



Canada Council  
for the Arts

Conseil des arts  
du Canada

**SERVICES FOR ANTI-RACISM, DIVERSITY AND INCLUSION  
IN THE WORKPLACE TRAINING  
REQUEST FOR PROPOSAL**

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**THE CANADA COUNCIL FOR THE ARTS**  
**SERVICES FOR ANTI-RACISM, DIVERSITY AND INCLUSION**  
**IN THE WORKPLACE TRAINING**  
**REQUEST FOR PROPOSAL**

**1.0 GENERAL INFORMATION & INSTRUCTIONS**

**1.1 PURPOSE FOR THE RFP**

This request for proposal (RFP) invites consultants (individuals, groups, consortiums, ad hoc partnerships and collaborations), as well as established consulting firms (the Consultant) with expertise in providing, at an organizational level, training courses on anti-racism, diversity and inclusion to submit a proposal to the Canada Council for the Arts (the Council). The Council is seeking responses to provide training to all employees and leaders in order to develop critical understanding of anti-racism, diversity and inclusion in the workplace with the goal of building collective engagement in cultural equity and anti-racism in the workplace and through the Council's work, and making long-term institutional cultural change. The training should be grounded in the perspectives of Black and Indigenous people, and people of colour.

**1.2 ABOUT THE CANADA COUNCIL FOR THE ARTS**

The Canada Council for the Arts contributes to the vibrancy of a creative and diverse arts and literary scene and supports its presence across Canada and around the world. The Council is Canada's public arts funder.

Its grants, services, initiatives, prizes, and payments support Canadian artists, authors, and arts groups and organizations. This support allows them to pursue artistic expression, create works of art, and promote and disseminate the arts.

Through its arts funding, communications, research, and promotion activities, the Council fosters ever-growing engagement of Canadians and international audiences in the arts.

The Council's Public Lending Right (PLR) program makes annual payments to creators whose works are held in Canadian public libraries.

The Council's Art Bank provides the broader public with a collection of over 17,000 Canadian contemporary art works to enjoy through its rental, loan, and dissemination programs.

The Canadian Commission for UNESCO operates under the authority of the Council. It shares a common history and future with the Council in terms of sustainable development characterized by the arts, science, culture, equality, and peace.

For more information in regards to the above-mentioned, please refer to Council's following websites:

- Canada Council for the Arts: <https://canadacouncil.ca/>
- Public Lending Right Program: <https://publiclendingright.ca/>
- Art Bank: <https://artbank.ca/>

- CCUNESCO: <https://en.ccunesco.ca/>

### 1.3 BACKGROUND

As a crown corporation, the Council is mandated to serve diverse stakeholders of artists, arts organizations and groups, as well as the public. It is aware that systemic racism and discrimination exist in Canada and in its institutions, and is committed to advancing cultural equity through knowledge mobilization and concrete actions. One of the four priorities of the Canada Council for the Arts' *Four-Year Strategic Human Resources Plan (2017–21)* is to support and develop diversity in the Council by:

- a) Developing and implementing an employment equity action plan and committee to oversee its implementation.
- b) Ensuring appropriate representation of equity groups to meet and/or exceed labour market availability through targeted recruitment and retention.
- c) Integrating employment equity into staffing plans.
- d) Implementing diversity training to increase awareness and sensitivity to diversity and employment equity for managers and employees.

A 2019-21 Employment Equity and Diversity plan was developed at the end of 2018 and is in the process of being implemented. One of the Employment Equity Act legislative requirements is to implement some measures to contribute to employees' awareness when it comes to diversity and inclusion with a targeted result of ensuring the workplace is an inclusive and respectful one.

Council provided an initial mandatory training on diversity and inclusion in 2018 to all its employees. This included a workshop designed for all employees which covered the topics of the Employment Equity Act, conscious and unconscious bias and its impacts on behaviours, as well as strategies to manage unconscious bias. For supervisors and managers, the training incorporated information on the role of biases in impeding diversity and inclusion in a team, how to mitigate the impact of biases in their decisions in terms of recruitment and engagement, etc., and ways to become a more inclusive leader.

