



Supply Management Services  
City Hall, 1 Centennial Square  
Victoria, B.C. V8W 1P6  
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**THE CORPORATION OF THE CITY OF VICTORIA**  
**REQUEST FOR PROPOSAL 16-081**  
**CONSULTING SERVICES – ARTS AND CULTURE MASTER PLAN**

The City of Victoria is requesting proposals from professional, qualified and experienced consultant(s) or consulting firm(s) to prepare a Cultural Policy and Arts and Culture Master Plan which will provide a comprehensive and strategic document to guide and set direction for future decision making.

Attached are the [Instructions to Proponents](#), [Terms of Reference](#), [Submission and Evaluation Criteria](#) that are to be used as the basis for your proposal.

**Submissions will be received up to 4:00:00 p.m. Victoria Time  
Thursday, July 21, 2016**

Upload Electronic Submissions to:  
<https://victoria.bonfirehub.ca>

**Note: Hardcopy submissions will NOT be accepted at the City of Victoria.**

The City appreciates all proposal responses; however, only short-listed or successful candidates will be contacted. Status of award may be viewed at <https://bids.victoria.ca/BIDS/closed-opportunities/>.

**CORPORATION OF THE CITY OF VICTORIA**  
**REQUEST FOR PROPOSAL 16-081**  
**CONSULTING SERVICES – ARTS AND CULTURE MASTER PLAN**  
**INSTRUCTIONS TO PROPONENTS**

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**1.0 Submission Requirements**

1.1 Proposal submissions will be accepted up to 4:00:00 p.m., Victoria time, **Thursday, July 21, 2016**. All submissions and accompanying documents must be uploaded electronically at <https://victoria.bonfirehub.ca>. Hardcopy submissions will **NOT** be accepted.

a) **REQUESTED FILES:**

Organize your submission into the following individual files (note the required file types):

- Cover Letter (File Type: PDF) – required
- Proposal submission (File type: PDF) – required
- Pricing Submission (File type: Excel) – required

Each file has a maximum size of 50MB. You will upload each file individually.

b) **IMPORTANT NOTES:**

Uploading large documents may take significant time, depending on the size of the file(s) and your Internet connection speed. Allocate sufficient time for all uploads to complete prior to closing time.

The City will not be liable for any delay for any reason including technological delays, or issued by either party's network. The City will not be liable for any damages associated with Submissions not received prior to the closing time.

c) **TECHNICAL SUPPORT:**

The City is using BonfireHub public portal for the submission process. Please contact Bonfire at <https://victoria.bonfirehub.ca/portal/support> for technical questions related to submitting your documents.

1.2 The City does not accept submissions received in hardcopy, via our facsimile machine or email.

1.3 Proposals received and not conforming to Item 1.1 and 1.2 above, will be returned (unopened) to Proponent(s) without consideration.

1.4 Proposals, rather than tenders, have been requested in order to afford proponents a more flexible opportunity to employ their expertise and innovation, and thereby satisfy the City's needs in a more cost-effective manner. Proposals should be based on these Instructions, the attached Terms of Reference and the Submission and Evaluation Criteria.

- 1.5 Any addenda to this Request for Proposal will be posted on the City's web site located at [https://bids.victoria.ca/BIDS/opportunity/current\\_opportunities.aspx](https://bids.victoria.ca/BIDS/opportunity/current_opportunities.aspx). Although the City will attempt to e-mail registered Proponents to notify you when addenda are posted on the website, the City does not guarantee that e-mails will be sent to you or received by you. **It is the sole responsibility of the Proponent to make sure that they are in receipt of all addenda prior to the closing date and acknowledge receipt of the addenda on their Cover Letter.**
- 1.6 All proposal submissions after closing time and date become the property of the City.
- 1.7 No Proponent may withdraw their proposal for a period of 90 days after the actual date of closing.
- 1.8 This Request for Proposal and any subsequent contracts resulting from this Request for Proposal shall be governed by and interpreted in accordance with the City's Purchasing Policy which may be viewed at <http://www.victoria.ca/EN/main/business/bid-opportunities/purchasing-policies-forms.html> and the laws of the Province of British Columbia.
- 1.9 This project is subject to the terms and conditions of the Agreement for Internal Trade, Mash Annex 502.4., and the New West Partnership Trade Agreement (NWPTA).

