



Request for Proposals

Cultural Resiliency: Using Innovation to Stabilize in Times of Crisis

April 1, 2021

ISSUED BY

Creative City Network of Canada

In collaboration with the **Cultural Human Resources Council** and **Les Arts et la Ville**

REPRESENTATIVE

Kathleen Darby, General Manager

kathleendarby@creativecity.ca

250-667-6794



Introduction & Background

The Creative City Network of Canada (CCNC) in collaboration with the Cultural Human Resources Council (CHRC) and Les Arts et la Ville (LAV) is accepting proposals in response to this RFP to source consulting services for Phase One of our two-phase project, *Cultural Resiliency: Using Innovation to Stabilize in Times of Crisis*.

ABOUT CREATIVE CITY NETWORK OF CANADA

Creative City Network of Canada (CCNC) is an organization that represents culture at the local level, from very small rural towns to large metropolitan areas encompassing a wide swath of the Canadian population.

The objects of CCNC are:

1. To increase the level of public engagement in and awareness of the cultural sector in Canada;
2. To facilitate, develop and provide enhanced communications and information exchange between and among artists, cultural development professionals and the public in Canada;
3. To develop and operate an internet-based electronic network and resources to assist with cultural development and cultural planning, and to inform and educate the public with respect to all aspects of the cultural sector in Canada;
4. To organize and conduct conferences, to provide instructional seminars, and to create and disseminate educational materials and programs in relation to cultural development and cultural planning for the purposes of educating and advancing the public's appreciation of such matters.

The goals of CCNC are:

1. To provide a way for communities, large and small, to access each other's experiences and expertise.
2. To develop tools and resources for the community of practice in community development across Canada.

THE NEED FOR THIS PROJECT

Though necessary, the impact of physical distancing, lockdowns, and closures on cultural sub-sectors in Canada has been seen, firsthand, by CCNC members who work so closely with their communities. Over the past 12 months, CCNC has recognized and promoted through its social media channels the incredible creativity and adaptability that is being used to share cultural content during the COVID-19 pandemic. A series of national calls was established in April 2020 as a way for the Creative City Network of Canada to facilitate knowledge sharing during these unprecedented times. Soon after the *National Call* program started, it was clear that there was a need to widely and safely share alternative, digital, and monetizable solutions that could help



minimize the impact of these necessary steps in combating the virus. It is in this context that the need for this project emerged.

This project is conceived of in two phases. Phase One includes searching for, documenting, analyzing, reporting on, and presenting information gathered from the stories of innovative and technological success in creating and disseminating cultural products during the Covid-19 pandemic. Phase Two includes using this information, analysis, and reporting to create training materials and events that share these innovative practices with the cultural sector nation-wide. It is **Phase One of this project where our consulting team will have the most activity**. Consulting teams will be asked to provide only limited support in the development of Phase Two through attending 1–2 steering committee meetings and providing insight into and clarification on their findings in Phase One.

PROJECT LEAD

CCNC will be the project lead. CCNC is uniquely positioned to ensure that the deliverables from this project are both useful at the local level and disseminated, at the local level, across Canada. In addition, as a national organization, CCNC can leverage its relationships with other organizations in the country – like our two main project partners, the Cultural Human Resources Council and Les Arts et la Ville – to ensure that broad and deep penetration into the cultural sector is achieved at the local level, for both the gathering of information and the dissemination of it. Finally, the CCNC network and staff are made up of individuals with excellent qualifications and experience in research, project management, and delivering professional development and training in a variety of formats.

The objective of this Request for Proposals is to locate a consulting team that will provide the best overall value to Creative City Network of Canada. While price is a significant factor, other criteria will form the basis of our award decision, as described in the Evaluation Factors section below.

Project Description

Cultural Resiliency: Using Innovation to Stabilize in Times of Crisis is a project that aims to provide high-quality information and professional development on the use of innovation and technology to distribute and monetize cultural content. Phase One of this project will focus on gathering data and stories from individuals and organizations across Canada, and elsewhere, on the amazing innovation resulting from the pressure of transmission control measures imposed during the Covid-19 pandemic. The research in Phase One will specifically target the strategic use of technologies as well as innovation, experimentation, and the development of new approaches in retaining audiences and marketing to new ones. These stories will be used as the foundation for



developing professional development deliverables for the Canadian culture community. The first deliverable will be a report on these findings to be presented in October 2021. Phase Two of this project will start in August 2021 and will use the research gathered in Phase One to create and disseminate professional development programs aimed at sharing the expertise, best practices, and tools identified in Phase One. A package of professional development deliverables will be created in collaboration with the CHRC and LAV with the aim of providing innovative tools for increased resiliency. Sessions will be held in person and digitally through the CCNC, CHRC, and LAV networks to disseminate the information to artists and cultural organizations across Canada between January 2022 and the CCNC Summit in Waterloo, Ontario in October 2022.

