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The Corporation of the City of North Bay

Request for Proposals

For

Arts and Culture Master Plan

Request for Proposal No.: **RFP 2026-040**

Issued: **August 28, 2026**

Submission Deadline**: September 18, 2026; 1:00PM**

***** ELECTRONIC BID SUBMISSIONS ONLY *****

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UNDER SEPARATE ATTACHMENT:

APPENDIX D – Form of Agreement

Referenced Documents:

- Attachment A – North Bay's Arts and Entertainment District Report, May 1999
- Attachment B – North Bay Cultural Plan, 2011

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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

This Request for Proposal (the "RFP") is an invitation by The Corporation of the City of North Bay ("the City") to prospective proponents to submit proposals for Arts and Culture Master Plan, as further described in the RFP Particulars (Appendix C) (the "Deliverables").

1.2 Type of Contract for Deliverables

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement for the provision of the Deliverables. The terms and conditions found in the Form of Agreement (Appendix D) (the "Agreement") are to form the basis for commencing negotiations between the City and the selected proponent. It is the City's intention to enter into a contract with only one (1) legal entity.

1.3 RFP Timetable

Issue Date of RFP	**August 28, 2026**
Deadline for Questions	**September 9, 2026; 4:00PM**
Deadline for Issuing Addenda	**September 11, 2026**
Submission Deadline	**September 18, 2026; 1:00PM**
Anticipated Execution of Agreement	**October 15, 2026**

The RFP timetable is tentative only, and may be changed by the City at any time.

1.4 Bidding System Registration

The City will only consider proposals received from proponents who have registered with the City's electronic bidding system at https://cityofnorthbay.bidsandtenders.ca (the "Bidding System") and have obtained the RFP directly from the Bidding System.

All proponents must establish a Bidding System account and be registered as a Plan Taker for the bid opportunity, which will enable the proponent to download the RFP, to receive addenda email notifications, download addenda and to submit their proposal electronically through the Bidding System.

1.5 RFP Contact and Proponents' Questions

1.5.1 RFP Contact

For the purposes of this procurement process, all communications in relation to this RFP must be made to the RFP contact through the Bidding System, unless specifically instructed within the RFP document.

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of the City, other than the RFP Contact. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent's proposal.

Post bid closing communications in relation to this RFP may be made at purchasing@northbay.ca.

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1.5.2 Proponents' Questions

Prior to the Deadline for Questions, proponents may ask questions or seek additional information in relation to this RFP through the Bidding System using the "Submit a Question" link associated with this bid opportunity. The City will not accept proponent's questions or requests for information by any other means, except as specifically stated in this RFP.

1.6 Submission of Proposals

1.6.1 Electronic Submission Only

Proposals must be submitted electronically through the Bidding System. The City will not accept proposals submitted by any other method.

1.6.2 Proposals must be Received on Time

Proposals will only be accepted if they are received by the Bidding System by no later than the Submission Deadline. The Submission Deadline will be determined by the Bidding System clock. The timing of the proposal submission is based on when the proposal is **received** by the Bidding System, regardless of when the proponent began the submission process. Onus and responsibility rest solely with the proponent to ensure its proposal is received by the Bidding System by no later than the Submission Deadline.

Proponents are advised that transmission of proposals can be delayed due to file transfer size, transmission speed and other issues. Proponents are strongly encouraged to allow sufficient time to upload their proposal submission and attachment(s), if applicable, and to resolve any issues that may arise. Proponents making submissions near the Submission Deadline do so at their own risk.

The Bidding System will send a confirmation email to the proponent advising that their proposal was successfully received.

1.6.3 Acknowledgement of Addenda

It is the responsibility of the proponent to have received all addenda to this RFP that have been issued by the City through the Bidding System. Proponents will be required to check a box for each addendum and any applicable attachments that have been issued before a proponent can submit their proposal in the Bidding System.

Proponents must check the Bidding System for any addenda up until the Submission Deadline.

If a proposal is submitted before an addendum is issued, the Bidding System will automatically withdraw the proposal and identify the status of the proposal as incomplete (not accepted by the City). The withdrawn proposal can be viewed by the proponent in the "MY BIDS" section of the Bidding System. The proponent is solely responsible for:

(a) reviewing the status of their proposal;
(b) making any required adjustments to their proposal;
(c) acknowledging the addendum; and
(d) ensuring the proposal is re-submitted and received by the Bidding System by no later than the Submission Deadline.

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The City will not be responsible for the withdrawal of a proposal due to the proponent's failure to acknowledge any addenda issued prior to the Submission Deadline.

1.6.4 Amendment of Proposals

If a proponent wishes to amend an already submitted proposal prior to the Submission Deadline, the proponent may withdraw the submitted proposal and submit a revised proposal prior to the Submission Deadline through the Bidding System. The proponent is solely responsible for ensuring that the revised proposal is received by the Bidding System by no later than the Submission Deadline.