As stated in the 2019-21 Employment Equity and Diversity plan, a second mandatory training is to be delivered in the fiscal year 2020-21. In the current context of anti-racism movements and issues of social justice, Council has also identified the need to provide mandatory training on anti-racism which could be delivered as a stand-alone session or be included in the overall 2020-21 diversity and inclusion training.

The Council has communicated its commitment to fostering diversity and inclusion in its workplace to employees, including continuing its efforts to increase the diversity of the workforce, and fostering the inclusion of a broad range of voices and views in governance and decision-making.

The training sessions offered in 2018 established a foundation for basic understanding on this subject matter, and the second phase of this training program will delve deeper and focus on historical and systemic racism in Canada, its impact on institutions, best practices in countering racism and microaggression, as well as strategies for collective efforts toward more cultural equity and inclusion in the workplace and by extension, in the arts and cultural sector

### 1.4 ACCEPTANCE OR REJECTION OF PROPOSALS

It is the intention of the Council to consider the proposals submitted and to not be precluded from negotiating with one, or more than one, of the parties responding to this RFP to finalize technical and commercial terms. **The Council reserves the right to accept any proposal, or any part of a proposal submitted that is deemed, in the sole discretion of the Council, to be the most advantageous to it.**

The proposal having the lowest cost shall not necessarily be accepted and the Council may take into account any criteria in evaluating responses to this RFP. The Council is not obliged to provide reasons to any responding parties with respect to any use of the Council's discretion.

The Council reserves the right, in its sole discretion, to seek further information from, or clarification of, any proposal submitted in response to this RFP, and is entitled to utilize any such information or clarifications received in deciding which proposal it may accept, if at all.

**1.5 RFP DATES & DEADLINES**

The following schedule will be followed for this RFP:

RFP posted to MERX and shared with key stakeholder groups	September 21, 2020
Deadline for questions regarding the RFP	October 2, 2020
Deadline for submissions	October 23, 2020
Analysis of submissions and reference check	November 20, 2020
Contract negotiations	Between November 23 and December 18, 2020
Start of contract	January 2021

**Period of Validity of the Proposal:** Proposals submitted must remain open for acceptance by the Council for a period of not less than sixty (60) days from the specified closing date.

**1.6 CONFIDENTIALITY AND COUNCIL'S OBLIGATION**

All information, including the RFP, provided to the Consultants shall remain the exclusive property of the Council. As such, all data and information shall be kept strictly confidential and shall not be disclosed to any third party without the express written consent of the Council.

The issuance of this RFP and Council's receipt of any proposal shall not, in any manner, obligate Council to perform any act, incur any liabilities, or reimburse or compensate any Consultant for preparation costs or other losses incurred in the preparation of their response to this RFP. Council shall have the right to use, for any purpose, any information submitted in connection with the RFP unless it has been marked Confidential.

Confidentiality agreements or clauses are subject to the [Access to Information Act](#) s. 20(1)(b) and must meet the following four conditions to be treated confidentially.

The information must be:

1. financial, commercial, scientific or technical information;
2. "confidential" - three indicators of confidentiality:
  - the information contained in the record is not available from other sources in the public domain or obtainable by observation or independent study by a member of the public acting on his or her own;

- the circumstances in which the information originates and is communicated give rise to a reasonable expectation that it will not be disclosed; and
  - the information, whether provided by law or supplied voluntarily, is communicated to the government within a relationship that is either fiduciary or not contrary to the public interest and that will be fostered for the public benefit by confidential communication.;
3. supplied to a government institution by a third party; and
  4. treated consistently in a confidential manner by the third party.

## 1.7 TERMS & CONDITIONS

Successful Consultant(s) will be required to enter into a Contract with the Council which will embody the terms of this RFP and any subsequent negotiations or clarifications. The Council reserves the right to modify or amend this form of agreement prior to its finalization and execution with the party submitting the successful proposal.