## **2.0 Definitions**

- 2.1 The Corporation of the City of Victoria is referred to as the City.
- 2.2 The entity submitting a proposal is referred to as the Proponent.
- 2.3 The successful Proponent is referred to as the Consultant.

## **3.0 Confidentiality**

- 3.1 The City recognizes the importance to Proponent that their ideas and plans remain confidential; otherwise they may be reluctant to disclose such information. The City will endeavour to respect and protect the confidentiality of such information and will treat it as supplied in confidence within the meaning of section 21 of the Freedom of Information and Protection of Privacy Act.
- 3.2 The Consultant may be provided access to confidential information solely for the purpose of completing this project. Any use of the information for purposes other than those stated is in contravention to this agreement and will result in cancellation of this agreement in addition to any other legal remedies available to the City.

#### **4.0 Pricing**

- 4.1 Your proposal should identify the “Net Total Cost” (which must include materials costs, labour costs, expenses/disbursements, sub-consultant(s) fees and expenses and any other charges) **excluding applicable taxes**, so as to be the final cost to the City for the proposed services.
- 4.2 The activities or tasks listed in the attached Terms of Reference are the minimum requirements to be undertaken. Proponents may also provide separate pricing on additional requirements they feel would benefit the City in meeting its goal.
- 4.3 All prices proposed are to be in Canadian funds.

#### **5.0 Budget**

- 5.1 Acceptance of any proposal may be subject to budget considerations and available funding.
- 5.2 The City has established a budget of up to \$55,000 for consultant services, which will be inclusive of all costs, excluding GST.

#### **6.0 Invoices**

- 6.1 All invoices paid as a result of this Request for Proposal will be paid as per the City’s standard payment terms – Net 30 Days.
- 6.2 All invoices, quoting the City’s Purchase Order Number, should be submitted electronically to [accountspayable@victoria.ca](mailto:accountspayable@victoria.ca).

#### **7.0 Indemnification**

- 7.1 In carrying out these works the Consultant and/or their sub-consultant(s) will act as an independent Consultant(s). The Consultant must agree to keep the City indemnified against any and all claims, actions or demands that may be brought, made or arise in respect of anything done or omitted to be done by the Consultant or its' employees who shall be and remain at all times and for all purposes, the servants or employees of the Consultant or their sub-consultant(s), save and except to the extent that such claims action or demands arise from or relate to the negligence, wrongful act or omission of the City, or any of its officers or employees.

#### **8.0 Conflict of Interest**

- 8.1 Proponents must ensure that they are not in a position that may be perceived as a conflict of interest.

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## 9.0 Insurance

- 9.1 The Consultant shall, without limiting its obligations or liabilities and at its own expense, provide and maintain the following insurances with insurers licensed in British Columbia and in forms and amounts acceptable to the City:
- a) Commercial General Liability insurance in an amount not less than \$2,000,000 inclusive per occurrence against bodily injury and property damage;
  - b) Such insurance shall include, but not be limited to:
    - i) Products and Completed Operations Liability
    - ii) Blanket Written Contractual Liability
    - iii) Personal Injury Liability
    - iv) Non-Owned Automobile Liability
    - v) Cross Liability
  - c) Provision naming the Corporation of the City of Victoria as an additional insured.
  - d) Automobile Liability on all owned or leased vehicles in an amount not less than \$2,000,000.
- 9.2 All the foregoing insurance shall be primary and not require the sharing of any loss by any insurer of the City. The Consultant shall provide evidence of all required insurance prior to the commencement of the Work or Services. Such evidence shall be in the form of a certificate of insurance. When requested by the City, the Consultant shall provide certified copies of required insurance policies.
- 9.3 All required insurance shall be maintained throughout the duration of the Contract and be endorsed to provide the City with thirty (30) days advance written notice of cancellation or material change.
- 9.4 The Consultant shall require and ensure that each Sub-consultant maintain liability insurance comparable to that required above.

