# OTTAWA CULTURAL ALLIANCE (OCA)

# REQUEST FOR PROPOSAL (RFP)

*For:*

**Ottawa Cultural Sector Development Feasibility Study**
**November 2017 - August 2018**

*Deadline:*

**Friday, November 3, 2017 at 12 Noon ET**

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# I.    INTRODUCTION

The Ottawa Cultural Alliance (OCA) is seeking proposals from qualified individual consultants or firms to undertake a cultural sector development feasibility study pertaining to the cultural sector in Ottawa, as a firm fixed price contract, not exceeding $80,000 (not including HST). The project begins in November 2017 and needs to be completed by the end of August 2018.

The Ottawa Cultural Alliance is a collaboration between six network organizations working in Ottawa's cultural sector to advance the sector. The OCA was established in 2015.  For the purpose of this RFP the lead organizations are AOE Arts Council and Ottawa Arts Council.

For questions about the RFP, please contact Margery Leach, Project Manager in writing at info@ottawaculture.ca between Monday October 16 and Wednesday October 25, 2017, 12 Noon ET.

# II.    ABOUT THE OTTAWA CULTURAL ALLIANCE

The **Ottawa Cultural Alliance** (OCA) works collaboratively to strategically address shared opportunities and challenges to further advance the sector's success.  Members of the Alliance have collaborated for many years to advance cultural priorities in the City of Ottawa.  In the spring of 2015, as OCA advocated for completion of the City of Ottawa's *Renewed Action Plan for Arts, Culture and Heritage in Ottawa (2013-18),* the participating groups agreed to acknowledge this activity by giving our collaboration a formal name.

The Alliance comprises umbrella organizations that collectively serve as the voice for the vibrant cultural sector in Ottawa, including:
* AOE Arts Council,
* Council of Heritage Organizations in Ottawa (CHOO|COPO),
* Heritage Ottawa,
* Ottawa Arts Council,
* Ottawa Festivals and
* Ottawa Museum Network.

For more Information about the Ottawa Cultural Alliance please visit the OCA's website: ottawaculture.ca

Or contact one of the Alliance organizations directly:
AOE Arts Council | victoria@artsoe.ca
Council of Heritage Organizations in Ottawa | direction@choocopo.ca
Heritage Ottawa | info@heritageottawa.org
Ottawa Arts Council | peter@ottawaartscouncil.ca
Ottawa Festivals | executive@ottawafestivals.ca
Ottawa Museum Network | director@omn-rmo.ca

# III.   ABOUT THE PROJECT

**1.      RFP Process to Select Project Consultant(s)**
This is an invitation to submit a proposal, to compete for the contract as the consultant/s for the Ottawa Cultural Alliance (OCA).

This RFP deals with the development of a cultural sector development feasibility study for the Ottawa Cultural Alliance (OCA).

**2.      Project Schedule**
Project Schedule: It is anticipated the consultant work will begin in November 2017 and be completed by the end of August 2018, for an approximate 10-month duration.

**3.      Project Purpose, Rationale and Overview**
This project builds from the *Renewed Action Plan for Arts Heritage and Culture (2013-2018*), Action 4 of the Investment Plan's recommendation to implement  "Cultural development initiatives to increase community cultural leadership – independent arts authority, and arts and heritage foundation".

The purpose of the cultural sector development feasibility study ("the project") is to learn from best practices and identify recommendations toward advancing Ottawa's cultural sector*. To this end, OCA wishes to engage a Consultant to conduct a feasibility study that includes research on best practices from other communities, and consultations with Ottawa community, community leaders and City staff; and recommends potential models and/or solutions toward collectively advancing Ottawa's cultural sector. Such models/ solutions could include for example:

- an independent arms-length, cultural authority to provide leadership, service and support;
- an arts and heritage foundation focused on fundraising and philanthropy to stimulate private sector support; and
- a roundtable forum to bring local, municipal, provincial and national cultural players together to address ways to better resource local culture.
.
The project team includes a Working Group, the Steering Committee, an Advisory Committee, a Project Manager and the Consultant:

- The Steering Committee, comprised of two members (Board and/or staff) of each OCA organization, oversees the project, including the terms of reference, governance and decision-making processes.
- The Working Group oversees and manages the operational matters aspects of the project between Steering Committee meetings, and is made up of the senior staff or the representative of each organization of the OCA.
- The Advisory Committee, made up of representation from the cultural sector in the city of Ottawa, provides recommendations and advice to the Steering Committee and the Consultant.
- The Project Manager manages and supports the contract of the Consultant, works with the Consultant to coordinate a wide range of activities and events related to the project, such as interviews, meetings, focus groups and summits; supports the work of the Study's Working Group, Steering and Advisory committees; and conducts related communications activities.
- The Consultant plans and conducts the feasibility study.