## 1.8 REQUESTS FOR INFORMATION

Please submit any questions in writing, via email, to the contact below and the Council will respond accordingly. To ensure that all Consultants receive equivalent information, the Council will post applicable clarification questions and responses on MERX. Deadline for submitting questions is October 2, 2020 at 5:00 pm EST (Ottawa local time).

Enquiries concerning any aspect of this RFP can be directed to:

**Contact Name:** Nicolas Aubert

**Contact Title:** Senior Organizational Development Advisor

**Email:** nicolas.aubert@canadacouncil.ca

## 1.9 INSTRUCTIONS

### 1.9.1 INTENTION TO REPLY TO RFP

Please reply via email (address in section 1.8) that you have reviewed this RFP and of your intention to submit a proposal by September 30, 2020 . A return email address must be shown in the proposal.

### 1.9.2 RECEIPT OF PROPOSAL

The completed RFP submission shall be received electronically by email on the proposal due date of October 16, 2020 prior to 5:00 pm EST (Ottawa local time). Consultant(s) are requested to keep their RFP submission size to under 20 MB. Please indicate the RFP title in the email's subject line.

All proposals must be:

- 1) signed by a duly authorized officer;
- 2) include a statement that the Consultant has examined and understood the RFP and all addenda (as applicable), and

- 3) state that the Consultant has the technical and financial resources and personnel to provide the services as identified in this RFP, and within the [timeframes](#) specified in this proposal.

Consultants are responsible for ensuring that submissions are received by the Council prior to the proposal due date and time. Late submissions received after the closing date and time will be disqualified from competition and not evaluated.

#### 1.9.3 FORMS OF PROPOSAL

To ensure that all proposals are uniformly evaluated, they must be submitted in the format prescribed in [Appendix A](#) of this RFP.

The proposal should completely address each element of the Council's requirements as outlined in [Section 2.2 \(Service Requirements\)](#). Changes or enhancements should be clearly identified and explained. The Consultant may suggest alternative means beyond the scope of the stated requirements.

All the terms and conditions set forth in the RFP are accepted and incorporated in the proposal unless the proposal specifically takes exception to them.

#### 1.9.4 MODIFICATION OF PROPOSALS

Consultants may modify their proposals up to the specified closing date and time.

#### 1.9.5 AMENDMENTS OR WITHDRAWAL OF THE RFP

Correction or clarification to the RFP will be issued in the form of a written addendum to the RFP and will be posted on MERX. No interpretation, correction, clarification or amendment to the RFP shall be binding on the Council unless it is by way of an addendum. Consultants must acknowledge receipt of all addenda in their proposal.

#### 1.9.6 RETURN OF PROPOSALS

Unsuccessful proposals will not be returned to the Consultant.



## 2.0 COUNCIL'S REQUIREMENTS

### 2.1 OVERVIEW

Consultants are invited to submit their proposal to the Council indicating how they will be able to provide anti-racism, diversity and inclusion training sessions, virtually or in our facilities, to all Council employees including management, and their capacity to provide services including but not limited to:

- ❖ Deliver and facilitate training sessions for approximately 220 employees
- ❖ Deliver and facilitate training sessions for approximately 60 leaders

The Council has approximately 280 employees with the majority of them located downtown Ottawa and a few (13) in a different location in Ottawa as well. The training would also apply to the level managers (about 60 positions) and would require separate training sessions for employees and management. The Council is divided in six divisions, offices and secretariat: Canadian Commission for Unesco; Cabinet, Corporate Secretariat and HROD; Strategy, Public Affairs and Arts Engagement; Arts Granting Programs; Office of the Chief Financial Officer and Chief Security Officer; and the Office of the Chief Information Officer. Over 50% of employees work with the Arts Granting Programs. Approximately 65% of our staff have English as primary language and 35% have French. We also have a member of our personnel that uses the LSQ language.

