Arts Granting Programs Outreach Framework and Action Plan

REQUEST FOR PROPOSAL
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THE CANADA COUNCIL FOR THE ARTS

Professional Consulting Services

REQUEST FOR PROPOSAL

1.0 GENERAL INFORMATION & INSTRUCTIONS

1.1 PURPOSE FOR THE RFP

This request for proposal (RFP) invites Professional Consulting Service Providers (the Firm) with expertise in the development and implementation of Outreach Strategies, Frameworks and Action Plans in the public and para public sector to submit proposals to develop an Outreach Framework and Action Plan for the Arts Granting Programs Division of the Canada Council for the Arts (the Council).

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/
In April 2021, the Council launched its new 2021-26 Strategic Plan. Art, now more than ever, built around three directions: invest in rebuilding and innovation; amplify the benefits of the arts for society; and nurture and expand collaboration and partnerships. Over the next five years, the Council will play a central role in supporting the recovery and rebuilding of the arts sector, encouraging artists and arts organizations to develop more sustainable, innovative and equitable practices. Through the implementation of its new Strategic Plan, it is the Council’s aim to improve access to funding to historically underserved and marginalized communities. Outreach will play a key role in the successful implementation of its strategic plan.

The Council is seeking a Firm with expertise in the development and implementation of Outreach Strategies, Frameworks and Action Plans in the public and para public sector to submit proposals to develop an Outreach Framework and Action Plan for the Arts Granting Programs Division of the Canada Council for the Arts (the Council).

Objectives:

The Outreach Framework and Action plan objectives are twofold: to optimize the use of technology and processes to reach out to large groups, and develop targeted strategies to reach and successfully engage with underserved groups. Due to the different but complementary nature of the objectives, the measures will need to be designed differently for each. The Firm will support the Council with recommendations of best tools, mechanisms, tactics and approaches to help support outreach to potential applicants and develop a framework that addresses:

- Virtual and hybrid outreach model for the Canada Council
- Targeted strategies to reach and engage the Council’s underserved clients and priority groups
- Progress measurement Indicators for each objective.

Tasks:

The tasks will address the Arts Granting Programs Division’s processes, technologies and people with respect to Outreach and include:

- Inquiry, audit and assessment of the Arts Granting Programs Division’s Outreach needs
- Research on virtual and hybrid outreach strategies and frameworks both within and beyond the arts sector
- Development of a 3 to 4 Year Outreach Framework and Action Plan that will enable the Arts Granting Programs Division to build a strategic and equitable virtual and hybrid outreach model

Deliverables:

- The main deliverables will comprise of the Outreach Framework and Action Plan that includes progress measurement indicators and prioritization factors that will enable the Arts Granting Programs Division to build a virtual and hybrid outreach model and to improve access to funding to historically underserved and marginalized communities.

This project will be led by the Granting Program Operations (GPO) section of the Arts Granting Programs Division (AGPD)
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:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP posted to MERX</td>
<td>February 7, 2022</td>
</tr>
<tr>
<td>Deadline for questions</td>
<td>February 18, 2022</td>
</tr>
<tr>
<td>Responses to questions</td>
<td>February 23, 2022</td>
</tr>
<tr>
<td>Deadline for submissions</td>
<td>March 4, 2022</td>
</tr>
<tr>
<td>Contract negotiations</td>
<td>March 14-18, 2022</td>
</tr>
<tr>
<td>Start of contract</td>
<td>April 1, 2022</td>
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**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 Firms 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, oblige Council to perform any act, incur any liabilities, or reimburse or compensate any Firm 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](https://www.canada.ca/en/chief的信息 commissioner/acts/access-information-act.html) 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 firm(s) will be required to enter into a Contract Agreement 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 firms receive equivalent information, the Council will post applicable clarification questions and responses on MERX. Deadline for submitting questions is March 4, 2022 at 5:00 pm EST (Ottawa local time).

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

Contact Name: Robin Gallagher

Contact Title: Outreach Officer, Granting Program Operations

Email: robin.gallagher@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 February 18, 2022. A return email address must be shown in the proposal. (not mandatory)

1.9.2 RECEIPT OF PROPOSAL

The completed RFP submission shall be received electronically by email on the proposal due date of March 4, 2022 at 5 pm EST (Ottawa local time). Firms 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 Firm has examined and understood the RFP and all addenda (as applicable), and
3) state that the Firm 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.

Consulting firms 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 Firm 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

Firms 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. Firms must acknowledge receipt of all addenda in their proposal.