*Ottawa's cultural sector includes stakeholders (organizations and individuals) representing the arts, heritage and cultural sectors, including the festival and agricultural fair communities and is inclusive of Ottawa's diverse communities, including people from diverse ancestries, geographic locations, abilities, ages, countries of origin, cultures, genders, income, languages, races and sexual orientation.

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<u>Project Phases and Timeline</u>
The following table presents a high level overview of the project phases and timelines, with a brief summary of the associated activities and deliverables by phase, the details of which are presented in Section IV - Statement of Work.

| PROJECT PHASE | DATE ESTIMATE | Summary of Consultant Activities and deliverables |
|---|---|---|
| **Project Start-Up & Planning** | **November 2017** | Project Kick-off<br>Draft and Final Project Implementation Plan |
| **Research, Analysis and Consultation** | **November 2017-April 2018** | Consultation plan<br>Steering and Advisory committee sessions<br>Consultations and literature reviews/ research & analysis<br>Draft Situation Analysis (SA) report<br>Preliminary options analysis |
| **Develop feasibility study, options, models, cost-benefit analysis, business case, strategies and recommendations** | **May 2018** | Consultations on SA report and options<br><br>Analysis, and development of draft final Situation Analysis Options Assessment and Recommendations based on results |
| **Feasibility Study Validation** | **June-July 2018** | Consultations to validate draft final SA report, Options Assessment and Recommendations<br>Roundtables to identify potential partnerships / alliances |
| **Project Wrap-Up** | **August 2018** | Final SA report and Options Assessment/ Recommendations<br>Project evaluation inputs<br>Document hand-off |

# IV.  Proposals

**4.     Who may apply**
The RFP is open to consulting firms and independent consultants. Due to the aggressive timeframe, the work could be completed through the combined effort of one or more consultants / firms. If this option is taken, only one proposal for the project must be submitted, with a single project lead identified. Demonstrated capacity to communicate effectively in both official languages is a requirement.

**5.     Proposal Requirements**

**5.1  Submit a formal proposal**:
Demonstrate how you meet the requirements described in Section 7 of this RFP. <u>It is important that the proposal submitted shows how your experience matches each criterion in the Section Criteria table presented in section 7.1, as the rating of the proposal cannot be based on personal knowledge of the candidate.[1] In addition to the information below, please refer to section 5.2 for suggested proposal content.</u>

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[1] Conflict of interest or perception of conflict of interest is considered to be a serious matter that could undermine the good name and integrity of the OCA parties involved. Relevant policies to be provided upon request, including the City of Ottawa Code of Conduct.

- Describe how you would go about completing the work involved
- Provide details of the fees for each phase of the work, for the project in total and the daily rate for each team member.
- Provide names and contact information (phone and e-mail) of three references for related work (within the past 5 years) undertaken by the consultants/firm to be involved in the project. At the sole discretion of the OCA, reference checks may be conducted for the three highest scoring applicants (based on overall scores). References will not be numerically scored but will be rated as satisfactory or unsatisfactory. See Appendix I for detailed information.

### 5.2 Proposal Format & Content

### 5.2.1 Format
Proposals and all supporting materials should be submitted electronically in Microsoft Word or PDF format by **Friday, November 3, 2017 <u>at 12 Noon ET.</u>** Proposals must be prepared using font size 12, with up to a maximum number of 12 pages (not including appendices).

### 5.2.2 Suggested Content

It is suggested that proposals contain the following information. Proposals will be evaluated by a selection committee and assigned scores in accordance with the selection criteria and weighting identified in section 7 below.