1.6.5 Withdrawal of Proposals

At any time throughout the RFP process, a proponent may withdraw a submitted proposal. Prior to the Submission Deadline, the proponent may withdraw the submitted proposal through the Bidding System. To withdraw a proposal after the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent. The City is under no obligation to return withdrawn proposals.

[End of Part 1]

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PART 2 – EVALUATION

2.1 Stages of Evaluation

The City will conduct the evaluation of proposals in the following stages:

Stage I – Mandatory Submission Requirements
Stage II – Evaluation
Stage III – Pricing

2.2 Stage I Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements listed in Section C of the RFP Particulars (Appendix C). Proposals that fail to satisfy the mandatory submission requirements will be excluded from further consideration.

2.3 Stage II Evaluation

Stage II will consist of the following two sub-stages:

2.3.1 Mandatory Technical Requirements

The City will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars (Appendix C) have been met. Questions or queries on the part of the City as to whether a proposal has met the mandatory technical requirements will be subject to the verification and clarification process set out in Part 3.

2.3.2 Rated Criteria

The City will evaluate each qualified proposal on the basis of the non-price rated criteria as set out in Section F of the RFP Particulars (Appendix C).

2.4 Stage III Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Pricing (Appendix B). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

2.5 Selection of Top Ranked Proposal

After the completion of Stage III, all scores from Stage II and Stage III will be added together and proponents will be ranked based on their total scores. Subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3), the top-ranked proponent will be invited to enter into the Agreement in accordance with Part 3. In the event of a tie, the selected proponent will be the proponent with the highest score on the rated criteria. The selected proponent will be notified in writing and will be expected to satisfy any applicable conditions of this RFP, including the pre-conditions of award listed in Section E of the RFP Particulars (Appendix C), and enter into the Agreement within the timeframe specified in the selection notice. Failure to do so may result in the

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disqualification of the proponent and the selection of another proponent or the cancellation of the RFP.

[End of Part 2]

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PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, the City may consider the proponent's past performance or conduct on previous contracts with the City or other institutions.

3.1.5 Information in RFP Only an Estimate

The City and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only, and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by the City

The City will not return the proposal or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

The City makes no guarantee of the value or volume of work to be assigned to the successful proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The City may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

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3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP, and should report any errors, omission or ambiguities through the Bidding System prior to the Deadline for questions. The City is under no obligation to provide additional information, and the City is not responsible for any information provided by or obtained from any source other than by addenda issued by the RFP Contact through the Bidding System. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. The City is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to proponents by Way of Addenda

This RFP may be amended only by addendum. If the City, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum through the Bidding System. Each addendum forms an integral part of this RFP.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If the City determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the City may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify and Supplement

When evaluating proposals, the City may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal, including but not limited to clarification with respect to whether a proposal meets the mandatory technical requirements set out in Section C of the RFP Particulars (Appendix C). The City may revisit and re-evaluate the proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once an agreement is executed by the City and a proponent, the other proponents may be notified directly in writing and will be notified by public posting in the same manner that this RFP was originally posted of the outcome of the procurement process.

3.3.2 Debriefing

Unsuccessful proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within thirty (30) days of such notification. The intent of the debriefing information session is to aid the proponent in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process or its outcome.

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3.3.3 Procurement Protest Procedure

If a proponent wishes to challenge the RFP process, it should provide written request for review in writing within sixty (60) days from notification of the outcome of the procurement process to the RFP Contact. The notice must provide a detailed explanation of the proponent's concerns with the procurement process or its outcome.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

(a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to;
   i. having, or having access to, confidential information of the City in the preparation of its proposal that is not available to other proponents, or
   ii. communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or
   iii. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair, or

(b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships or financial interests';
   i. could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or
   ii. could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

The City may disqualify a proponent for any conduct, situation or circumstances, determined by the City, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

3.4.3 Disqualification for Prohibited Conduct

The City may disqualify a proponent, rescind an invitation to negotiate or terminate a contract subsequently entered into if the City determines that the proponent has engaged in any conduct prohibited by this RFP, or if the proponent has a claim, demand, action or other legal proceeding against the City or against who the City has a claim, demand, action or other legal proceeding with respect to any previous or existing Contract, except where such circumstances as deemed necessary by the City's Chief Administrative Officer.

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3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix A).

3.4.5 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials or other representatives of the City; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.8 Past Performance or Past Conduct

The City may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

(a) illegal or unethical conduct as described above; or
(b) any conduct, situation or circumstance determined by the City, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest; or
(c) the refusal of the supplier to honour its submitted pricing; or
(d) the proponent has not complied with and/or satisfactorily performed the requirements of a previous Contract.

3.5 Confidential Information

3.5.1 Confidential Information of the City

All information provided by or obtained from the City in any form in connection with this RFP either before or after the issuance of this RFP

(a) is the sole property of the City and must be treated as confidential;
(b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
(c) must not be disclosed without prior written authorization from the City; and

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(d) must be returned by the proponent to the City immediately upon the request of the City.