## 10.0 Safety

- 10.1 All materials delivered and services provided must be in accordance with all laws, regulations and requirements of WorkSafe BC and Occupational Health and Safety Legislation.
- 10.2 Proof of WorkSafe BC registration must be submitted, along with proof of up-to-date assessment payment prior to commencement of work. The City must be notified of any changes of WorkSafe BC status during the Contract.

## 11.0 Compliance with Law

- 11.1 The Consultant shall comply with, and observe, all applicable laws and relevant regulations of any federal, provincial or municipal government or authority applicable to the supply of the service.

**12.0 Ownership**

12.1 All documents, reports, working papers or other materials generated as a result of this Request for Proposal shall become the sole and exclusive property of the City, in the public domain, and not the property of the Consultant. The Consultant will be required to assign any and all copyright to the City. The City will have the exclusive rights to copy, publish and re-use all material in connection with this project and as reference material for future works at the City without further compensation to the Consultant.

**13.0 Cancellation**

13.1 The City reserves the right to cancel this Request for Proposal at any time and for any reason, and will not be responsible for any loss, damage, cost or expense incurred or suffered by any Proponent as a result of that cancellation.

**14.0 Proponent's Expenses**

14.1 Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the City, if any. If the City elects to reject all proposals, the City will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

**15.0 Limitation of Damages**

15.1 Without limiting the provision of the previous clause, the Proponent, by submitting a proposal, agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process, including any costs incurred by the Proponent in preparing its proposal and the Proponent, by submitting a proposal, waives any claim for loss of profits if no Contract is made with the Proponent.

**16.0 Responsibility of Proponents**

16.1 Each Proponent is responsible for informing themselves as to the contents and requirement of this proposal. Each Proponent is solely responsible to ensure that they have obtained and considered all information necessary to understand the requirements of the proposal and to prepare and submit their proposal. The City will not be responsible for any loss, damage or expense incurred by a Proponent as a result of any inaccuracy or incompleteness in this proposal, or as a result of any misunderstanding or misinterpretation of the terms of the proposal on the part of any Proponent.

16.2 If a Proponent is in doubt as to the true meaning of any part of this Request for Proposal, or finds omissions, discrepancies or ambiguities, a request for interpretation or correction may be submitted to the office of Supply Management Services and, if deemed necessary by the City, an addendum will be issued to all firms registered as having received this Request for Proposal. This procedure also applies should the City, of its own accord, wish to expand or delete any part of this Request for Proposal.

**17.0 Solicitation**

17.1 If any director, officer, employee, agent or other representative of a Proponent makes any representation or solicitation to the Mayor, any Councillor, officer or employee of the City with respect to the Proposal, whether before or after the submission of the Proposal, the City shall be entitled to reject the Proposal.

**18.0 Publicity**

18.1 The Consultant shall not make any statement of fact or opinion regarding any aspect of the Request for Proposals or resulting Contract to the media or any member of the public without the prior written authorization of the City.

**19.0 Evaluation Process**

19.1 An evaluation committee made up of City staff and the Arts and Culture Master Plan Advisory Working Group will be reviewing proposal submissions. The City reserves the right to accept any or none of the proposals submitted and will evaluate proposals based on the best value offered to the City and not necessarily the lowest price.

19.2 The City reserves the right to conduct pre-selection meetings with Proponents. The City further reserves the right to conduct post-selection meetings in order to correct, change or adapt the selected proposal to the wishes of the selection committee.

19.3 The Proponent acknowledges that the City shall have the right to reject any and all proposals for any reason or to accept any Proposal which the City in its sole unrestricted discretion deems most advantageous to itself. The Proponent acknowledges that the City may rely upon criteria which the City deems relevant even though such criteria may not have been disclosed to the Proponent. By submitting a proposal, the Proponent acknowledges the City's right under this clause and absolutely waives any right of action against the City for the City's failure to accept the Proponent's proposal whether or not such right of action arises in contract, negligence, bad faith or any other cause of action.

