



Canada Council
for the Arts

Conseil des arts
du Canada

**Integrated Approach to Planning and Reporting
REQUEST FOR PROPOSAL**

**THE CANADA COUNCIL FOR THE ARTS
INTEGRATED APPROACH TO PLANNING AND REPORTING
REQUEST FOR PROPOSAL**

GENERAL PROVISIONS

This request for proposal (RFP) invites individual consultants or consulting firms with expertise in strategic and operational planning and reporting (hereafter, Firms) to submit proposals for how the Canada Council for the Arts (the Council) may retain their services to develop tools and an integrated approach to planning and reporting, that will help the Council align its activities and results with its strategic goals.

For the purposes of this proposal, integrated planning and reporting is understood as a process that aligns the planning and reporting functions across an organization with its overall strategy, accountability framework and legislative requirements. It considers how to align the organization's activities and the required resources with its strategic goals, and includes a mechanism for reviewing and measuring progress and making adjustments where necessary. Integrated planning and reporting takes into account the organization's goals, the current environment in which it operates, its organizational capacities and interdependencies, as well as future needs and priorities.

Introduction

The Canada Council for the Arts is Canada's national public arts funder. As a Crown corporation created by an Act of Parliament in 1957, the Council champions and invests in artistic excellence so that Canadians may participate in a rich cultural life. Through its grants, services, prizes and other activities, the Council works to ensure that excellent, vibrant and diverse art engages Canadians, enriches their communities and reaches markets around the world. The Council conducts research, convenes activities and works with partners to advance the sector and help embed the arts more deeply in communities across the country.

The Council offers a broad range of grants and services to professional Canadian artists and arts organizations. Each year, it awards prizes and fellowships to artists and scholars. It also operates the Public Lending Right program that compensates authors for the free dissemination of their work through public libraries. Through its support for artists and arts organizations and its communications, research and arts promotion activities, it raises public awareness and understanding of the arts. One of its flagship programs in this regard is the Canada Council Art Bank, a public collection of contemporary Canadian artworks on display in government and corporate settings across Canada and beyond.

The Canadian Commission for UNESCO (CCUNESCO) also operates under the aegis of the Council.

The Council relies extensively on the advice of artists and arts professionals from all parts of Canada who serve annually as jurors, or peer assessors.

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

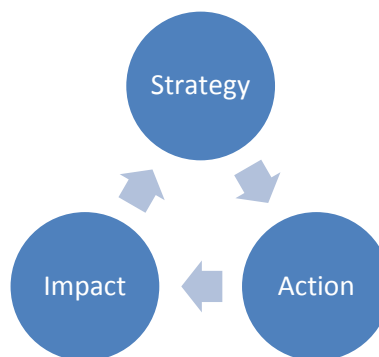
- Canada Council for the Arts: <http://canadacouncil.ca/>
- Open Data: <http://canadacouncil.ca/council/blog/2016/02/open-data>
- Public Lending Right Program: <http://www.plr-dpp.ca/>
- Art Bank: <http://artbank.ca/>
- CCUNESCO: <http://unesco.ca/>

Background

The Council is in the midst of an unprecedented transformation that includes several elements:

- The implementation of a new inventory for its activities and results (its Program Alignment Architecture, or PAA);
- A new Strategic Plan 2016-2021, to be released in spring 2016;
- The design and implementation of a New Funding Model that simplifies the Council’s program structure, going from more than 140 programs based on art disciplines to six outcomes-based granting programs by 2017; and,
- A new internal structure to engage the Canada Council in results-based strategic approaches and interventions that enable the organization to implement forward-thinking actions and to build integrated capacity to achieve quality performance and impact. This new structure is intended to work in an integrated way, linking the Council’s four divisions and creating interdependencies.

The Council wishes to develop an approach and tools to support and enable integrated planning and reporting across the organization. This approach must be tailored to the Canada Council’s context as a Crown corporation with specific legislative and other requirements related to Federal Crown corporations (such as the Financial Administration Act and the Official Languages Act) and governance requirements related to its Board. It will support and strengthen the Council’s vision for a stronger relationship between its strategy, action and impact—as illustrated in the below diagram:



The Canada Council’s Policy, Planning and Strategic Foresight (PPSF) section is responsible for operational planning and will be the lead on this project. The section’s mandate is to *Enable the Council to act strategically and build the organization’s capacity to plan and execute strategies that align resources to actions that will have the greatest impact.* The section is charged with

developing policy and planning frameworks to clearly communicate the organization's priorities, results and direction to an internal audience and enable staff to link their actions and work to the overall organizational vision. The integrated approach to planning, action and reporting developed in this contract will be one of the section's key tools in achieving its mandate.