3.5.2 Confidential Information of Proponent

Proponents are advised that the City is governed by Ontario's Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA") and information submitted to the City in response to this RFP may be subject to disclosure under MFIPPA. A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the City and is advised to consult with their own legal advisors regarding the appropriate way to identify such information. The City will make reasonable efforts to safeguard confidential information, subject to its disclosure requirements under MFIPPA or any disclosure requirements imposed by law or by order of a court or tribunal. Proponents are advised that their bids will, as necessary, be disclosed, on a confidential basis, to advisers retained by the City to advise or assist with the RFP process, including the evaluation of bids. If a proponent has any questions about the collection and use of information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

(a) this RFP will not give rise to any Contract A–based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and

(b) neither the proponent nor the City will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and the City by this RFP process until the execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the City to enter into an agreement for the Deliverables.

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3.6.4 Cancellation

The City may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

(a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
(b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
(c) are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

[End of Part 3]

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APPENDIX A – SUBMISSION FORM

Proponents should refer to the instructions attached to the solicitation for the Appendix A - Submission Form requirements and provide that information in accordance with the instructions provided in the bidding system.

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APPENDIX B – PRICING

1. Instructions on How to Provide Pricing

(a) Proponents should provide the information requested under section 3 below ("Required Pricing Information")

(b) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for HST, which will be in addition to the price quoted.

(c) Rates quoted by the proponent must be all-inclusive and must include all labour, material and equipment costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

(d) The quantities indicated are estimated only and may be subject to change. The quantities are intended to be reflective of the annual requirements. The actual quantities under this contract are as & when required, with no fixed amounts implied or available.

2. Evaluation of Pricing

Pricing is worth **20** points of the total score.

Pricing will be scored based on a relative pricing formula using the rates set out in the Pricing Form. Each proponent will receive a percentage of the total possible points allocated to price for the particular category it has bid on, which will be calculated in accordance with the following formula:

$$\text{lowest price} \div \text{proponent's price} \times \text{weighting} = \text{proponent's pricing points}$$

3. Required Pricing Information

Proponents shall complete the Bidding System Schedule of Prices.

Pricing for all allowances and provisional items will be included in the calculation for the evaluation of pricing. The proponent is not entitled to payment of allowance and provisional items except for additional work carried out in accordance with the contract as directed by the City in writing and only to the extent of such additional work.

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APPENDIX C – RFP PARTICULARS

A. THE DELIVERABLES

To develop a comprehensive update to the current Municipal Cultural Plan for North Bay that will form the foundation for policy and program decisions, resource forecasting, strategic investments in arts, culture, and community cultural development.
The consultant must recognize and address North Bay's unique needs throughout the entire planning process. Several factors, including the City's changing demographics, shifting economy, and geographic location, must be taken into consideration before recommending future arts and cultural development strategies. The Plan will be linked to, and integrated with, other plans, policies and processes in the municipality (i.e. The Current Operational Plan and other plans associated with economic development, downtown revitalization, recreation & parks, tourism).

BACKGROUND

Introduction – The City of North Bay is requesting a Consultant team to develop an update to the 2011 Municipal Cultural Plan. The Plan will consider specific public needs and provide the City with a focus for future arts and cultural development. Its format and recommendations will be unique to North Bay. The City of North Bay recognizes the important role of arts and culture in the community and the need to update, identify and address cultural needs and assets.

The North Bay Arts and Culture Community has been a long-standing and vital part of the City of North Bay's vibrancy and livability. Investigative work has been done throughout the years identifying potential arts and culture locations, services, organizations and impacts within the community. Building on current community support and investment through the private sector, Non-profit and municipal sectors the next steps of identifying how to conceptualize, implement and operationalize that vision.

The work of the successful proponent will be pivotal in establishing the vision and deliverables for the Arts and Culture Community.

History - In 1999 a report titled North Bay's Arts and entertainment District was commissioned to consider the development of an Arts and Entertainment District as a home for the Arts and entertainment community and creating a vision of that development in the downtown. The objectives were to significantly revitalize the downtown, renew private sector investment, increase tourism, make the area safer and more attractive, provide facilities for the production and presentation of various artists to preform or create. With the creation of Creative Industries and the continued support of the surrounding creative sector this vison has become a focal point for conversation within our creative arts community. In 2011 a Cultural Plan was created and represented a significant step forward for the City of North Bay. The vision and commitment of City Council and staff in undertaking such a project sends an important message to all residents that culture is a priority for the City of North Bay. Municipal arts and cultural planning is recognized as an important tool for advancing these economic and broader community agendas.