**20.0 Enquiries**

20.1 All enquiries regarding this Request for Proposal must be directed in writing to Kathy Daitl, B.Comm, SCMP, Buyer, Supply Management Services at email to [purchasing@victoria.ca](mailto:purchasing@victoria.ca).

20.2 Any verbal representations, promises, statements or advice made by employees of the City other than that offered through the office of Supply Management Services, should not be relied upon.

**THE CORPORATION OF THE CITY OF VICTORIA**  
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**CONSULTING SERVICES – ARTS AND CULTURE MASTER PLAN**  
**TERMS OF REFERENCE**

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**INTRODUCTION**

The purpose of the Arts and Culture Master Plan is to advance key directions in the City's Official Community Plan (OCP) and Strategic Plan towards the goal of a common vision, policy framework and action plan for arts and culture in the City of Victoria.

The City's Arts and Culture Master Plan project is a year-long process of cultural assessment, research, and community engagement to chart a course for Victoria's future cultural development.

The work will result in a Cultural Policy that will form the development of a five-year Arts and Culture Master Plan. The Plan will be a comprehensive and strategic document to guide and set direction for future decision making. It will articulate a common vision, goals, recommendations and an action plan built on the understanding that in addition to being fundamental to our quality of life, arts and culture are vital to Victoria's expanding economy. The Plan will focus on arts, culture and heritage resources in the community.

**ABOUT VICTORIA**

On the southern tip of Vancouver Island, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites and economic opportunities.

Victoria has a wealth of natural and man-made riches, including stunning heritage architecture, ocean views and mountain vistas. It is this rare juxtaposition of heritage charm, scenic backdrop and modern city-scape that makes Victoria one of the most uniquely special places in Canada. Millions visit our city every year and enjoy the natural beauty, temperate climate and heritage charm Victoria offers its citizens every day.

Victoria at a glance:

- Population: 83,000
- Serves as the metropolitan core for a region of 360,000
- Capital City of British Columbia
- Victoria is Western Canada's second oldest city, incorporated as a City on August 2, 1862.
- Over 3 million visitors annually

**BACKGROUND**

The idea of the creative city is a common way of connecting cultural policy and community planning. Sustainable cities seek to develop into centers of creativity with thriving professional artists, citizen-led arts and culture initiatives and significant cultural sectors of the economy. Three percent of Victorians were employed in information and cultural industries in 2006, and another three percent had jobs in the arts, entertainment and recreation, representing a total of four to six percent of Victoria's economy. Arts, culture and entertainment are projected to experience modest but steady growth over the next 20 years.



The City has a central role in cultural plans, policies, programs and incentives. The City aims to enhance our neighbourhoods, foster arts and culture and work to create a city that is a natural draw for festivals and events. It owns and partly owns the McPherson Theatre and the Royal Theatre respectively, and manages the use of parks and open spaces for festivals, celebrations and special events. Many facilities, venues and other cultural spaces are owned by institutions, agencies, organizations, community groups and local businesses.

A highlight for the City was in 2005 when the City was named a Cultural Capital by Canadian Heritage which established many new roles and programs such as the Community Art and Artist in Residence grants, an Arts Symposium, and the Tall Ships event.

More recently the City completed a cultural mapping project to map our cultural resources. The Victoria Arts Scan inventoried 350 cultural assets in 2010. Currently the inventory includes 699 cultural resources, 360 individual artist profiles and 159 venues that is updated and maintained by the community through the Arts Victoria website ([www.artsvictoria.ca](http://www.artsvictoria.ca)).

In 2010 the City revised the public art policy which included increased funding for public art and in 2015 the Arts, Culture and Events office was created under the direction of the Deputy City Manager.

While Victoria is the regional center for arts and culture, and many facilities serving the region are downtown, the greatest challenges for the arts community are the relatively high costs of rental space and the limited availability of suitable venues. There are also funding issues with fewer senior government programs than in the past and few prospects for new programs in times of economic constraint.