1.9.6 RETURN OF PROPOSALS

Unsuccessful proposals will not be returned to the Firm.
2.0 COUNCIL’S REQUIREMENTS

2.1 OVERVIEW

Outreach and staff attendance to different events have always been fundamental to the Canada Council’s activities as a vital means to engage with, and remain relevant to, the Canadian arts sector. These activities take different forms and provide information and services to external clients and stakeholders. Although inter-related, the approach to outreach and engagement are different. Most of the Council’s outreach activities are under the purview of the Arts Granting Programs Division (AGPD) and have included:

- Providing general information sessions about the Council’s programs and funding opportunities to potential applicants
- Providing program specific information sessions about funding opportunities to targeted applicants
- Grant writing workshops aimed at new and early career artists
- Attending activities and events hosted by clients

Prior to the pandemic, these sessions were generally in person, and often tied to larger external events. Between 2018 and 2020, in order to reach new potential applicants, the Council prioritized outreach in underserved regions and to designated priority groups. It worked in partnership with local organizations and arts funders to promote these in person sessions.

In 2020, the global pandemic halted staff travel and the division’s focus turned to delivery of emergency and regular funding to support the arts sector. With the move to telework, the Council has presented several virtual information sessions related to new initiatives. Council staff have also continued smaller scale presentations at the request of organizations and stakeholders. However, the shift to a virtual model has demonstrated a gap in coherent tools and approaches that could be adapted to different contexts to better support outreach to potential applicants. At the same time, the Council recognizes that a virtual and/or hybrid model of outreach could be more effective, efficient and equitable than an in-person model and holds the potential for greater reach.

In April 2021, the Council launched its new 2021-26 Strategic Plan, Art, now more than ever, built around three directions: invest in rebuilding and innovation; amplify the benefits of the arts for society; and nurture and expand collaboration and partnerships. Over the next five years, the Council will play a central role in supporting the recovery and rebuilding of the arts sector, encouraging artists and arts organizations to develop more sustainable, innovative and equitable practices. Through the implementation of its new Strategic Plan, it is the Council’s aim to improve access to funding to historically underserved and marginalized communities.

AGPD is also developing a client care strategy that includes a client care road map implementation for the Arts Granting Programs Division. This roadmap lays out a vision for an omni-channel, single window client experience with a combination of no-touch, low-touch and high-touch functionalities. High-touch support would include a coordinated outreach plan for underserved clients and communities to increase awareness and a sense of belonging that Council is a place for them.

It has become clear that AGPD needs an Outreach Framework and action plan to support the development of a virtual and hybrid outreach model which includes strategies to support the Council’s commitments to equity.
To address the observed gaps the Council requires an Outreach Framework and Action Plan that addresses:

- **Virtual and hybrid outreach model for Canada Council**
  Design of a virtual and hybrid model including recommendations on structure, templates, processes, tools and resourcing to deliver information that supplements the information on our website.

- **Targeted strategies to reach and engage underserved clients and priority groups**
  How to better reach and engage with the Council's underserved clients and priority groups including identification/prioritization of groups most in need of high touch support, identification of client needs, strategies for engaging and building trust in an accessible and transparent way, and identification of potential community partners.

- **Progress measurement Indicators for each objective**
  Indicators for each objective to help track progress. Indicators should encompass both quantitative and qualitative insights measures.

About the Arts Granting Programs Division

The Arts Granting Programs Division (AGPD) is the Council’s largest division and is responsible for overseeing the entire grant management process and PLR payments which represents on average roughly $300M in grants to artists, groups and organizations as well as payments to authors and illustrators.

This represents roughly:

- # of active applicant profiles which are approved prior to submitting a grant application:
  - 50,000

- Number of grant applications received on an annual basis:
  - 2018-19: 12,500
  - 2019-20: 18,000
  - 2020-21: 22,000

- Since 2017 (to date), the Council has received applications from approximately:
  - 2,000 distinct groups
  - 18,000 distinct individuals
  - 4,000 distinct organizations

- Total External inquiries for 2019 were approximately 12,000
- Total External inquiries for 2020 were approximately 20,000

The global pandemic has had a significant impact on Council as well as on our clients which has led to:

- Roughly 90% of Council staff are now working virtually
- All peer assessment committee taking place virtually
- The Council adapting quickly to the client’s needs by providing them with additional funding opportunities through emergency funds that the Council has delivered on behalf of the federal government
- The introduction of micro grants which result in higher levels of applications which need to subsequently be assessed rapidly with results communicated quickly back to applicants
Increased number of inquiries and applications
- As the Government of Canada launches its Post Pandemic Recovery Plan, there is a possibility that these historical volumes may increase further due to the key role Council plays in supporting the cultural sector

### 2.2 SERVICE REQUIREMENTS

The Council is seeking a Firm to develop an Outreach Framework and Action Plan for the Arts Granting Programs Division (AGPD) that addresses:

- Virtual and hybrid outreach model for Canada Council
- Strategies to reach the Council’s underserved clients and priority groups
- Progress measurement

The Council’s project team will work closely with the selected service provider to organize internal working sessions with key resources within AGPD and other divisions at Council and some targeted interviews with a variety of clients.