Project Scope

INTRODUCTION

When CCNC decided upon its theme for the now-postponed 2020 Creative City Summit, Covid-19 had not started its course. Since March 2020, that theme, “Reframing the Future: Building culturally resilient cities – partnerships, communities, diversity” has become even more prescient. As Canadian cultural workers and institutions weathered the pandemic, and in some cases with devastating impact, CCNC, with its ear to the ground, determined that this project is essential to the next phase of pandemic recovery and building cultural resiliency in Canada.

In moving forward, the imagined project was one not meant to examine the vast negative impact of pandemic health and safety measures on the sector. Rather, its intent is to seek out glimmers of hope, showcase displays of human creativity in making a path through such difficult times, and the resulting stories. What are the stories we can celebrate and learn from? How can we share that wealth and help build a foundation of resiliency in our communities? What are the tools and innovations that were put to use? How can future arts and heritage organizations and individuals make use of this shared knowledge to become more agile and adaptable? It is in this context that *Cultural Resiliency: Using Innovation to Stabilize in Times of Crisis* was conceived.

PROJECT DETAILS

The project proposes a two-phased approach to discovery, development and delivery.

Phase One – Research

Planned Time Frame: April 30, 2021 – October 31, 2021

In this phase, the successful consulting team will dig deeply into the Canadian cultural landscape to find stories that meet the criteria of the project. Those criteria will include:

- Innovative and/or technological practices that led to stabilization, audience development and/or revenue diversification,
- a diversity of cultural practice in both the arts and heritage sectors, and
- a diversity of Canadian communities.



Stories will be gathered through a variety of means including surveys distributed through established cultural sector networks (e.g. Arts Service Organizations, CCNC, CHRC and LAV, stories shared through traditional and social media, invitations to share through social channels, and other methodologies as recommended by the consulting team. The Phase One budget should include a translation/interpretation component so that stories can be gathered in the first language of the subjects with particular focus on: Canada's official languages, and, when necessary and possible, Indigenous languages and ethno-cultural languages.

Once the exploration part of Phase One is complete and 25–30 diverse stories/case studies have emerged as both inspiring and useful, a report will be created highlighting these stories and what created the conditions for their success. Specific innovations, technologies and experimentation models will be analyzed from the data and presented in the report. The Phase One report will be presented in October 2021, and will live as a research paper online. The work completed in Phase One will provide the foundation for the Phase Two of this project.

Phase Two – Professional/Organizational Development

(NOTE: Provided for project context only. Consulting team will be required only for steering committee meetings and to provide background on their findings from Phase One.)

Planned Time Frame: October 3, 2021 – October 31, 2022

With the research and presentation phase complete, Phase Two of the project begins. It is in this phase that the work in Phase One becomes measurable in terms of outcomes and deliverables. Phase Two is the engagement phase of this project. It is where specific learning collected from the stories is formed into a package of training products to be delivered in a variety of forms across Canada both in person and online.

*In the first part of Phase Two, which may start earlier than the above date, **the stories and data gathered in Phase One will be used to create professional development materials for the sector.***

These materials will focus on the specific approaches, tools, and resources that were used to achieve successful models of adaptation, transitioning, audience development, and online capacity as demonstrated by the stories in Phase One.

With their history of creating training programs and toolkits for the sector on a wide variety of topics, the Cultural Human Resources Council (CHRC) will be instrumental in assisting with Phase Two both in terms of creating the materials and delivery mechanisms. All three partners will be essential to facilitating the delivery process.

Training materials will include:

1. *The report as presented in the fall of 2021*
2. *A manual that will include:*
 - a. *A synopsis of each of the stories drawn from the [Phase One](#) research*



- b. *An analysis of the success of each story and the tools and innovations used*
- c. *A comprehensive guide to the tech stack used in these stories leading to strategic use of technologies*
- d. *A list of core competencies as derived from the successes of these stories*
- e. *A curriculum for delivering in person and online professional development modules*

These training materials will be used to launch a series of Canada-wide in-person and online workshops using qualified facilitators with direct experience in the field. It may also include video content where leaders of the organizations and projects as identified in Phase One share their stories directly.

OFFICIAL LANGUAGES REQUIREMENT

The research report from Phase One and the training materials as prepared for Phase Two will be made available in both official languages on the CCNC, CHRC and LAV websites. In order for this to benefit the maximum number of organizations and individuals these materials will remain free of charge.

MEASURES OF SUCCESS

The success of this project will be measured in a variety of ways. The outputs that are created in Phase One and leading into Phase Two will be measured by the level of collaboration achieved and the quality of both the information and presentation of these outputs. The outcomes, the softer deliverables, will be related to both the number of individuals and organizations reached (1000+) and the perceived usefulness of the materials on the ground. This project intends to have a follow up survey with a targeted group of participants from the training delivery to determine the short-term and potential long-term usefulness of the information shared. We expect that this project will impact arts and culture organizations and individuals nation-wide in all sub-sectors and be inclusive of all identified communities.

