Coordination of Mentoring Activities for Canadian Artists, Groups and Arts Organizations during Edinburgh’s Festivals in August 2020

REQUEST FOR PROPOSAL
 REQUEST FOR PROPOSAL

1.0 GENERAL INFORMATION & INSTRUCTIONS

1.1 PURPOSE FOR THE RFP

This request for proposal (RFP) invites a professional arts consultant or art consulting firm (the Firm) with expertise in developing and coordinating mentorship programs in the fields of international networking, touring and development of cultural leadership particularly in the context of highly competitive markets such as Edinburgh’s Festivals, to develop and deliver a capacity building program for Canadian artists and arts professionals participating in Edinburgh festivals and the CanadaHub initiative during the Month of August 2020 to the Canada Council for the Arts (the Council).

1.2 ABOUT THE CANADA COUNCIL FOR THE ARTS

The Canada Council for the Arts is Canada’s national public arts funder, with a mandate “to foster and promote the study and enjoyment of, and the production of works in, the arts.”

The Council champions and invests in artistic excellence through a broad range of grants, services, prizes and payments to professional Canadian artists and arts organizations. Its work ensures that excellent, vibrant and diverse art and literature engages Canadians, enriches their communities and reaches markets around the world.

The Council also raises public awareness and appreciation of the arts through its communications, research and arts promotion activities. It is responsible for the Canadian Commission for UNESCO which promotes the values and programs of UNESCO in Canada to contribute to a more peaceful, equitable and sustainable future. The Canada Council Art Bank operates art rental programs and helps further public engagement with contemporary arts.

The Council is governed by an 11-member Board. Members of the Board and the Director/CEO are appointed by the Governor in Council. The Council works closely with federal, provincial, territorial and municipal arts and cultural agencies and departments.

A federal Crown corporation created through an Act of Parliament in 1957, the Council reports to Parliament through the Minister of Canadian Heritage and Official Languages. It receives funding from Parliament and its annual budget is supplemented by endowment income, donations and bequests.

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

- Canada Council for the Arts: http://canadacouncil.ca/
- Public Lending Right Program: http://www.plr-dpp.ca/
- Art Bank: http://artbank.ca/
- CCUNESCO: http://unesco.ca/
1.3 BACKGROUND

The Canada Council for the Arts is committed to raising the international profile of Canadian art and artists, as well as the capacity of artist groups and arts organizations to engage with broader audiences and new markets, including on the international scene.

Of the eleven independent festivals that run throughout the year in Edinburgh, the ones slated for August—celebrating visual arts, performing arts, fringe arts, and literature—constitute one of the world’s largest marketplaces in the arts. They offer an effective platform on which to present established companies and emerging talent, raising their international profiles to tremendous professional benefit. Since summer 2017, the Canada Council has led a strategic initiative to showcase Canadian artistic talent through focussed programming during Festival Fringe in a venue called CanadaHub. In addition to the CanadaHub initiative, the Canada Council has supported several mentoring programs/initiatives to help artists and arts professionals to navigate Edinburgh and seize opportunities.

In 2020, the Canada Council, with the concerted efforts of its partners, will once again support Canadian presence in Edinburgh. In addition to coordinating a program of cutting-edge performances at CanadaHub, the Canada Council aims to offer a broader capacity building program for Canadian artists, groups and arts organizations in Edinburgh.

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>RFP posted to MERX</th>
<th>11 FEB, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline for questions regarding the RFP</td>
<td>18 FEB, 2019</td>
</tr>
<tr>
<td>Deadline to respond to questions regarding the RFP</td>
<td>27 FEB, 2019</td>
</tr>
<tr>
<td>Deadline for submissions</td>
<td>25 MARCH, 2020</td>
</tr>
<tr>
<td>Presentations or additional requests from short-listed Firm(s) if required</td>
<td>1 APRIL, 2020</td>
</tr>
<tr>
<td>Contract negotiations</td>
<td>13 APRIL, 2020</td>
</tr>
<tr>
<td>Start of project</td>
<td>20 APRIL, 2020</td>
</tr>
</tbody>
</table>

**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, obligate 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 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 Letter of 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 15 FEB 2020 at 12:00 pm EST (Ottawa local time).