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Scope of Work - Review existing Cultural Plan, Arts and Entertainment District report and conduct research into existing municipal models. Conduct, in partnership with the regional arts organization, Creative Industries, a community consultation with the creative sector and general populations to secure a vision of the Arts and Culture Plan. Develop timelines that are fair and aggressive enough to not lose momentum of this project. The City of North Bay requires a detailed budget, operating plan and implementation strategy to be used to bring the vision of the Arts and Culture Community to life.

Sub-Consultant - The successful proponent will be required to take on the regional arts association, Creative Industries, to assist with their research and development of the Deliverables.

The community consultation is to run in parallel with the development of the Arts and Culture Master Plan.

An allowance has been included in the project for this work. The successful proponent will be required to furnish receipts paid for draw down payments against the allowance.

Creative Industries Contact:
Holly Cunningham, Executive Director
E: holly@creativeindustriesnorth.ca
T: 705-845-9491

Part A - Community Assessment & Visioning

Community Assessment

The successful proponent, in collaboration with Creative Industries, will execute a comprehensive diagnostic assessment of North Bay's current cultural ecosystem. This phase must identify systemic gaps, map local physical infrastructure, and compile economic performance indicators.

- **Mandatory Deliverables:**
  - **Cultural Asset Inventory & Mapping**: A complete spatial registry of physical assets, including the Capitol Centre, the WKP Kennedy Gallery, independent galleries, designated public art zones, creative industries, and historical monuments.
  - **Indigenous-Led Consultation Report**: A dedicated consultation track designed and executed in direct collaboration with Nipissing First Nation and the North Bay Indigenous Friendship Centre to protect local heritage, oral histories, and physical sacred sites.
  - **Demographic & Sector Equity Analysis**: Dedicated sub-studies assessing Francophone cultural programming capacity, youth creative retention strategies targeting students at Nipissing University and Canadore College, and geographical accessibility for peripheral neighborhoods.

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- **Policy and Economic Baseline**: An administrative review of municipal bylaws, public art zoning restrictions, and the direct economic footprint of North Bay's growing film and television production industry.

Community Visioning

The successful proponent will translate all community assessment data into an actionable, community-backed 10-year policy blueprint that establishes North Bay's strategic cultural "North Star."

- **Mandatory Deliverables:**
  - **Downtown Waterfront Integration Strategy**: Explicit alignment with the current Downtown Waterfront Master Plan to embed public art, interactive installations, and live performance infrastructure into high-traffic tourist pathways.
  - **Four-Season Cultural Identity Framework**: A policy framework outlining how the city can incentivize, fund, and maintain year-round outdoor programming.
  - **Core Pillar Blueprint**: Drafting 3 to 5 overarching strategic pillars focused on creative economic diversification, regional truth and reconciliation commitments, and professional artist compensation policies.
  - **Municipal Plan Alignment Matrix**: A structural blueprint detailing exactly how the final vision supports the broader goals

Part B - Plan Development and Implementation Strategy

Plan Development

The successful proponent will synthesize findings from the Assessment and Visioning phases to draft a comprehensive, 10-year Arts and Culture Master Plan. The document must serve as an actionable, user-friendly policy manual for City staff, Council, and community partners.

- **Mandatory Deliverables:**
  - **Draft Plan Formulation**: Delivery of a highly visual, plain-language Master Plan document featuring a clear executive summary, strategic pillars, and targeted goals.
  - **Public and Council Review Cycle**: Execution of a formal feedback loop, including a public comment period, presentation to municipal staff team, and a revised final draft incorporating stakeholder feedback.
  - **Policy Integration Blueprint**: Drafting explicit policy recommendations to update municipal bylaws, streamline artist permitting, and integrate public art mandates into the City's Official Plan review process.

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- **Public Art Policy Framework**: Creation of a standalone framework detailing selection processes, artist call procedures, conservation protocols, and maintenance funding models for municipal art assets.

Implementation Strategy

The successful proponent must deliver an operational roadmap that details how the Master Plan will be executed, funded, governed, and measured over its 10-year lifespan. This phase moves the plan from theory into municipal action.

- **Mandatory Deliverables:**
  - **Phased Action Matrix**: A detailed matrix categorizing all recommendations into clear timelines: Short-term (1–2 years), Medium-term (3–5 years), and Long-term (6–10 years).
  - **Capital & Operational Funding Model**: Mapping out sustainable funding streams, including municipal budget allocations, private-public partnerships (P3s), corporate sponsorships, and leveraging provincial and federal grants (e.g., Canada Council for the Arts, Ontario Trillium Foundation, Northern Ontario Heritage Fund Corporation).
  - **Governance & Delivery Structure**: Defining roles and responsibilities for municipal staff, local arts organizations, and advising on the structure/mandate of a permanent City Council-appointed Public Art Advisory Committee.
  - **KPI & Evaluation Framework**: Developing key performance indicators (KPIs) and data-tracking mechanisms to measure social and economic impacts, including annual report card templates for tracking progress.