- Table of contents
- Description of consultants' expertise and experience in relation to the selection criteria, including language requirements
- An understanding of the requirements
- Proposed project work plan including work breakdown structure and associated deliverables
- Personnel and responsibility assignments and related costs (demonstrate who will be doing what, % of each individual's time allocated to the project, how their skills align with the tasks and daily rate)
- Capacity to operate in both official languages, as required
- Risk plan (Identification of key project risks and risk management strategies)
- Quality control plan (quality standards/ how quality will be assured)
- Subcontracts (if relevant)
- Budget indicating fixed rates and disbursements
- Proposed approach to negotiating change orders
- References (three)
- Availability to attend an interview on the dates noted in 5.4 below.
- Resumes (1-2 pages) for each proposed team member (in Appendix)
- Preferred dates for an interview, as per section 5.4 below.

For information on the selection process, please refer to Appendix I.

### 5.3 RFP Deadline
The deadline to submit a proposal is **Friday November 3, 2017 <u>at 12 Noon ET</u>**. Please refer to section 8 for submission details.

### 5.4 Proposal Evaluation
Proposals will be reviewed in accordance with the selection criteria identified in section 7. Proposals that most closely meet the criteria will be selected for an interview with the selection committee.

Interviews are tentatively scheduled to take place on **Thursday and Friday, November 9th and 10th, 2017** with the view to begin the project as soon as possible following the selection process. Please indicate in your proposal your availability for the suggested dates, should you be offered an interview.

**5.4.1    Evaluation Methodology**
   a)   Proposals will be evaluated by a selection committee in accordance with the selection criteria and weighting identified in section 7 of the RFP
   b)   In the RFP rating system, the proposal will account for 45% of the overall score and interview will account for 55% of the overall score. Scores will be calculated using the weighting system referred to above.
   c)   The contract will be awarded based on "**best value**"[2]
   d)   Price is a deciding factor where two applications are considered to be equal.
   e)   If none of the submissions are compliant the OCA may choose to dismiss any or all bids.
   f)   A submission will be considered non-compliant when:
      i    the proposal is not submitted by the stated deadline
      ii   the proposal does not meet the requirements detailed in the RFP. Applicants are welcome to propose an alternate method, schedule or activities, in addition to responding to specific requirements detailed in the OCA Statement of Work. The original requirements must be still addressed in the proposal. However, the alternate approach may also be presented and priced separately as an option.
      iii  the applicant receives an unsatisfactory reference/s
   g)   Applicants most closely meeting the selection criteria will be offered an interview
   h)   The OCA is not responsible for compensating bidders for costs associated with responding to the RFP.
   i)   Consultants may withdraw their submitted proposal at any time throughout the selection process.


## 6.    Type of Contract

- The contract will be a **Firm Fixed Pric**e (FFP)
- The contract will be awarded based on "**best value**"
- The contract may be awarded to an individual consultant or a team capable of undertaking all areas of the work. Any sub-contracting of work must be clearly identified in the RFP, and may not be included/ added once the project work is underway.
- Combined consulting costs, **not to exceed $80,000 (not including HST).**


## 7.    Consultant Competencies

### 7.1    Required Areas of Expertise, Selection Criteria and Weighting

The consultant and/or team must be able to demonstrate advanced capacity to work in English and French. Specifically advanced written, reading comprehension & spoken English skills required. Advanced ability in spoken French is required.

In addition, the ideal proposal will have a consultant or team possessing the knowledge, experience and expertise identified in the selection criteria detailed below:

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[2] Best value is determined by consideration of:

   i.    Technical merit
   ii.   The scope of work, approach and methodology proposed by the consultant as detailed in the proposal and interview
   iii.  Quality  and performance specifications determined by factors, such as:
      - skills, knowledge & abilities of the consultant/team members as demonstrated in the proposal & past performance for similar work
      - the ratio of time allocation of key expertise in relation to the project specifications
      - track record of team members in previous work
   iv.   A satisfactory risk plan which identifies and presents viable approaches to project risks

| SELECTION CRITERIA | MAXIMUM SCORE |
|---|---|
| *SPECIFIC SUBJECT MATTER EXPERTISE (70%)* | |
| Demonstrated experience creating/enabling innovative cultural sector development strategies | 15 |
| Understanding / knowledge / experience of Canadian cultural sector and how it functions | 15 |
| Demonstrated logistical capacity and clear understanding of the project | 10 |
| Skilled in working with divergence and consensus building | 10 |
| Proven experience and expertise in facilitating meetings | 10 |
| Knowledge / understanding of charitable / non profit sector | 10 |
| *GENERAL EXPERTISE (30%)* | |
| Strong verbal communications skills, able to: <br> • Present complex topics clearly in plain language <br> • Ability to work effectively with stakeholder / committee input, and to work via conference call and face-to-face meetings | 10 |
| Strong written communications skills, ability to write clear reports | 10 |
| Previous project management track record for projects of similar size/scope | 10 |
| **TOTAL** | **100** |

