement**

- The membership consultation and process to be developed and administered by the Contractee. Note: The process to engage the SPRA membership in this evaluative process must be approved by SPRA and could include online surveys, phone interviews, focus groups or a combination of processes. The Contractee will present the proposed plan to the membership for a final consultation at the 2018 SPRA Conference in Maple Creek (October 18-20, 2018).

- **Board and Staff Engagement and Reporting**

- Status updates, reports and presentations are to be made to the SPRA Board on an ongoing basis, including:
 - March 2018 (Regina) – Presenting literature review results, initial thoughts, strategic plan framework, proposed member consultation process and discussion to gain Board input
 - June 2018 (Kenosee) – Presenting, for feedback, first draft of plan
 - September 2018 (Conference Call) – Presenting, for feedback, second draft of plan
 - October 2018 (Maple Creek/Cypress Hills) – Status Report
 - December 2018 (Regina) – Final approval
- Design and facilitate a meeting with SPRA staff to gather input on the second draft of the Plan.

- **Strategic Plan Development**

- Must show a strong connection to *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*.
- The expectations of areas for inclusion with the 2019-2024 Strategic Plan include:
 - Mission
 - Vision
 - Values
 - Definitions
 - Long Term Outcomes
 - Intermediate Outcomes

5. Project Timelines:

- Commencement of the work plan should be as soon as possible, with the project to be completed by December 14, 2018
- Initial meeting to be held with SPRA by the end of January 2018
- Development of work plan in early February 2018
- Attendance at the March, 2018 Board of Directors meeting for presentation of literature review results, presentation of the consultant's initial thoughts and strategic plan framework, proposed member consultation process, general discussion and to gain Board input
- Consultations and data collection from SPRA members, Board and staff between April and May 2018
- First draft of plan completed and shared with SPRA Board of Directors in June 2018
- Between July and September 2018, second round of membership consultations and information gathering
- Second draft of plan developed and shared with SPRA Board of Directors in September 2018



- Membership review and discussions at the 2018 SPRA Conference in Maple Creek in October
- Additional Board review
- Present the final submission of the 2019-2024 SPRA Strategic Plan to SPRA in November 2018
- Provision of recommendations and edits on how to best align the SPRA Recreation Section Strategic Plan with the 2019-2024 SPRA Strategic Plan in November 2018
- Present the prepared 2019-2024 SPRA Strategic Plan to SPRA Board of Directors in December 2018

6. Knowledge and skill requirements of the Consultant

- Knowledge and experience in:
 - Strategic Plan development
 - Outcome measurement and development
 - Data collection through surveys, face-to-face interactions, large group meetings, etc.
- Knowledge of the recreation sector
- Deadline orientated
- Excellent written and oral communication
- Detail orientated
- Strong organizational skills

7. Provision of Content

Upon the signing of a Contract for Services, SPRA will provide the following:

- Recent data and information regarding the membership makeup of SPRA
- 2017 Annual Report
- SPRA's Programs and Services Guide
- 2014-2019 Recreation Section Strategic Plan
- Provincial Recreation Association Funding Assessment Report Card
- Provincial Recreation Association Funding Assessment Report Card Guide
- 2014-2019 Strategic Plan Mid-Term Evaluation Membership Engagement Report (2016)
- Staff Logic Model template and example
- 2016 and 2018 Portfolio Evaluation Reports
- *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*
- *Parks for All: An Action Plan for Canada's Parks Community*
- *Common Vision for Physical Activity*

8. Working Agreement

- The successful applicant will enter into a Contract for Services with SPRA, based upon the information contained in this Request for Proposals and the successful Applicant's submission and any required modifications
- The Contractee may include their standard Terms of Engagement
- SPRA shall hold the copyright to, and total ownership of, all information resulting from the Contract for Service



9. Evaluation Criteria

SPRA will evaluate the proposals against these criteria:

- The experience and qualifications of the Applicant in conducting similar work
- The ability to complete the scope of the work between January and November 2018
- The proposed preliminary framework, methodology and work plan submitted
- The proposed cost of the project
- A review of references
- A review of submitted publications or work
- An Interview (if required)

SPRA may request a meeting with an Applicant prior to awarding the contract-to clarify details, including the scope, expected results, roles and responsibilities of the Contractee, project deliverables and the expected timelines for completion.

10. Submission Details

The Applicant will:

- Outline their relevant experience and qualifications, including references, as it relates to the project
- Provide a preliminary framework, methodology and work plan of activities to complete the project
- Provide SPRA with the total cost to perform the work outlined in this Request for Proposals (which will include and identify all taxes and expenses). Cost for disbursements, photocopying, mileage, accommodations, etc., if necessary, are to be itemized and included in the total cost to perform the work. It should be noted that the total cost including disbursements should not exceed \$20,000

If further details are required, contact Karen House, SPRA Consultant – Leadership and Evaluation at (306) 780-9389. Please note that SPRA's offices will be closed over the holiday season, December 22, 2017 through January 2, 2018.

Submit proposals by 12:00 p.m. on January 19, 2019 to:

Saskatchewan Parks and Recreation Association

Attention: Karen House, Consultant – Leadership and Evaluation

#100-1445 Park Street

Regina SK S4N 4C5

Fax: (306) 780-9257

Email: khouse@spra.sk.ca

Phone: (306) 780-9389



SPRA reserves the right to cancel this Request for Proposals for any reason, without any liability to any Agency, or to waive irregularities at its own discretion. The lowest priced proposal may not necessarily be accepted.

Proposals shall be irrevocable until SPRA awards this Contract, cancels this Request for Proposals, or a period of ninety days has elapsed since the deadline for submission.

All prices are to be in Canadian Funds.

All proposals will remain confidential.