Part C - Operational Plan

Operational Plan & Departmental Alignment

The successful proponent must develop a concrete Operational Plan that integrates the Master Plan's recommendations directly into the daily workflows, staffing models, and software ecosystems of the City of North Bay. This document must function as a localized, internal playbook for municipal staff.

- **Mandatory Deliverables:**
  - **Inter-Departmental Work Plans**: Creation of explicit annual work plan templates for key City divisions—including Community Services, Parks, Economic Development, and Public Works—mapping specific cultural deliverables to existing staff positions.
  - **Permitting & Regulatory Streamlining**: Redesigning the bureaucratic pathway for community art initiatives. The consultant must draft optimized standard operating procedures (SOPs) for local artist street-use permits,

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noise bylaw exemptions for festivals, and expedited public property art installations.
    - **Enterprise Resource Planning (ERP) Integration**: Ensuring that new data tracking requirements, arts grant tracking, and public asset maintenance logs are built to align with the City's ongoing ERP system modernization.
    - **Annual Operational Budget & Costing Matrix**: A granular itemization of short-term expenses, mapping staff hourly allocations, maintenance costs for physical public art, and recurring facility costs.

Part D - Final Report

Final Report, Packaging, and Council Adoption

The successful proponent must synthesize all prior phases into a polished, high-profile package consisting of the comprehensive Final Report, an Executive Summary, and digital presentation materials. All materials must meet modern publication and accessibility standards.

- **Mandatory Deliverables:**
    - **Comprehensive Final Report**: Delivery of a visually compelling, professionally designed PDF master document containing all diagnostic data, the 10-year strategy, the implementation matrix, and operational departmental plans.
    - **Abridged Executive Summary**: A highly scannable, standalone "Public Summary" document (under 15 pages) heavy on infographics and visual charts, tailored for distribution to local media, businesses, and community stakeholders.
    - **AODA Compliance & Digital Access**: Under the *Accessibility for Ontarians with Disabilities Act* (AODA), all final digital documents must meet strict **WCAG 2.1 Level AA compliance standards** (including alt-text for graphics, proper tag structures, and screen-reader compatibility).
    - **Formal Council Presentation**: The principal consultant must attend a formal meeting of North Bay City Council to present the final findings, deliver an executive slide deck, and answer technical questions from elected officials to support formal plan adoption.

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PROJECT TIMELINES

Part A – October 2026 – November 2026
Part B – November 2026 – December 2026
Part C – December 2026 – January 2027
Part D – February 2027

Time is of the essence for this project. It is anticipated that the final plan will be completed by February 28, 2027. The Consultant will be required to commence work immediately upon receiving authorization from the City.

Anticipated milestone dates for the project are as follows:

- Project start up meeting – October 15, 2026
- Stakeholder meetings – October – November 2026
- Municipal staff and stakeholder meeting, Interim report and Community Open House– November 2026
- Stakeholder meetings – November 2026
- Municipal staff and stakeholder meeting, draft final report– December/January 2026/2027
- Presentation of final report to City Council– February 2027

Payment Schedule

The City proposes the following payment schedule tied to the successful delivery of key project milestones and deliverables:

Milestone/Deliverable	% of Payment
1. **Part A -** Community Assessment & Visioning	25%
2. **Part B -** Plan Development and Implementation Strategy	35%
3. **Part C** - Operational Plan	20%
4. **Part D** - Final Report	20%

Project Management and Progress Reporting

To ensure seamless collaboration and risk mitigation, the successful proponent must adhere to the following project delivery communication protocols:

- **Bi-Weekly Progress Meetings**: Bi-weekly virtual progress updates with the City's designated Project Manager to review task status, project health, and immediate next steps.
- **Monthly Status Reports**: Submission of a concise, written monthly progress report detailing milestones achieved, upcoming schedules, hours burned against tasks, and active risks.
- **Community Partner Briefings**: Facilitation of at least three strategic briefing presentations to the Project community partners at key transition points (Kickoff, Draft Review, and Pre-Council Delivery).

Referenced Documents

The following is a list of document(s) that are required references and are to be read as part of this assignment. Refer to the following available attachments:

Attachment A – North Bay's Arts and Entertainment District Report, May 1999
Attachment B – North Bay Cultural Plan, 2011

B. MATERIAL DISCLOSURES

The material disclosures that apply to this RFP, if any, are set out below:

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Sub-consultant Requirement

The successful proponent will be required to take on the regional arts association, Creative Industries, to assist with their research and development of the Deliverables.

Compliance With Laws

All persons, partnerships, corporations or other legal entities who provide service to or perform work in City facilities shall do so in compliance with all applicable laws, statutes regulations, by-laws, rules, declarations, ordinances, directions, directives, orders, requirements, codes and policies then in effect, of all federal, provincial, municipal, local and other government and quasi-government authorities, departments, commissions and boards having jurisdiction.