## **PROJECT OVERVIEW**

The Arts and Culture Master Plan project will provide five key deliverables:

1. An inventory of City-owned and community-run arts and culture facilities and assets based on cultural mapping that was completed in 2010.
2. A public engagement process to:
  - facilitate community dialogue;
  - identify issues and opportunities;
  - analyze the impacts of different options to inform the Cultural Policy; and
  - seek feedback on the draft Arts and Culture Master Plan.
3. A Cultural Policy to guide future decision-making in cultural development including a vision statement, guiding principles, goals and strategic priorities to inform the development of the Arts and Culture Master Plan.
4. An Arts and Culture Master Plan that will include recommendations to implement the goals and strategic priorities, timelines, budget and measurement tools to monitor, assess and evaluate progress including cultural impact and quality of life indicators.

5. An Economic Impact Study to analyze and summarize the direct economic impact of Victoria's arts and creative industries. The study will consider both tangible and intangible cultural assets.

The process will be divided into four phases, with completion of the Plan in 2017:

Phase 1: Research and Analysis

Phase 2: Engagement to inform the draft Cultural Policy

Phase 3: Arts and Culture Master Plan Development / Engagement on draft Plan

Phase 4: Adoption of Plan

### **Phase 1: Research and Analysis**

This phase will include reviewing existing City planning documents and best practices in North America, and the mapping and assessment of Victoria's cultural resources. This work will build on the mapping completed in 2010, which is maintained annually by the community. The Cultural Resource Framework, developed by Statistics Canada, will help define the scope and assessment of inventory management.

### **Phase 2: Citizen Engagement to Inform the Draft Cultural Policy**

Phase 2 will include the preparation for eight weeks of citizen engagement to take place in early fall 2016 to inform and guide the development of the City's Cultural Policy document. The purpose of the policy will be to provide the vision, guiding principles, goals and strategic priorities to develop the City's Arts and Cultural Master Plan.

The draft Cultural Policy and engagement summary will be presented to Council for consideration and approval, before development of the Arts and Culture Master Plan begins.

### **Phase 3: Arts and Culture Master Plan Development / Engagement on Draft Plan**

Phase 3 will include the development of the City's draft Arts and Culture Master Plan that turns the approved Cultural Policy into strategic action items and associated budget requests for implementation over a five-year period. Each action will align with the broader goal and strategy identified in the approved Cultural Policy.

Stakeholder groups will have an opportunity to review and provide input on the draft Plan from March to April, 2017.

### **Phase 4: Adoption of the Plan**

Phase 4 will include presenting the feedback received on the draft Arts and Culture Master Plan to City Council in addition to the engagement summary in late May 2017 for approval. Upon adoption of the Master Plan, City staff will begin implementing the Plan immediately.

## **SCOPE OF SERVICES**

The Scope of Services includes, but is not limited to, the following:

A complete inventory and assessment of City-owned and community-run arts and culture facilities and assets building on the cultural mapping that was done in 2010. The Cultural Resource Framework, developed by Statistics Canada, will help define the scope and assessment of inventory management.

Compile and review existing policies, plans and previous studies related to arts, culture and heritage and draw on this information to inform the engagement collateral materials, including survey, focus group and key stakeholder interview questions, and workshops.

Review existing documents including but not limited to City of Victoria Official Community Plan, City's Strategic Plan (2015-2018), Downtown Core Area Plan and Neighbourhood Plans, Public Art Policy, Special Event Policy, Heritage Thematic Framework, Economic Development Strategy and gather information and research about the arts, culture and heritage sector. The proponent will review and assess the information in these documents, identify gaps of information, conduct additional research where necessary, and provide policy and planning linkages to be included in the final Master Plan document.

Gather information collected from the engagement phase and provide analysis and assessment of data and responses to inform culture policy and strategic priorities. This will include both qualitative and quantitative analysis.