Firms must provide details of their:

- **Approach and methodology:** The steps the Firm takes to assess and address the Council’s Outreach Framework and Action Plan requirements, including their approach to problem solving.
- **Work plan and timeline:** The specific steps and deliverables the Firm plans to provide with timelines for each.
- **Similar experience:** Examples of comparable projects where the Firm has delivered an Outreach Framework and Action Plan for a public sector organization, preferably one which provides financial assistance or grants to Canadian Citizens or organizations. This section should be limited to 3 examples of similar projects with key outcomes/results and these project summaries should be limited to no more than 2 pages each. Two of the summaries should demonstrate engagement in a participatory way with marginalized communities (e.g., Indigenous, racialized, Deaf, disability, official language minority communities).
- **Team members and associated fees:** Team members, their resumes, rates and capacity to provide services in both official languages and knowledge.
- **Dependencies:** Any resources required from the Council to carry out the work. The Council will have approval of any materials utilized in the process (i.e. Interview Guides etc.) and will be responsible for the translation of all key documents / deliverables into the other official language.

Firms must also demonstrate a strong understanding of:

- Virtual and hybrid outreach models
- The Council’s culture and work style and describe how that knowledge will be used to foster effective change
- Outreach strategies and framework for a variety of stakeholders including Indigenous (First Nations, Inuit and Métis Peoples), racialized, Deaf and disability, and Official Language Minority communities, among other underserved communities
- The Council’s commitments to self-determination and sovereignty made to First Nations, Inuit and Métis Peoples and describe how that knowledge will be used in proposing strategies built on respect and self-determination.
The Council wishes to retain the option to extend this contract to potentially provide further advisory services to other divisions within the organization which also may further training workshops and coaching. Firms should provide a fee structure by resource level for these additional sessions.

2.3 GENERAL TIMEFRAME REQUIREMENTS

Deliverables can include project work plans, findings assessment reports, process documentation and other related deliverables.

- April 2022 – Planning & Scoping including General workplan and timeline
- May 2022 – Findings and assessment of outreach strategies reports
- June 2022 – Draft of Outreach Framework and Action Plan
- July 2022 – Delivery of Outreach Framework and Action Plan

2.4 OTHER REQUIREMENTS

- The budget for this project has been set for $50,000

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)
- Firm's capability (70%)
  - Section A: Executive Summary of the Proposal
  - Section B: Profile of the Firm
  - Section C: Suitability of the Firm
  - Section D: Service Requirements
  - Section E: Service Standards
  - Section F: References
  - Section G: Timeline Requirements
- Firm’s pricing schedule (30%)
  - Section H: Pricing Schedule, Experience & Value Added
  - Appendix B

Firms 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 Firms will be selected on the basis of Council's analysis. Firms 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 FIRMS

The Council shall enter into negotiations with the successful Firm(s) with a view to finalizing a Contract Agreement (the contract), on terms acceptable to the Council. The contract shall be for a period of 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 Firm, the Council may disqualify that Firm 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

The Consulting Firm will address the Arts Granting Programs Division’s processes, technologies and people with respect to Outreach. This includes but is not limited to:

- **Inquiry, audit and assessment of the Arts Granting Programs Division’s Outreach needs**
  GPO will host a kick-off meeting at which it will brief the Firm on the Council’s needs with respect to this project, and answer questions. GPO will then provide relevant documentation for the Firm to review and audit including preliminary findings of the client care road map implementation, and will facilitate any information interviews with Council staff. Through discussions with Council staff and documents provided, the Firm will be expected to gather knowledge and understanding about how the Council functions, outreach related terminology and past and current outreach tools and processes. Following the inquiry period, the Firm will submit a general workplan and timeline to the project authority for approval, as well as a summary of preliminary findings, gaps, problem areas, etc.

- **Research and best practices**
  Working with GPO, the Firm will conduct research on visual and hybrid outreach strategies and frameworks both within and beyond the arts sector and will present approaches for the Council’s Outreach Framework and Action Plan that includes best practices and specific approaches to reach Indigenous (First Nations, Inuit and Métis Peoples), Black and racialized, Deaf and disability, Official Language Minority communities, underserved regions, and new applicants among other underserved communities including best practices to identify potential community partners.