8. **Proposal Submission**
   Consultants interested in being considered for this contract must forward proposals to the person identified below by **Friday November 3 2017, by 12 Noon ET** in order to be eligible. All proposals must be prepared using font size 12, with up to a maximum number of 12 pages (not including appendices). Proposal shall be submitted via email, in a Microsoft Word or PDF format to:

   **C/O Margery Leach**
   **Project Manager, Ottawa Cultural Sector Development Feasibility Study**
   **Ottawa Cultural Alliance**
   info@ottawaculture.ca

   **Questions** related to this RFP should be directed to the above between Monday October 16 and Wednesday October 25 2017, 12 Noon ET.

   All questions and answers, and any proposal amendments will be posted on OCA's website ottawaculture.ca.

# V.  STATEMENT OF WORK (SOW)

**Summary Scope of Services**
The Ottawa Cultural Alliance is seeking a consultant who can provide comprehensive research, consultation, and analysis; and develop recommendations and related reports for the OCA by August 2018.

1. **Project Schedule**
   The project work will begin in November 2017 and be completed by the end of August 2018, for duration of approximately 10 months.

2. **Overview of Project Objectives & Approach**
   The purpose of the project is to learn from best practices to advance Ottawa's cultural sector. The feasibility study will include research on best practices from other communities, and consultations with Ottawa community, community leaders and City staff; and recommend potential models and/or solutions toward collectively advancing Ottawa's cultural sector. Such models/ solutions could include for example:

   • an independent arms-length, cultural authority to provide leadership, service and support;
   • an arts and heritage foundation focused on fundraising and philanthropy to stimulate private sector support; and

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- a roundtable forum to bring local, municipal, provincial and national cultural players together to address ways to better resource local culture.

To achieve the desired results, the work is divided into five key activity areas:

1. Project Start-Up & Planning (November 2017)
2. Research, Analysis and Consultation (November 2017-April 2018)
3. Develop situation analysis / feasibility and recommendations report, and preliminary options, models, cost-benefit analysis, business case, strategies and recommendations. (May 2018)
4. Validate feasibility study, options, models, cost-benefit analysis, business case, strategies and recommendations (June-July 2018)
5. Project Wrap-Up (August 2018)

The OCA Steering Committee and Working Group, the Advisory Committee, Project Manager and Consultant/s will work collaboratively to achieve the desired results from this project.

## 3. Key Project Activities
Key activities are detailed in the charts below.

### Key Consultant Activities
The activities and timelines as outlined in the following table represent our best understanding and estimate of how the project should proceed. They are subject to review and change as the consultant contract is negotiated, and will be reviewed / confirmed in the approval of the Project Implementation Plan. We anticipate regular Steering Committee (SC) conference calls and in-person meetings, as needed – an estimated 8-10 during the project, and 4 meetings with the Advisory Committee (AC). (Some of these meetings may be joint meetings of the AC and SC.)

Activities detailed below are based on the OCA's understanding of the project approach. We will be pleased to consider alternate approaches to the project, if presented. Time and effort estimates are a guideline only. The consultant is expected to keep within the budget and schedule, unless otherwise agreed.

Project methodologies are expected to comprise a variety of research methods to include but not be limited to, a literature review, key informant interviews/ consultations, leading practices research, consultation and validation meetings. Other approaches or alternate methods such as surveys may be suggested in your proposal response.

| PROJECT PHASES | DATE ESTIMATE | ACTIVITIES | Outputs/ CONSULTANT DELIVERABLES |
|---|---|---|---|
| **1. Project Start-Up & Planning**<br><br>**Est. level of effort 7%** | November 2017 | i. Develop research and consultation processes in consultation with Working Group.<br><br>ii. Develop preliminary Project Implementation Plan<br><br>iii. Meet with Steering Committee (SC) and Advisory Committee (AC) for kick-off meeting (in-person) to confirm the approach to the feasibility study. Initiate dialogue re key project stakeholders.<br><br>iv. Determine key consultant deliverables and approve Project Implementation Plan (PIP) | Draft research methods and consultation processes developed in consultation with the Working Group<br><br>Draft Project Implementation Plan developed for review / input<br><br>**Consultation Meeting Phase One (1)** agenda, facilitation and notes<br><br>Project methodology/ approach is confirmed<br><br>Key consultant deliverables are confirmed |