INFORMATION FOR FIRMS

Receipt of Proposals

Proposals, in PDF format, should be emailed to Adam.Meisner@canadacouncil.ca no later than Tuesday, March 29, 2016.

A return email address must be shown in the proposal.

Forms of Proposal

To ensure that all proposals are uniformly evaluated, they shall be submitted in the format prescribed in **Appendix A to this RFP**.

All proposals must be signed by a duly authorized officer and include a statement that the Firm has examined and understood the RFP.

The proposal should completely address each element of the Council's requirements as outlined. Changes or enhancements should be clearly identified and explained. The Firm may suggest alternative means beyond the scope of the stated requirements.

All the terms and conditions set forth in the RFP are accepted and incorporated in the proposal unless the proposal specifically takes exception to them.

The proposal must state that the Firm has the technical and financial resources and personnel to provide the services as identified in this RFP, and within the timeframes specified in this proposal.

Acceptance or Rejection of Proposals

The Council reserves the right to reject any or all proposals or to accept any proposal at its discretion.

Proposals will not be read prior to the specified closing date and time. Any proposal received after the specified closing date and time will be returned to the Firm.

Modification of Proposals

Firms may modify their proposals up to the specified closing date and time.

Amendments or Withdrawal of the RFP

Correction or clarification to the RFP will be issued in the form of a written addendum to the RFP and will be delivered to all Firms. No interpretation, correction, clarification or amendment to the RFP shall be binding on the Council unless it is by way of an addendum. Firms must acknowledge receipt of all addenda in their proposal.

Period of Validity of Proposal

Proposals submitted must remain open for acceptance by the Council for a period of not less than sixty (60) days from the specified closing date.

Agreements with Successful Firm

The Council shall enter into negotiations with the successful Firm with a view to finalizing a contract for services (the contract), on terms acceptable to the Council. The contract shall be for a period of **5 months** with an option to renew for successive months in favour of the Council. The Council reserves the right to cancel the contract at any time if the service does not meet Council's expectations and a 30-day advance notice will be sent.

If an agreement acceptable to the Council is not reached within sixty (60) days after selection of the successful Firm, the Council may disqualify that Firm and re-evaluate the remaining proposals without obligation or claim against the Council.

Confidentiality and Council's Obligation

All information, including the RFP, provided to the Firms shall remain the exclusive property of the Council. As such, all data and information shall be kept strictly confidential and shall not be disclosed to any third party without the express written consent of the Council.

The issuance of this RFP and Council's receipt of any proposal shall not, in any manner, obligate Council to perform any act, incur any liabilities, or reimburse or compensate any Firm for preparation costs or other losses incurred in the preparation of their response to this RFP. Council shall have the right to use, for any purpose, any information submitted in connection with the RFP unless it has been marked Confidential.

Confidentiality agreements or clauses are subject to the [*Access to Information Act*](#) s. 20(1)(b) and must meet the following four conditions to be treated confidentially.

The information must be:

1. financial, commercial, scientific or technical information;
2. "confidential" - three indicators of confidentiality:

- the information contained in the record is not available from other sources in the public domain or obtainable by observation or independent study by a member of the public acting on his or her own;
 - the circumstances in which the information originates and is communicated give rise to a reasonable expectation that it will not be disclosed; and
 - the information, whether provided by law or supplied voluntarily, is communicated to the government within a relationship that is either fiduciary or not contrary to the public interest and that will be fostered for the public benefit by confidential communication.;
3. supplied to a government institution by a third party; and
 4. Treated consistently in a confidential manner by the third party.

Requests for Information

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

Adam Meisner,
Policy and Planning Officer
 (613) 566-4414, ext. 6673 or Adam.Meisner@canadacouncil.ca

Evaluation of the Proposals

All proposals will be rated on the basis of a "points earned" matrix that will involve an analysis of the complete proposal including, but not limited to, such areas as:

- Pricing;
- Firm's ability to provide a highly personalized, responsive and practical service, and meet the established deadlines;
- Firm's proposal for problem resolution if the proposed work is unsatisfactory;
- Firm's ability to provide a high level of service to Council in both official languages;
- Firm's ability to meet Council's integrated planning and reporting requirements including ability to provide advice on staff training and internal communications;
- Firm's approach and methodology for developing an approach and tools for Council's integrated planning and reporting;
- Firm's references.

Firms are required to demonstrate in their proposal that they are able to satisfy the above criteria. A short-list of Firms will be selected on the basis of Council's analysis. Agencies on the short-list will be notified in writing and Council reserves the right to request a one-hour presentation to the Council's Selection Committee.