The training must be offered by and grounded in the perspectives of Black and Indigenous people, and people of colour;

The RFP is open to individual consultants, organizations, consulting consortiums, ad hoc partnerships and collaborations in addition to established firms, so long as the training is offered by Black, Indigenous people and people of colour and be delivered from the perspective of lived experience.

### 2.2 SERVICE REQUIREMENTS

The Council is looking for a consultant that can undertake, as mentioned above:

- ❖ Deliver and facilitate training sessions, virtually or in our facilities, for employees and leaders, in English and French.

The Consultant must:

- Offer sessions that are led by Black, Indigenous people, and people of colour (BIPOC).
- Have a solid customer satisfaction record, credentials and experience as subject matter expert regarding the delivering of anti-racism, diversity and inclusion training;
- Have a strong ability to deliver and facilitate impactful and engaging sessions on diversity, inclusion and anti-racism in the workplace for both employees and leaders;
- Have the capacity to deliver in both official languages;
- Have the capacity to deliver sessions virtually if the pandemic situation continues;
- Have the ability to complete the training within two (2) to three (3) months, starting in January 2021;
- Demonstrate excellent skills in designing training materials, as well as the ability to adapt and present information so that the training sessions are clear and easily understood by different audiences;
- Demonstrate expertise in institutional cultural change;
- Be able to deliver sessions with minimally the following objectives:

- For all employees:
  - Improved knowledge about the legacy of racism and discrimination in Canada and their impact on Canadian workplaces and cultural institutions.
  - Understand the notions of microaggression, privilege/power imbalances and mechanisms of marginalization (intentional or unintentional).
  - Identify strategies to create a cultural shift that empower staff and bring out diverse and marginalized voices and perspectives in the workplace.
  - Explore what it means to be an ally.
  
- For supervisors and managers:
  - Demonstrate inclusive leadership.
  - Have conversations and address racism in their teams.
  - Understanding responsibilities in preventing racial discrimination.
  - How unconscious bias barriers can affect work environments and impact diverse teams.
  - Identify and understand individual and collective responsibility regarding cultural equity in the context of the Council's work.
  - Develop strategies to nurture diverse talent pool and expertise, as well as identify, utilize and share cultural competency.
  - Find ways to engage staff to advance cultural and racial equity in the workplace and through their work.

### **.2.3 GENERAL TIMEFRAME REQUIREMENTS**

Exact timelines will be defined with the successful Consultant. However, the following general timeframes are being planned for as follows:

- Early January 2021: Meeting on training objectives, material provided and schedules
- January to March 2021: Deliver and facilitate training sessions

### **2.4 OTHER REQUIREMENTS**

No other requirements.

## 3.0 EVALUATION OF THE PROPOSALS

### 3.1 SCORING

All proposals will be rated on the basis of a "points earned" matrix that will involve an analysis of the complete proposal including, but not limited to, such areas as:

- Proposal is submitted according to instructions (Pass/Fail)
- Consultant's capability (70%)
  - o [Section A: Executive Summary of the Proposal](#)
  - o [Section B: Profile of the Consultant](#)
  - o [Section C: Suitability of the Consultant](#)
  - o [Section D: Service Requirements](#)
  - o [Section E: Service Standards](#)
  - o [Section F: References](#)
  - o [Section G: Timeline Requirements](#)
- Consultant's pricing schedule (30%)
  - o [Section H: Pricing Schedule, Experience & Value Added](#)
  - o [Appendix B](#)

Consultants are required to demonstrate in their proposal that they are able to satisfy the above criteria. Council reserves the right in its sole discretion to request, in writing or orally, clarification of any additional information concerning proposals that are considered responsive.

### 3.2 SHORT-LIST

A short-list of Consultants will be selected on the basis of Council's analysis. Consultants on the short-list will be notified in writing and Council reserves the right to request a one-hour presentation to the Council's Selection Committee.