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| PROJECT PHASES | DATE ESTIMATE | ACTIVITIES | Outputs/ CONSULTANT DELIVERABLES |
|---|---|---|---|
| | | v. Finalize Project Implementation Plan. Review with Steering Committee (PIP). | PIP is revised to reflect input, methodology, approach and key deliverables. |
| 2. **Research, Analysis and Consultation**<br><br>**Est. level of effort 42%** | November 2017 – April 2018 | vi. Begin to identify key stakeholders for:<br> • Lit. Review (LR) / leading practice review,<br> • Key Informant interviews (KII), and<br> • Consultation processes;<br> to identify best practices, leading, models/options and solutions for Ottawa.<br><br>vii. Establish focus of LR and leading practice review. Develop preliminary questions<br><br>viii. Establish focus of KIIs with leading practice organizations. Develop preliminary KII questionnaire.<br><br>ix. Develop objectives, audiences and preliminary table of contents for Situation Analysis Report<br><br>x. Meet with the committees, and hold *Community Information* meeting for broader cultural community; to provide information, input on project approach / methodology.<br><br>xi. Conduct key Informant interviews (maximum 40).<br><br>xii. Complete a literature / leading practice review looking at a range of organization with leading practices (maximum 40)<br><br>xiii. Draft Literature Review / leading practice report.<br><br>xiv. Draft KII report<br><br>xv. Consult with Steering Committee (SC) and Advisory Committee (AC) for input re preliminary findings and analysis.<br><br>xvi. Develop revised draft Situation Analysis (SA) report and preliminary options, models, cost/benefit analysis, strategies and mechanisms, to reflect input. | Preliminary list of Stakeholders for all project consultation phases<br><br><br>Draft LR / leading practice questions<br><br>Draft KII questionnaire<br><br>Objectives, audiences and preliminary table of contents for Situation Analysis Report confirmed<br><br>**Consultation Meetings Phase Two (2):**<br>Agendas, facilitation and notes. Purpose: to inform stakeholders of project / PIP / approach.<br>• *Community Information* meeting held<br>• Advisory and Steering committees meeting held<br><br>Key informant interview results<br><br>Literature review / leading practice results<br><br>Literature Review Report<br><br>Key Informant Interviews Report<br><br>PPT of preliminary themes/ findings. Draft 1 Situation Analysis Report<br><br>Revised Draft 2 Situation Analysis Report<br><br>Preliminary options, models, cost/benefit analysis, strategies and mechanisms. |

| PROJECT PHASES | DATE ESTIMATE | ACTIVITIES | Outputs/ CONSULTANT DELIVERABLES |
|---|---|---|---|
| 3. **Development of feasibility study options, models, cost-benefit analysis and strategies**<br><br>**Est. level of effort 30%** | May 2018 | xvii. Meet / consult broadly with project committees and community stakeholders groups (# TBD) to seek input on draft Situation Analysis (SA) research findings and preliminary options, models, cost/benefit analysis, strategies and mechanisms. (Meetings to include Community Information meeting for broader cultural community and other stakeholders, e.g. arts, festivals, heritage, museums, film, music and, etc. (a series of meetings) | **Consultation Meetings Phase Three (Number to be determined)**<br>Agendas, facilitation and notes for meetings to seek input on: the SA and preliminary options, models, cost/benefit analysis, strategies and mechanisms to improve the effectiveness of the cultural sector.<br>• Stakeholder groups,<br>• Advisory and Steering committees meeting, and<br>• *Community Information* meeting held<br><br>Draft situation analysis / feasibility and recommendations report is discussed to seek input.<br><br>Preliminary tools discussed including:<br>• Final options and models<br>• Final business case<br>• Final cost-benefit analysis<br>• Strategies are recommended<br>• Alliances and potential partnerships are identified<br>• Next steps. |
| | | xviii. Incorporate the SA input, and further develop recommendations regarding options, models, cost/benefit analysis, business case and strategies and mechanisms to improve the effectiveness of the cultural sector in Ottawa. | Stakeholder input incorporated into recommendations and proposed options, models, strategies, cost benefit analysis, mechanisms and business case. |
| 4. **Feasibility Study Validation**<br><br>**Est. level of effort 20%** | June- July 2018 | xix. Develop PPT to summarize themes, research findings, recommendations and tools for validation meetings.<br><br>xx. Meet / consult broadly with project committees and with community stakeholders groups (# TBD) to validate the research findings and confirm consensus on the recommendations, options, models and solutions presented. (Meetings to include *Community Information* meeting for broader cultural community and other stakeholders, e.g. arts, festivals, heritage, museums, film, music and, etc. (# TBD meetings in total). | PPT summarizing themes, research findings, recommendations and tools<br><br>**Consultation Meetings Phase Four (Number to be determined)**<br>Conduct a series of consultation meetings held, to validate final SA report and preliminary options, models, cost/benefit analysis, strategies and mechanisms to improve the effectiveness of the cultural sector:<br>• Stakeholder groups<br>• Advisory and Steering |