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

Contact Name: Marion Vitrac
Contact Title: Officer, International Coordination and Cultural Diplomacy
Email: marion.vitrac@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 FEB 18, 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 25 MARCH, 2020 prior to 12:00 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

In anticipation of the forthcoming season of Edinburgh’s Festivals, the International Coordination and Cultural Diplomacy Section of the Canada Council for the Arts seeks a qualified art consultant or art consulting firm to elaborate this full mentorship program. The selected consultant or firm will work in collaboration with the CanadaHub producer and other organizations in Edinburgh, to help Canadians artists and arts organizations in their understanding of the Edinburgh international market place, and provide guidance and facilitate a various range of networking opportunities with key stakeholders.

Tailored mentorship should be offered to:

- Canadian artists, producers or managers involved in the shows presented at CanadaHub
- Canadian artists, producers or managers invited by the Canada Council festival partners: the Edinburgh International Festival, the Arts Festival and the Book Festival.
- Arts leaders and professionals from Canada taking part of a delegation organized by the British Council Canada.
- Artists, producers or managers associated with a Canadian show presented in Edinburgh in August 2020 with the financial support of the Canada Council.
- Artists, producers or managers selected to participate in the pitch session at CanadaHub organized by the High Commission of Canada in London with the support of the Department of Canadian Heritage.

The selected firm will be asked to:

- Help identified Canadian artists, producers, managers or agent in their understanding of the Edinburgh international market place, and facilitate discussions, networking and future touring opportunities. This also include artists, arts professionals and companies with little experience of larger marketplace and/or with no representation resources.
- Help raise the profile of Canadian artists, groups and arts organisations in Edinburgh within the wider UK and international performing arts market of presenters, producers, arts organisations and other key stakeholders.
- Support Canada’s wider international profile and the strategic objectives of the Canada Council.
- Encourage and assist high quality, tour-ready Canadian work to obtain support and interest from international partners and bookers.

Firms qualified for this Contract will have experience in high-level mentoring and excellent knowledge of international market places, and of Edinburgh’s Festivals in particular. They will also demonstrate strong skills in program design, development and delivery. The Council encourages innovative approaches, although the envisioned plan will ideally align with and fulfill some of the Council’s objectives. While drafting their proposals, Firms are advised to consider the following:

- The Firm will be positioned to bring into operation in their mentorship program any of the goal-directed actions described in the Council’s Strategic Plan (especially the fourth commitment: to
raise the international profile of Canadian art and artists) Which action(s) or priority(ies) from the 2016-21 Strategic Plan will you/your firm focus attention on?

- For the participating artists and arts professionals, the Edinburgh festivals are veritable springboards for entry into the globalized spheres they celebrate. Such an opportunity is advantageous to all artists equally; however some artists experience unique barriers to accessing forums like Edinburgh’s Festivals. The Council attempts to reach out and lift those barriers to accurately reflect the cultural and linguistic diversity of Canada. **What would be your strategy to identify the specific needs of these equity-seeking artists or companies, in terms of market development and international exposure? How will you ensure that they are provided with adequate and relevant guidance, and well-equipped to make the most out of the showcasing/networking opportunities in Edinburgh?**

- As the “world’s leading festival city,” Edinburgh offers optimum engagement with a diverse public, but also a high concentration of key presenters, producers, peers, promoters, funders and media from all over the world. **What will you/your firm do to assist Canadian artists in making the most of this opportunity, increase their international profile and lead to potential touring invitations abroad?**

ICCD has allocated a maximum of $40,000 CAD for the Contract.

The successful art consultant or art consulting firm will be selected in accordance with a cost-benefit analysis of the submitted proposal, considering factors that may include but are not limited to: the Firm’s experience, reputation, customer service, proposed plan of action, and creativity of the proposal.

**The successful art consultant or art consulting firm will not be allowed to submit a Canada Council grant application for this project, and should disclose any conflict of interest. Neither will they be allowed to sign any further contracts to deliver publically funded initiatives across the Edinburgh Festival 2020.**

### 2.2 SERVICE REQUIREMENTS

The service requirements for this project include but are not limited to:

- Designing, developing, delivering and managing a mentorship program for Canadian artists and arts professional programmed at the CanadaHub, and for those invited to participate in Edinburgh festivals through other channels and who may require guidance to optimize the impact of their presence and maximize their opportunities. The Firm will liaise with CanadaHub producer, Council partners and the Canadian artists, producers, managers or agents attending Edinburgh Festivals with the support of the Canada Council to identify their needs and develop tailored mentorship strategy. The Firm will also develop tools to receive feedback and assess the effectiveness of the mentorship program in the short and long run.
2.3 GENERAL TIMEFRAME REQUIREMENTS