- **Development** of a 3 to 4 Year Outreach Framework and Action Plan that includes progress measurement indicators and prioritization factors that will enable the Arts Granting Programs Division to build a strategic and equitable virtual and hybrid outreach model that can be leveraged to guide staff in this period of significant changes arising as a result of the global pandemic and its new strategic plan.

The Council acknowledges that Firms have their own Outreach Strategic Planning and Implementation methodologies, therefore, the description of services above is meant only to provide examples of tasks that the Council expects a successful bidder to carry out.

4.2 CLIENT SUPPORT

The Council’s Project Authority will:

- Provide overall project management authority;
- Provide the Firm with background documents for review;
- Assist the Firm with obtaining Council documents and data, when required;
• Will be the source of final approval and acceptance of all deliverables; and

• Provide feedback to the Firm on all deliverables.

• Be responsible for the translation of all key working documents and final deliverables

4.3 DELIVERABLES AND ASSOCIATED SCHEDULE

Deliverables can include project work plans, findings assessment reports, process documentation and other related deliverables.

• April 2022 – Planning & Scoping including General workplan and timeline
• May 2022 – Findings and assessment of outreach strategies reports
• June 2022 – Draft of Outreach Framework and Action Plan
• July 2022 – Delivery of Outreach Framework and Action Plan

4.4 OFFICIAL LANGUAGES

Work, including tasks and deliverables, will be primarily completed in English or French, depending on the Firm’s language of choice; however, the team must be proficient and capable of providing services in both official languages, especially for facilitating meetings and consultations.

4.5 WORK LOCATION

The work shall be carried out primarily virtually or at the offices of the Council, with most meetings and consultations conducted virtually.

4.6 TRAVEL

No travel outside the NCR will be required. Travel within the NCR will not be reimbursed.
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 FIRM

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 a Professional Services firm in Canada;
- number of core clients;
- 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

SECTION C  SUITABILITY OF YOUR FIRM

This section should describe in two pages why you feel that the Firm is best suited to serve the Council’s Outreach Framework and Action Plan requirements.

Please describe what work the Firm has done in terms of development and implementation of strategies, frameworks and action plan specific to outreach services 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 Firm must be able to demonstrate experience in providing advisory services for similar corporations and agencies and should demonstrate understanding of different realities of both official languages and needs of the arts sector, including Indigenous (First Nations, Inuit and Métis Peoples), Black and racialized, Deaf and disability, and Official Language Minority communities, among other underserved communities.

A description (500 words), of the Firm’s approach to equity, diversity and inclusion and their commitment to reflecting the diversity of their community within their team, including gender diversity, representation of Indigenous Peoples, Black and racialized people, people who are Deaf or have disabilities, and official language minority communities.

Note: organizational applicants/bidder should not disclose personal information for their employees in their response
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 Firm must provide project summaries describing at least three (3) engagements related to each project/service/requirement completed in the past three (3) years and must show experience and qualifications with similar corporations and agencies. The Firm must demonstrate qualifications for each of the requirements and articulate what value they brought to their client through the delivery of that service. The Firm must demonstrate experience in providing models, tools, execution plans, and frameworks and related advisory types of services.

SECTION E   SERVICE STANDARDS

This section should describe the Firm'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:

- Firm's ability to provide a highly personalized, responsive and practical service, and meet established project deadlines;
- Firm's proposal for problem resolution if the proposed work is unsatisfactory;
- Firm'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 Government of Canada departments, agencies or Crown Corporations. Private sector references may also be provided in addition, if desired.

SECTION G   TIMELINE REQUIREMENTS

This section should describe the Firm’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 Firm’s breadth of experience and availability of these resources to immediately start work on the proposed requirements.

Indicate whether your Firm 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 Firm could provide. Explain where there would be any additional financial advantage if your Firm was awarded work.
APPENDIX B – PRICING SCHEDULE, RESOURCES & VALUE ADDED

As a requirement to complete the Proposal, a pricing schedule must be included for this initiative as well as the additional services which the Council may wish to contract for as previously stated in Section 2.2.

B.1 PRICING SCHEDULE

To ensure that all proposals are evaluated equally, please provide a rate for each of the roles identified below:

<table>
<thead>
<tr>
<th>Role</th>
<th>$/Hour</th>
<th>Daily Rate</th>
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**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 the Council to have competent resources who have been dedicated by their Firm 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 Firm 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 Firm could provide. Explain where there would be any additional financial advantage if your Firm was awarded work.