The Council retains complete discretion in deciding which proposals meet the requirements set out in the RFP and what evidence will be considered adequate to indicate compliance with those requirements.

### 3.3 AGREEMENTS WITH SUCCESSFUL CONSULTANTS

The Council shall enter into negotiations with the successful Consultant(s) with a view to finalizing a contract, for services (the contract), on terms acceptable to the Council. The contract shall be for a period of approximately six (6) months in favour of the Council. The Council reserves the right to cancel the contract at any time if the service does not meet Council's expectations and a 30-day advance notice will be sent.

If an agreement acceptable to the Council is not reached within sixty (60) days after selection of the successful Consultant, the Council may disqualify that Consultant and re-evaluate the remaining proposals without obligation or claim against the Council.

All proponents will be advised on the results of the RFP, including disclosure of the name of the winning proponent, once the proposals have been reviewed and the final negotiations with the winning proponent have been finalized and agreed. Notifications will be done via an email and/or telephone conversation

with all the proponents at the discretion of the Council. Within 15 days after notification of award, unsuccessful proponents may request a debriefing on their proposal to be scheduled at a later date.

## **4.0 WORK TERMS**

### **4.1 TASKS**

Training session activities, deliverables, and timelines or milestones will be determined by the Project Authority during negotiation of the contract. The Project Authority will negotiate with the contractor the level of effort (number days), nature and/or scope of each task.

### **4.2 CLIENT SUPPORT**

The Council's Project Authority will:

- Provide overall training goals to achieve at the end of the training sessions;
- Will be the source of final approval and acceptance of all deliverables; and
- Provide feedback to the Consultant on all deliverables.

### **4.3 DELIVERABLES AND ASSOCIATED SCHEDULE**

Deliverables will include but are not limited to: training sessions delivered and facilitated in both English and French for employees and leaders. The Consultant should also provide training sessions virtually (under the current pandemic situation).

### **4.4 OFFICIAL LANGUAGES**

Training sessions, including any participant documents, must be offered in both English and French.

### **4.5 WORK LOCATION**

The training sessions shall be offered virtually.

### **4.6 TRAVEL**

Reimbursement of the Consultant for any travel, accommodation and incidental expenses incurred in connection with the delivery of the services hereunder in any city other than Ottawa shall require the prior written approval of CC and shall be subject to the delivery to CC of receipts and invoices.

Payment of expenses in accordance with the terms shall be made to the Consultant, reasonable travel costs not to exceed rates provided by the Treasury Board of Canada, and up to a maximum of CAD \$ 950.00 per approved trip to Ottawa.

## APPENDIX A - PROPOSAL FORMAT

To ensure that all proposals are evaluated equally, the submissions must be divided into the following sections:

### SECTION A AN EXECUTIVE SUMMARY OF THE PROPOSAL

### SECTION B A PROFILE OF THE CONSULTANT

This section should include:

- company legal name and Canadian address;
- contact information for person responsible for RFP submission;
  - Name, Title, Phone, E-mail
  - Authorized Signature and Date
- website;
- professional memberships;
- number of years in business as an experienced training facilitator on anti-racism, diversity, and inclusion in the workplace Consultant in Canada;
- number of core customers;
- financial capacity;
- geographical area of operation;
- a brief description of your company, including the number of FTEs (employees versus contract personnel), average length of employment, an organizational chart and a brief resume of each senior manager.
  - Provide details that would be specific to this engagement as it relates to BIPOC representation.

### SECTION C SUITABILITY OF YOUR CONSULTANT

This section should describe in two pages why you feel that the Consultant is best suited to serve the Council's anti-racism, diversity and inclusion in the workplace training requirements.

Please describe what work the Consultant has done in terms of anti-racism, diversity and inclusion in the workplace training including the approach and material used with (a) Crown corporation(s), or (b) similar type of agencies and/or organizations, and (c) with organizations working in the arts and culture sector. A demonstrated knowledge and understanding of the arts and culture sector will be a bonus.