Electronic Funds Transfer (EFT) Payment Process

The City of North Bay has implemented an Electronic Funds Transfer (EFT) Payment Process. This enhancement will improve service to vendors by making payments electronically. The conversion to EFT will provide enhanced security, eliminate cheque fraud, reduce costs and improve the timing of payments. Contracts awarded through this procurement will be paid through EFT. For details on setting up your firm's EFT, please see the City web site at https://www.northbay.ca/bid.

C. MANDATORY SUBMISSION REQUIREMENTS

1. **Online Submission Form (Appendix A)**

   By submitting an online response to this RFP, and to be eligible for consideration, each proponent acknowledges its acceptance of the RFP Terms and Conditions of this document.

2. **Online Pricing (Appendix B)**

   Proponents must include online pricing information that complies with the instructions contained in Appendix B – Pricing.

3. **Other Online Mandatory Submission Requirements**

   Please see all other required forms in the online bidding system. The bid submission will not be complete unless all required documents are completed and submitted.

D. MANDATORY TECHNICAL REQUIREMENTS

The mandatory technical requirements that apply to this RFP, if any, are set out below:

N/A

E. PRECONDITIONS OF AWARD

The selected proponent(s) must satisfy the following conditions and provide the following information within 14 days of selection:

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Workplace Safety and Insurance Board Clearance

Upon selection and prior to the commencement of the contract, the successful proponent(s) must provide a valid, current Clearance Certificate declaring that they are registered with Workplace Safety and Insurance Board (WSIB) and has an account in good standing: or a Letter Of Good Standing issued by WSIB.

If WSIB coverage is not required by law to be carried by the successful proponent(s), they shall provide one of the following (as the case may be):

1. An Exemption Letter from WSIB, satisfactory to the Corporation of the City of North Bay's City Solicitor:
2. An Independent Operators Status Certificate issued by WSIB, or
3. Such further and other evidence as may be satisfactory to the Corporation of the City of North Bay's Solicitor.

Insurance Certificate

Upon selection and prior to the commencement of the contract, the successful proponent(s) must provide a current Certificate of Insurance which complies with the insurance requirement outlined in Form of Agreement (Appendix D). All subsequent policy renewals and certificates of insurance thereafter, during the time that the Contract is in force shall be forwarded to the City within seven (7) days of their renewal date.

Form of Agreement

The successful proponent(s) will be required to complete and provide to the City an executed agreement, provided under separate attachment as APPENDIX D – Form of Agreement.

F. RATED CRITERIA

The following is an overview of the categories and weighting for the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Rated Criteria Category	Weighting (Points)	Minimum Threshold
F.1 Experience and Qualifications	**30**	**N/A**
Overview of Company	5	N/A
Roles, Responsibilities, Staff Experience and Qualifications	10	N/A
Previous Experience with Similar Work	15	N/A
F.2 Process	**50**	**N/A**
Understanding of the Scope	15	
Methodology	15	
Delivery	20	
Subtotal Technical Score	80	Technical Total: 48
Pricing	20	N/A
Total Points	100	N/A

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Each proponent is to provide the following information in sufficient detail for the City to be able to fully evaluate the Proponent and its proposal. Proponents are strongly encouraged to review the evaluation criteria and ensure the minimum requested information is provided in their proposal. The City's evaluation of submissions is guided by the rated criteria listed above and their respective details requested articulated below

F.1 Experience and Qualifications

(a) **Company Overview:**

Provide a description of your organization including the following details:

- Number of years in business
- Legal Structure of the contractor: Corporation / Sole Proprietor / Partnership / Other
- Names and Titles of the Officers, Partners, Principal
- Total number of employees
- State how well your firm's core work aligns with the scope of the deliverables. Highlight any unique aspects that set your firm apart from competitors.
- Explain briefly how your firm's capacity and resources line up with the project requirements.

(b) **Roles, Responsibilities, and Team Member Experience:**

Outline the roles and responsibilities of key team members including any subcontractors who will be involved in providing the Deliverables and describe their relevant expertise and experience. C.V's of the key staff must be uploaded in the documents upload section.

(c) **Previous Experience with Similar Projects:**

Provide information on at least three contracts of similar scope in this class of work that were undertaken in the last five (5) years.

F.2 Process

(a) **Understanding of the Scope**

The City of North Bay is seeking a qualified consulting team to design and deliver a comprehensive **10-Year Arts and Culture Master Plan**. This project is not merely an exercise in academic research or generic municipal planning. Instead, it is a strategic initiative designed to transform North Bay's cultural landscape into a resilient, fully integrated, four-season ecosystem that drives economic growth, tourism, and community well-being.

To be successful, the chosen proponent must demonstrate a deep operational understanding of three core pillars:

- **Navigating the Gateway to the North:** The plan must embrace North Bay's distinct northern identity. This means aligning directly with the **Downtown Waterfront Master Plan**, maximizing the potential of regional assets like the **Capitol Centre**,

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and designing an innovative, year-round strategy that elevates public art and festivals during the winter months.