The successful bidder will be responsible for the *Phase One – Research* component of this project. Travel for one to two in-person meetings may be required, when (and if) possible.



The criteria set forth below should be met to achieve successful completion of the project:

Phase One Deliverables

1. Up to 30 stories of innovation and/or technological innovation captured and analyzed under the criteria of achieving one or more of the following:
 - a. Revenue Stabilization
 - b. Audience Development/Retention
 - c. Increased/Diversified/Stabilized Revenue Streams
2. Analysis of these stories for the following:
 - a. Use of technology
 - b. Levels of audience development and retention as compared with prior years
 - c. Comparison of revenue streams with particular focus on how a revenue stream may have been newly developed or enhanced through practices of cultural resiliency.
3. Identification of the following:
 - a. Technologies used; how they were used; cost of use
 - b. Best cases of audience development and retention
 - c. Potential revenue streams that may have application to the cultural sector as a whole.
 - d. Challenges with finding innovative solutions for program delivery
4. Recommendations for Training Development and Delivery
5. A Final Report to be delivered in October 2021.
6. Post-Phase One Support – attending 1–2 steering committee meetings and providing insight into and clarification on findings in Phase One

Acceptance of the work is contingent on the following acceptance criteria:

- Quality of Work
- Depth of Inquiry
- Diversity of Subject Matter
- Exceptional Analysis
- Useability of Work for Phase Two Materials and Training Delivery



Submission Guidelines & Requirements

The following submission guidelines & requirements apply to this Request for Proposal:

1. Only qualified individuals or firms with prior experience on projects such as this should submit proposals in response to this Request for Proposals.
2. Bidders intent on submitting a proposal should notify the representative identified on the cover page no later than **5:00 PM Eastern on April 9, 2021**.
3. Bidders must list at least two projects, preferably similar to this project, as part of their response, including references for each. Examples of work should be provided.
4. A proposal must be provided that is not more than 15 pages. This proposal must provide an overview of the proposed approach as well as qualifications of all key personnel performing the work, including links to professional social profiles (e.g. LinkedIn). In addition, the proposal should include a proposed schedule with milestones, as applicable.
5. A price proposal must be provided that is not more than two pages. This price proposal should indicate the overall fixed price for the project as well as hourly rates and an estimated total number of hours, should CCNC decide to award a contract on an hourly rate basis. A fee payment schedule based on milestones and/or deliverables, with associated target dates for delivery must be included in the price proposal.
6. Proposals must be signed by a representative authorized to commit the bidder's company.
7. If you have a standard set of terms and conditions, please submit them with your proposal. All terms and conditions will be subject to negotiation.
8. Proposals must remain valid for a period of 30 days.
9. CCNC anticipates selecting at least two individuals or firms to have more in-depth discussions with, and will make an award to one of these individuals or firms.



RFP Timeline

The Request for Proposals timeline is as follows:

Request for Proposal Issuance	01/04/2021
Intent to Bid Notice	09/04/2021
Deadline to Receive Bids	16/04/2021
Selection of Top Bidders / Notification to Unsuccessful Bidders	21/04/2021
Start of Negotiation	23/04/2021
Contract Award / Notification to Unsuccessful Top Bidders	30/04/2021

The need date for Phase One report completion is **October 15, 2021**. Bidders may propose a date earlier or later, and will be evaluated accordingly.

Budget and Available Resources

Creative City Network of Canada's budget for the consulting fees on Phase One of this project is \$85,000. It should be noted that more than 90% of the full \$365,000 larger project budget has been confirmed from a number of partners as of the date of the release of this RFP.

Additional resources available to the consulting team include:

- 160 hours of research support from a student intern.
- Access to the steering committee and their agencies including CHRC, LAV and CCUNESCO for knowledge sharing and assistance in sourcing the numerous stories from which the selected stories will be chosen.
- Communications and marketing support from CCNC and its partners
- French translation support from LAV
- Use of CCNC's Zoom web-conferencing software
- Access to meeting rooms for in-person interviews (when possible) in multiple locations across Canada.



Evaluation Factors

Creative City Network of Canada will rate proposals based on the following factors, with cost being the most important factor:

1. 10% – Responsiveness to the requirements set forth in this Request for Proposals
2. 20% – Relevant past performance/experience
3. 10% – Samples of work
4. 40% – Cost
5. 20% – Expertise/experience of bidder and bidder's staff

Creative City Network of Canada reserves the right to award to the bidder that presents the best value to Creative City Network of Canada as determined solely by Creative City Network of Canada in its absolute discretion.

Questions and Additional Information

Questions, and requests for additional information, should be directed by email to Kathleen Darby, General Manager, Creative City Network of Canada at kathleendarby@creativecity.ca. All responses to questions and any additional information will be shared on April 10, 2021 with those who respond by April 9, 2021 with an intent to bid.