The Canada Council retains complete discretion in deciding which proposals meet the requirements set out in the RFP and what evidence will be considered adequate to indicate compliance with those requirements. In addition the Canada Council reserves the right in its sole discretion to:

- withdraw the RFP at any time;
- not enter into negotiations with any firm that submits a proposal; and
- request, in writing or orally, clarification of any additional information concerning proposals that are considered responsive.

COUNCIL'S TYPE OF SERVICE REQUIREMENTS

The integrated planning and reporting requirements of the Council are outlined in this section.

Overview

The Council will publish its 2016-21 Strategic Plan in April 2016 and launch its New Funding Model in 2017. Following from this work, and to ensure achievement of the objectives of its transformation, the Council wishes to develop a new approach and toolkit to support integrated planning and reporting in the organization. This approach must be tailored to the Canada Council's context as a Crown corporation with specific legislative and other requirements related to federal Crown corporations, and support the capacity of the organization to fulfill its legislated reporting requirements.

The Canada Council's Policy, Planning and Strategic Foresight (PPSF) section is responsible for operational planning and will be the lead on this project. The section's mandate is to *Enable the Council to act strategically and build the organization's capacity to plan and execute strategies that align resources to actions that will have the greatest impact.* The section is charged with developing policy and planning frameworks to clearly communicate the organization's priorities, results and direction to an internal audience and enable staff to link their actions and work to the overall organizational vision. The integrated approach to planning reporting developed in this contract will be one of the section's key tools in achieving its mandate.

Service Requirements

Working closely with PPSF staff and drawing on the 2016-21 Strategic Plan, the New Funding Model, Program Alignment Architecture and legislative requirements, the Firm(s) shall create an approach and toolkit that will guide Council in developing and implementing its integrated approach to planning and reporting. Note that the contract does not include producing the plans or reports themselves, but to provide an overall approach and tools to enable the Council's staff to do this work. The deliverables will include but may not be limited to the following components:

1. Planning package

- A detailed description of how integrated planning and reporting will be implemented at the Council, covering overall approach, methodology, and any considerations specific to the Council's context;
- A comprehensive inventory of all the elements of the Council's planning and reporting;
- A calendar of the planning and reporting cycle and its major milestones and reports, including all legislated reporting;
- Templates for the Council's operational plan, for operational plans for each division, and for reporting;

- Any other planning tools required for the proposed approach (for example, monitoring tools) and an explanation of each tool’s purpose and use in strengthening the reporting of results;
- A training plan for PPSF staff that will guide them in implementing an approach and related tools across the Council;
- Guidance for how the integrated planning and reporting process can be amended over time in response to feedback and results.

2. Training

- 2-3 training sessions with staff from PPSF and other divisions in preparation for their role developing and implementing integrated planning and reporting across the Council. These “train the trainer” sessions should enable staff to support others in contributing to planning and reporting.
- 1 training session on the planning process going forward: how to gather and implement feedback, and make adjustments if necessary.

Time Requirements

Timeline:

- Signature of contract – by April 11, 2016
- Kick-off meeting between Council and Consultant – week of April 11 or 18, 2016
- Research, development and drafting of package, including revisions – completed by June 30, 2016
- Training sessions for PPSF staff – completed by August 31, 2016
- Contract completion: end of August 2016

PROPOSAL FORMAT

To ensure that all proposals are evaluated equally, the submissions must be divided into the following sections:

Section A An Executive Summary of the Proposal

Section B A Profile of the Firm

This section should include:

- company name and address;
- professional memberships;
- name of contact person to whom all enquiries can be directed;
- number of years in business as a **strategic and operational planning** consultant in Canada;
- a brief description of your office, include the number of employees, average length of employment, an organization chart and a brief resume of each senior manager.

Section C Service Requirements

This section should be broken into sub-sections that respond to each of the main categories identified in the Council's Service Requirements of this RFP.

Section D Service Standards

This section should address the following:

- Firm's ability to provide a highly personalized, responsive and practical service, and meet the established deadlines;
- Firm's proposal for problem resolution if the proposed work is unsatisfactory;
- Firm's ability to provide a high level of service to Council in both official languages

Section E Timeline Requirements

This section should describe your timeline and demonstrate availability and capacity to deliver in the timeframe requested.

Section F Pricing

This section should outline the costs of this proposal.

Section G Suitability of Your Firm

This section should describe in two pages why you feel that your firm is best suited to serve the Council's **integrated planning and reporting** requirements. Please describe what work your firm has done in terms of operational planning with (a) Crown corporation(s), or similar type of agencies and/or organizations, and (b) with organizations working in the arts and culture sector.

Section H References

Please provide three references of comparable, existing corporate clients including the names of the senior contacts.