- **Inclusive & Meaningful Collaboration:** True success requires an engagement strategy tailored to our demographic reality. The scope demands direct, meaningful collaboration with **Nipissing First Nation** and the **North Bay Indigenous Friendship Centre**, alongside robust engagement with our vital Francophone community and the post-secondary student bodies at **Nipissing University and Canadore College**.
- **Seamless Municipal Operationalization:** The final deliverables must be immediately usable by City staff. This project must bridge long-term visioning with daily municipal realities by generating concrete, department-specific annual work plans, streamlining local artist permitting processes, and delivering technical assets that seamlessly fit into the City's ongoing **Enterprise Resource Planning (ERP)** system modernization and strict **AODA compliance** mandates.

Ultimately, the successful proponent will deliver a realistic roadmap that leverages northern funding streams—such as **NOHFC** and **FedNor**—to establish North Bay as the primary creative and artistic launchpad for Northeastern Ontario

(b) **Methodology**

Proponents must submit a detailed description of their proposed methodology. This methodology must clearly illustrate how the consulting team will execute the six required phases of work sequentially, ensuring that data collected in early phases directly informs later operational plans.

The proposed methodology must explicitly incorporate the following four core procedural tracks:

1. Data Collection & Cultural Mapping Framework

- **Quantitative Asset Inventory**: Proponents must outline how they will collect and catalog physical, digital, and organizational cultural assets. The methodology must specify data formats compatible with municipal GIS infrastructure.
- **Economic & Sector Integration**: The methodology must include data-gathering techniques specifically tailored to measure the impact of North Bay's film/TV production sector and independent festivals, utilizing economic baseline indicators.
- **Bylaw & Policy Audit**: Proponents must detail their approach to reviewing current municipal frameworks, identifying specific regulatory or permitting hurdles that restrict local cultural events.

2. Culturally Safe & Multi-Faceted Engagement

- **Indigenous Consultation Protocol**: The methodology must detail a distinct, culturally safe consultation track designed in partnership with Nipissing First Nation and the North Bay Indigenous Friendship Centre. It must respect local administrative timelines and oral history standards.

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- **Targeted Linguistic & Youth Outreaches**: Proponents must outline specific tactics (e.g., pop-up sessions, digital outreach, bilingual surveys) designed to actively capture input from Francophone cultural organizations and post-secondary student groups at Nipissing University and Canadore College.

3. Strategic Synthesis & Framework Building

- **Vision Alignment Mechanics**: The methodology must describe how the consulting team will host visioning sessions that bridge cultural aspirations with existing municipal plans, specifically the *Downtown Waterfront Master Plan*.
- **Pillar and Policy Generation**: Proponents must explain their system for clustering community inputs into clear strategic pillars and building a highly operational Public Art Policy Framework.

4. Operationalization & Funding Architecture

- **Departmental Workflow Mapping**: The methodology must detail how the consultants will embed recommendations into the existing workflows of Community Services, Economic Development, and Public Works.
- **Capital Costing & Grant Mapping**: Proponents must outline their strategy for building a 10-year action matrix that pairs short, medium, and long-term goals with realistic funding opportunities (e.g., NOHFC, FedNor).

(c) **Delivery**

The City of North Bay expects the *Arts and Culture Master Plan* to be completed within a **5-month timeframe** from the date of contract award. Proponents must demonstrate how they with achieve alignment of their proposed project delivery schedules with the following mandatory municipal target milestones:

- **Month 1:** Initial kickoff meeting, establish relationship with Creative Industries, and project management plan finalization.
- **Months 1–2:** Execution of Community Assessment and Community Visioning field research, stakeholder workshops, and asset mapping. Led by Creative Industries
- **Month 3:** Formal submission and approval of the Consolidated Engagement Report and Asset Map.
- **Months 3–4:** Execution of Plan Development and Implementation Strategy, including policy drafting and public art framework design.
- **Month 4:** Delivery, public feedback review, and steering committee approval of the Draft 10-Year Master Plan.
- **Month 5:** Execution of Operational Plan, mapping departmental workflows, streamlining permitting SOPs, and testing ERP data integrations.
- **Month 5:** Quality assurance checks for strict AODA compliance, delivery of the final reporting package, and formal presentation to City Council for adoption.

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RFP 2026-040 - Arts and Culture Master Plan

Opening Date: August 28, 2026 4:00 PM

Closing Date: September 18, 2026 1:00 PM

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Schedule of Prices

The Bidder hereby Bids and offers to enter into the Contract referred to and to supply and do all or any part of the Work which is set out or called for in this Bid, at the unit prices, and/or lump sums, hereinafter stated. HST is additional.

* Denotes a "**MANDATORY"** field

Do not enter $0.00 dollars unless you are providing the line item at zero dollars to the Owner.