| PROJECT PHASES | DATE ESTIMATE | ACTIVITIES | Outputs/ CONSULTANT DELIVERABLES |
|---|---|---|---|
| **Feasibility Study Validation** | June-July 2018 | xxi. Hold Roundtables (2) with representatives of funders and community leaders regarding implementation of the recommendations, options, models, cost benefit analysis, business plans, to identify collaborative opportunities, potential partnerships / alliances. | committees meeting<br>• *Community Information meeting*<br><br>Agenda, facilitation and notes.<br><br>Final situation analysis / feasibility study and recommendations report is validated<br><br>Final tools validated including:<br>• Final options and models<br>• Final business case<br>• Final cost-benefit analysis<br>• Strategies are recommended<br>• Potential alliances and partnerships<br>• Next steps.<br><br>Roundtables (2) with representatives of funders and community leaders re collaboration. Opportunities, potential partnerships / alliances are identified |
| **5. Project Wrap-Up**<br><br>**Est. level of effort 1%** | August 2018 | xxii. Debrief with Working Group and Steering Committee<br>xxiii. Participate in project evaluation<br><br>xxiv. Submit all final reports, project methodology tools, and summary raw research finding (w/o disclosing confidential data) | Word and PDF versions of the final reports received.<br><br>Project evaluation report input provided<br><br>Methodology documents and relevant research files received. |

## 4.   Summary of Key Project Deliverables

Key deliverables are summarized in the following chart in accordance with OCA's understanding of the project approach (refer to chart presented in section 3 above for further details):

| PROJECT PHASES/ ESTIMATED DATE | DELIVERABLES |
|---|---|
| **Project Start-Up & Planning**<br><br>**November 2017** | Draft research methods and consultation processes developed in consultation with the Working Group<br><br>Draft Project Implementation Plan (PIP) developed for review / input<br><br>Meeting Phase One (1 mtg.): Kick-off meeting: agenda, facilitation and notes Project approach, methodology and key consultant deliverables approach confirmed |
| **November 2017** | Final PIP (revised to reflect input) |

| PROJECT PHASES/ ESTIMATED DATE | DELIVERABLES |
|---|---|
| **Research, Analysis and Consultation**<br><br>**November 2017-April 2018** | Preliminary list of Stakeholders for all project consultation phases<br><br>Draft LR / leading practice questions<br><br>Draft KII questionnaire<br><br>Objectives, audiences and preliminary table of contents for Situation Analysis Report developed and confirmed<br><br>Literature review/ leading practice results / report<br><br>Key Informant Interviews results / report<br><br>PPT: Preliminary themes/ findings for meetings<br><br>Draft 1 Situation Analysis Report<br><br>Meetings Phase Two (2 consultation /information meetings):<br>Agendas, facilitation and notes. Meetings to inform stakeholders of project / PIP / approach.<br>・ Community information meeting held<br>・ Advisory Committee and Steering Committee meetings held<br><br>Revised Draft 2 Situation Analysis Report, reflecting input from consultation meetings held<br><br>Preliminary options, models, cost/benefit analysis, strategies and mechanisms. |
| **Develop feasibility study, options, models, cost-benefit analysis, business case, strategies and recommendations**<br><br>**May 2018.** | Meetings Phase Three - Consultation meetings:<br><br>Agenda, facilitation and notes for a series of consultation meetings held including several Stakeholder meetings, a Community Information meeting and meetings with the Advisory and Steering Committees: to consult on the SA and preliminary options, models, cost/benefit analysis, strategies and mechanisms to improve the effectiveness of the cultural sector.<br><br>Preliminary tools developed/discussed including:<br>・ Final options and models<br>・ Final business case<br>・ Final cost-benefit analysis<br>・ Strategies are recommended<br>・ Potential alliances and collaboration are identified<br><br>Input incorporated into situation analysis / feasibility and recommendations report and preliminary options, models, strategies, cost benefit analysis, mechanisms and business case. |
| **Feasibility Study Validation**<br><br>**June- July 2018** | PPT: Summarizing themes, key research findings, recommendations and tools for validation meetings<br><br>Meetings Phase Four - Consultation meetings:<br><br>Agenda, facilitation and notes for a series of consultation meetings held including a series of Stakeholder meetings, a Community Information meeting and meetings with the Advisory and Steering Committees, for stakeholders to validate final situation analysis / feasibility study and recommendations report. |