The Consultant must be able to demonstrate experience in providing delivering and facilitating training services for similar corporations and agencies.

The Council understands that there might be a different context for the Consultant's experience and invites the Consultant to provide an outline of their context and experience.

### SECTION D SERVICE REQUIREMENTS

This section should be broken into sub-sections that respond to each of the requirements identified in the [Council's Service Requirements](#) (2.2) of this RFP. The Consultant is required to provide its methodology

for each requirement including how they deal with accessibility issues when relevant. This section will include project summaries describing at least two (2) engagements related to training sessions on anti-racism, diversity and inclusion completed in the past three (3) years and must show experience and qualifications with other corporations, agencies or organizations. The Consultant is required to demonstrate qualifications for each of the requirements and articulate what value they brought to their client through the delivery of that service. The Consultants is required to demonstrate the capacity of delivering and facilitating training sessions on anti-racism, diversity and inclusion based on the experiences and perspectives of those who will be offered the training (i.e., black and Aboriginal populations, and people of color).

#### SECTION E      **SERVICE STANDARDS**

This section should describe the Consultant's approach, methodology and accelerators for managing and delivering on project engagements of this nature (based on the examples identified in [Section D](#)).

This section should also address the following:

- Consultant's ability to provide a highly personalized, responsive and practical service, and meet established project deadlines;
- Consultant's proposal for problem resolution if the proposed work is unsatisfactory;
- Consultant's ability to provide a high level of service to Council in both official languages.

#### SECTION F      **REFERENCES**

Please provide three references of comparable, existing corporate clients including the names of the senior contacts, phone number and email. Summarize the work that was done for their organization and the year(s) the service was provided. At a minimum, one of these references must come from other government organizations. Private sector references may also be provided in addition, if desired.

#### SECTION G      **TIMELINE REQUIREMENTS**

This section should describe the Consultant's ability to meet the timeframes indicated in [Section 2.3](#) and demonstrate availability and capacity to deliver on the Council's service requirements in the timeframe requested.

#### SECTION H      **PRICING SCHEDULE, RESOURCES & VALUE ADDED**

This section should state the total value of the contract and outline the rates for services for each resource category (see [Appendix B](#) for the roles). Resumes must be provided for each of the roles to demonstrate the Consultant's breadth of experience and availability of these resources to immediately start work and complete them within the proposed timelines .

Indicate whether your Consultant would provide thresholds for pricing influenced by spending or if any additional incentives such as early payment terms or grouped project discounts could apply.

Describe any other value added services that your Consultant could provide. Explain where there would be any additional financial advantage if your Consultant was awarded work.





**APPENDIX B – PRICING SCHEDULE, RESOURCES & VALUE ADDED**

As a requirement to complete the Proposal, a pricing schedule must be included.

**B.1 PRICING SCHEDULE**

To ensure that all proposals are evaluated equally, please provide a rate for each of the training sessions identified below, organized by the following deliverables as required: establishing and defining goals/objectives of training sessions, adapting sessions as needed based on agreed goal and Council's context and culture, and delivering training sessions to all Council employees and leaders:

**Fee Schedule**

	<b>\$/Hour</b>	<b>Daily Rate</b>
<b>Training sessions for employees</b>		
<b>Training sessions for leaders</b>		

**Note:** If additional roles would be required to provide the services requested by the Council, list the role, rate and provide a description of the expected need for that type of resource.

**B.2 KNOWLEDGE, EXPERIENCE AND CAPABILITY**

It is important to have competent resources who have been dedicated by their Consultant to work with the Council. Describe the resources, including their knowledge, qualifications and experience to provide the services required by the Council. Please provide resumes for each of the roles identified above.

**B.3 VALUE ADDED**

Indicate whether your Consultant would provide thresholds for pricing influenced by spending or if any additional incentives such as early payment terms or grouped project discounts could apply.

Describe any other value added services that your Consultant could provide. Explain where there would be any additional financial advantage if your Consultant was awarded work.