If the line item and/or table is "**NON-MANDATORY**" and you are not bidding on it, leave the table and/or line item blank.Do not enter a $0.00 dollar value.

Pricing

Proponents must include pricing information that complies with the instructions contained in Appendix B – Pricing. HST is additional.

Description	Quantity	Unit of Measure	Unit Price *	Total
To complete the Deliverables, Parts A through D, inclusive, including all costs associated with the work.	1	Lump Sum		
			Subtotal:	

Pricing - Allowance

Proponents must include pricing information that complies with the instructions contained in Appendix B – Pricing. HST is additional.

Description	Quantity	Unit of Measure	Unit Price	Total
Allowance for required Sub-consultant	1	Allowance	$30,000.0000	$ 30,000.0000
			Subtotal:	$ 30,000.0000

Summary Table

Bid Form	Amount
Pricing	
Pricing - Allowance	$ 30,000.0000
Subtotal Contract Amount:	

Specifications

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Proponent Information

#	Description	Response	
1	Full Legal Name of Company:		*
2	Street Address:		*
3	City:		*
4	Province:		*
5	Postal Code:		*
6	Company Name and Address for Issuing PO and Remittance of Payment: (if different from above)		
7	Company Phone Number:		*
8	Bid Contact Name:		*
9	Contact Title:		*
10	Contact Telephone Extension or Cell Phone Number:		
11	Contact Email Address:		*

F.1 (a) Company Overview

#	Description	Vendor Response *
1	Number of years in business	
2	Legal Structure of the contractor: Corporation / Sole Proprietor / Partnership / Other	
3	Names and Titles of the Officers, Partners, Principal	
4	Total number of employees	
5	State how well your firm's core work aligns with the scope of the deliverables. Highlight any unique aspects that set your firm apart from competitors.	
6	Explain briefly how your firm's capacity and resources line up with the project requirements.	

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F.1 (b) Roles, Responsibilities and Team Member Experience

Outline the roles and responsibilities of key team members including any subcontractors or subconsultants who will be involved in providing the Deliverables and describe their relevant expertise and experience

#	Name	Role	Qualification & Experience	
1				*
2				
3				
4				
5				
6				
7				
8				
9				
10				

Company Ability and Experience

Provide information on at least three contracts of similar scope in this class of work that were undertaken in the last five (5) years. The City reserves the right to contact references and verify the information provided. Bidders who cannot provide this may be deemed not suitable and as such may not be awarded the contract.

#	Company Name	Contact Name	Contact Phone	Contact Email	Value of Assignment	Date Work Undertaken	Description of Work Completed	
1								*
2								*
3								*
4								
5								

Documents

It is your responsibility to make sure the uploaded file(s) is/are not defective or corrupted and are able to be opened and viewed by the Owner. If the attached file(s) cannot be opened or viewed, your Bid Call Document may be rejected.

Each Proponent is to provide the information in sufficient detail for the City to be able to fully evaluate the Proponent and its proposal. Proponents are strongly encouraged to review the evaluation criteria in Section F. RATED CRITERIA and ensure the minimum requested information is provided in their proposal.

- Response to F.1 Experience and Qualifications Details * (mandatory)
- Response to F.1 - C.V.s of Key Staff * (mandatory)
- Response to F.2 Process, Methodology, and Delivery Details * (mandatory)

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Appendix A Submission Form

1. Acknowledgment of Non-binding Procurement Process
The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between the City and the proponent unless and until the City and the proponent execute a written agreement for the Deliverables.
2. Ability to Provide Deliverables
The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.
3. Non-binding Pricing
The proponent has submitted its pricing in accordance with the instructions in the RFP and in Pricing (Appendix B) in particular. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.
4. Addenda
The proponent is deemed to have read and taken into account all addenda issued by the City prior to the Deadline for Issuing Addenda. The onus is on the proponent to make any necessary amendments to their proposals based on the addenda.
5. No Prohibited Conduct
The proponent declares that it has not engaged in any conduct prohibited by this RFP.
6. Disclosure of Information
The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the City to the advisers retained by the City to advise or assist with the RFP process, including the evaluation of this proposal.

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☐ I have the authority to bind the organization.

You must declare all potential Conflicts of Interest. This includes disclosing the names and all pertinent details of all individuals (employees, advisors, or individuals acting in any other capacity) who (a) participated in the preparation of the submission; AND (b) were employees of the Corporation of the City of North Bay within twelve (12) months prior to the Submission Deadline.

If the box below is checked "NO", you will be deemed to declare that (a) there was no Conflict of Interest in preparing your submission and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the solicitation document.

Otherwise, if the statement below applies, check the box "YES".

• You declare that there is an actual or potential Conflict of Interest relating to the preparation of your submission, and/or you foresee an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the solicitation document.

○ **Yes** ○ **No**

Please check the box in the column "**I have reviewed this addendum"** below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
There have not been any addenda issued for this bid.		