| PROJECT PHASES/ ESTIMATED DATE | DELIVERABLES |
|---|---|
| | Final Situation analysis / feasibility and recommendations report is finalized, (reflecting minor adjustments if provided).<br><br>Draft tools discussed / finalized including:<br>• Final options and models<br>• Final business case<br>• Final cost-benefit analysis<br>• Strategies are recommended<br>• Alliances and potential partnerships are identified<br>• Next steps |
| **Ongoing**<br><br>**Throughout project** | Brief monthly status / variance reports<br><br>Agendas, facilitation and meeting notes for Steering, Advisory and external consultation meetings.<br><br>Work with the communications lead plan, to ensure communications pieces provide accurate update about the direction / progress of the project |
| **Project Wrap-Up**<br><br>**August 2018** | Word and PDF versions of the final reports and tools* received.<br><br>Project evaluation report inputs provided.<br><br>Methodology documents and relevant research files received. |

\* **Final Reports / Tools**
- All documents are to be provided electronically in MS Word or in a format/software to be agreed upon.
- Final reports, data, boxes and graphs are to be provided in a format to be mutually agreed on.

5. **Budget**

Separate from the consultant fees, there is provision in the OCA project budget for the expenses such as:
- Steering and Advisory committee conference calls and meetings
- Consultation meeting costs, e.g., room rental, refreshments, etc.
- Postage / courier
- Translation as necessary
- Local travel, mileage, parking etc.

Anticipated expenses should be discussed in advance.

6. **Schedule / Milestones**

Consultant Start Date:   November 2017
End Date:                       August 2018

7. **Change Orders**

Should scope or budget change be considered necessary, a written recommendation for the change must be documented in writing and submitted to Victoria Steele, Peter Honeywell, and the Steering Committee.  Approval would be subject to the agreement of the OCA Steering Committee.

8. **Constraints/Caveats**

OCA is hiring an individual or consultant team for their subject matter expertise, skills in research & analysis, facilitation skills and understanding of strategic planning and knowledge of the cultural sector. It is possible that the RFP specifications or identified activities for this project may be inconsistent with standard or ideal approaches. The OCA is therefore open to corrections, requests for clarification, adjustments or alternate suggestions.

Questions regarding the RFP must be received by **Wednesday October 25, 2017, Noon ET**. After this date, further questions will not be responded to. In the event that there are questions or clarifications regarding the RFP received during the eligible time frame; the questions, responses and any additional or new information, or amendments to the RFP will be available to all potential applicants on OCA's website ottawaculture.ca.

Project findings and reports will be the property of the OCA.

**OCA APPROVAL PROCESS:**

| AUTHORITY | CONSULTANT SELECTION | OCA WORKING GROUP CAN DECIDE ON | OCA STEERING COMMITTEE CAN DECIDE ON |
|---|---|---|---|
| Consultant selection committee (TBD) | X | - | - |
| Operational changes | - | X | X |
| Approval of minor adjustments to PIP and activities within the approved budget and schedule | - | X | X |
| Approval of minor changes to scope, that do not increase the budget or schedule. | - | X | X |
| Approval of methodology, work plans, PIP, project documents and draft reports | - | - | X |
| Approval of final reports | - | - | X |
| Increase or reduction in overall project scope, schedule or cost | - | - | X |

The Advisory Committee provides input and advice throughout the project, but is not involved in the contractual aspects of the project.