The exact time frame will be defined with the selected Firm. PAIC proposes the following time frame:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract is signed</td>
<td>April 2020</td>
</tr>
<tr>
<td>CanadaHub programming and other Canada Council supported initiatives announced</td>
<td>May 2020</td>
</tr>
<tr>
<td>Firm connects with CanadaHub producer and with companies for need assessment</td>
<td>May 2020</td>
</tr>
<tr>
<td>Firm connects with other Canadian artists/companies in Edinburgh</td>
<td></td>
</tr>
<tr>
<td>Mentorship program strategy approved by Canada Council</td>
<td>June 2020</td>
</tr>
<tr>
<td>Ongoing conversation with artists and partners</td>
<td>July 2020</td>
</tr>
<tr>
<td>Development of detailed program schedule</td>
<td></td>
</tr>
<tr>
<td>Delivery of the mentorship program</td>
<td>August 2020</td>
</tr>
<tr>
<td>Firm produces evaluation and report for the Canada Council</td>
<td>September 2020</td>
</tr>
</tbody>
</table>

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)
☐ Firm’s capability (70%)
  o Section A: Executive Summary of the Proposal
  o Section B: Profile of the Firm
  o Section C: Suitability of the Firm
  o Section D: Service Requirements
  o Section E: Service Standards
  o Section F: References
  o Section G: Timeline Requirements
☐ Firm’s pricing schedule (30%)
  o Section H: Pricing Schedule, Experience & Value Added
  o 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 Letter of Agreement for services (the contract), on terms acceptable to the Council. The contract shall be for a period of seven (7) months or approximately two hundred and twenty (220) days 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 tasks are listed in general terms under Service Requirements in Section 2.2, above. Tasks will be established exactly by the Project Authority during negotiation of the contract. The Project Authority and the Firm will define together the nature, scope and time frame of each task.

4.2 CLIENT SUPPORT

The Council’s Project Authority will:

- Provide overall project management authority;
- Provide the Firm with initial background documents for review;
- Assist the Firm with obtaining Council information, when required;
- Assist the Firm with obtaining a contact list of selected artists;
- Will be the source of final approval and acceptance of all deliverables; and
- Provide feedback to the Firm on all deliverables.

4.3 DELIVERABLES AND ASSOCIATED SCHEDULE

Deliverables include:

- Mentoring Strategy to strengthen overall Canadian presence at Edinburgh’s Festivals in August 2020, and particularly of the Canadian artists, groups and companies programmed at the CanadaHub, Canada Council funded participants in Edinburgh festivals in August 2020, and Canadian artists and arts professionals participating in delegations organized by Council’s partners.
- Detailed schedule of activities to implement and manage the Mentoring Strategy.
- Detailed listing of the roles and responsibilities of individuals contributing in any manner to the mentoring program for Canadian artists at Edinburgh 2020.
- Report and evaluation of the mentoring program.

The schedule is listed in general terms under General Timeframe Requirements in Section 2.3, above. The Project Authority and the Firm will define together the schedule during negotiation of the contract.

4.4 OFFICIAL LANGUAGES

Work in relation to this project—including tasks and deliverables—may be completed in either official language. However, the Firm must be capable of providing services in both official languages, i.e. for conducting meetings with artists, partners, service contractors, and Council staff.
### 4.5 WORK LOCATION

The Firm will be able to work from its own premises. Communication will be carried out primarily via email and teleconference, with meetings and consultations conducted as required in the offices of the Project Authority.

### 4.6 TRAVEL

Travel outside the National Capital Region (NCR) will be required. Travel-related expenses will be paid and are to be included in the proposed budget.
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 an arts consulting firm 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
- examples of mentoring strategies and programming implemented on an international scale;
- demonstration of experience in market development and capacity building for artists and arts organizations, especially in the UK/abroad;
- resumes of the key members of the team that will work on this project, highlighting their relevant experience and qualifications, their bilingualism, and their roles within the proposed project

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 design and implementation of a mentorship program requirements.

Please describe what work the Firm has done in terms of designing and implementing a mentorship program for artists, groups and arts organization toward capacity building for international touring 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 recommendations in capacity building and networking in a large-scale market place for performing arts services for similar corporations and agencies and should demonstrate a Canadian reach.
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 two (2) engagements related to each project/service/requirement completed in the past three (3) years and must demonstrate relevant experience and qualifications with similar corporations and agencies. The Firm must demonstrate qualifications for each of the requirements and articulate what value they added to their client through the delivery of that service.

The Firm must also provide a detailed description of the plan of action that they recommend for accomplishing the objectives of this project.

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.

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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.