9. **Liabilities**
Please identify any known liabilities, personal or professional that could detrimentally impact the project. Please outline contingency arrangements, in the event of illness or other possible impediments to completion of the work by the consultant, within the scope, schedule and budget.

10. **Client Support**
In addition to the support provided by the project manager the OCA can provide:
- Translation of key materials, as necessary,
- Knowledge, guidance and direction from the Steering Committee and Advisory Committee,
- Proposed names of potential key stakeholders / subject matter experts for key informant interviews,
- Suggestions regarding reports, web resources and sources to be considered for the literature / leading practices review,
- Project manager support for coordination activities,
- Knowledge of the cultural sector, from the Steering Committee and Advisory Committee,
- Direction from Steering Committee, and
- Assistance from OCA organizations as feasible.

# *APPENDIX I – Selection Process*

### Request for Proposal (RFP) Selection Process

**Background**
As publicly funded organizations the OCA members are accountable to, and hires consultants within, requirements and guidelines set by the funder. Within this framework OCA endeavors to have a fair, equitable, transparent and consistent selection process. Every effort is made to be as effective and efficient as possible, respecting the time and effort required to prepare and submit applications. Finally, the selection process is based on best value, using the evaluation process outlined below.

**Evaluation Process**
1. Proposals will be evaluated by a selection committee and assigned scores in accordance with the selection criteria and weighting identified in the RFP.
2. Applicants will be invited for an interview depending on how well their proposals meet the selection criteria outlined in the RFP and will be required to achieve a score of at least 50% in order to be invited. Generally, the three or four[3] highest scoring applicants will be invited for an interview.
3. Applicants will be evaluated during their interview and assigned scores by the selection committee in accordance with the selection criteria identified in the RFP.
4. Following the interviews, the proposal scores and the interview scores for the applicants will be combined to determine an overall score for each applicant. The **proposal** will account for 45% of the overall score and the **interview** will account for 55% of the overall score. For example: (Proposal score of 60 x 45%) + (Interview score of 80 x 55%) = Total Score of 71%.
5. At the sole discretion of OCA, reference checks may be conducted for the three[4] highest scoring applicants (based on the overall scores) as a final stage of the selection process following the interview. References will not be numerically scored, but will be rated as satisfactory or unsatisfactory. Applicants with unsatisfactory references will be eliminated from further consideration. Satisfactory references will be rated as one of the following categories: "meet expectations", "exceed expectations" or "superior". Variation between the three categories of satisfactory references will be a deciding factor only where two applicants have overall scores that are within 10% of each other.
6. Lowest price will be a deciding factor where two applicants are considered to be otherwise equal (based on the applicants' overall scores and reference checks).
7. If less than three proposals are received, then OCA reserves the right to terminate the selection process, with or without re-issuing an RFP.
8. If less than three proposals are received, but only one or two proposals are compliant, then OCA reserves the right to terminate the selection process, with or without re-issuing an RFP.
9. If none of the proposals are found to be compliant with the RFP, no contract will be awarded and OCA may or may not choose to re-issue an RFP.
10. A proposal will be considered non-compliant when the:
    - proposal is not submitted by the deadline stated in the RFP
    - proposal does not meet the requirements detailed in the RFP. Note: Applicants are welcome to propose an alternate method, schedule or activities, in addition to responding to specific requirements detailed in the OCA Statement of Work. However, the original requirements must still be addressed in the proposal and the alternate approach must be presented and priced separately as an option.
    - applicant receives an unsatisfactory reference/s

**Decision**
The selection committee will conduct the selection process and their decision will be final.

**Other Information:**
> OCA reserves the right not to accept the lowest bid; to cancel the RFP at any time or negotiate the terms of the contract with the consultant/s selected. The OCA has no obligation to compensate bidders for the cost of responding to the RFP, nor any loss of profits or opportunity resulting from bidding on the RFP. In the event that the Selection Committee wishes to seek advice on the selection process, they may consult with the OCA Steering Committee or seek outside technical or professional advice as necessary, before reaching a final decision

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[3] If a fifth applicant has a proposal score within 2% of the fourth applicant's proposal score, then five applicants may be interviewed.
[4] If a fourth applicant has an overall score within 2% of the third applicant's overall score, then four applicants may be short-listed and references checked accordingly.

## OTTAWA CULTURAL ALLIANCE Request for Proposal