Conduct a wide-ranging strategic scan of economic, social and culture trends and developments in the community. This will include:

- Conduct an Economic Impact Study to create a profile of the economic impact of the current arts and cultural sector in the City of Victoria; identify and analyze opportunities within the cultural and business communities; and make specific recommendations to better develop the cultural economy in the municipality. The Study would gather and assess data on employment and spending in the sector in order to project the (direct, indirect and induced) effect on the city's gross domestic product. Particular attention would be paid to each of the major sectors of the arts & cultural community in all discipline areas, and include commercial arts industries as well as the cultural tourism sector.
- Identify and assess opportunities and gaps for cultural service delivery and articulate the City's role in the delivery of arts and cultural services and programs in the community and identify future anticipated community needs.
- Assess and identify opportunities and gaps in current indoor and outdoor cultural spaces and provide direction on future cultural spaces to be integrated into land use discussions as per direction from the Official Community Plan and Neighbourhood Plans.
- Review and analysis of current arts, culture and heritage grant programs delivered by the City. Examine all arts, culture and heritage programs and services funded or otherwise supported by the City to assess whether services are aligned and coordinated;
- Review the role of arts and culture in achieving civic goals tied to economic development, placemaking, and community wellness as per direction from the Official Community Plan and Strategic Plan.

- Review the role of arts and culture in achieving civic goals tied to animating public space, programming and permitting of civic squares and downtown revitalization as per direction from the Downtown Core Area Plan.
- Review Royal and McPherson operating agreements and reporting structure.

Review arts, culture and heritage best practices within a Canadian and global context. This will include:

- A study of comparative analysis of municipal activities in similar sized Canadian communities in the arts, culture and heritage, and consideration related to supply, demand, opportunities and constraints analysis.
- Assess emerging trends and future considerations related to the delivery of arts, culture and heritage programs to provide the context for any service delivery options which will support changing demographics, societal expectations, industry trends and best practices.

### **REFERENCE MATERIALS**

There are a number of studies, plans and supporting documentation that have been completed which will provide background information in the development of the Cultural Policy and Arts and Culture Master Plan. The following documents are available on the City of Victoria website ([www.victoria.ca](http://www.victoria.ca)) or upon request to the Arts, Culture and Events Department.

- [Official Community Plan](#)
- [City's Strategic Plan 2015 – 2018](#)
- [Special Event Policy \(1999\)](#)
- [Festival Investment Grant Policy](#)
- [Public Art Policy](#)
- [Heritage Strategic Plan](#)
- [Neighbourhood Plans](#)
- [Making Potential, Economic Action Plan](#)
- [Victoria Arts Scan Report](#)
- [Arts and Culture Master Plan](#)

### **DELIVERABLES**

The consultant will be required to lead all aspects of analysis, research, and policy and plan development including reporting at key milestones and timely communication with City staff. The consultant will support the engagement process in collaboration with the City's Citizen Engagement and Strategic Planning Department. In addition to acquiring information and input listed in Scope of Services and present findings at key milestones, the deliverables will include, at a minimum, the following:

- Periodic update reports on data gathering, findings and analysis, public consultation results and project status to the Arts and Culture Master Plan Advisory Group;
- A Council presentation on the Culture Policy report as well as the Draft Arts and Culture Master Plan including a presentation on the engagement summary; and

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- A final written report is required that is suitable for Council presentation, comprising a concise, cohesive, and graphically rich cultural policy and master plan that will serve the City to guide all aspects of arts, culture and community heritage service to 2022.

Culture Policy and Master Plan will include the following key elements:

- An updated inventory of all arts, culture and heritage assets both tangible and intangible assets;
- Draft of a cultural policy document that includes a vision statement, guiding principles, goals and strategic priorities to inform the development of the Arts and Culture Master Plan;
- Draft of the Arts and Culture Master Plan that will include recommendations to implement the goals and strategic priorities, timelines with short, medium and long term goals, budget and funding strategies as well as the lead agency, partners and stakeholders involved in each action item. The plan will also include measurement tools to monitor, assess and evaluate progress including cultural impact and quality of life indicators;
- A review and confirmation of current governance and funding model with Royal and McPherson theatres, Capital Regional District, Victoria Heritage Civic Trust and Victoria Heritage Foundation to ensure optimal delivery of arts, culture and heritage service at the municipal level;
- Recommendations for the allocation of municipal resources towards arts, culture and heritage programs and services based on any current or future “gaps” in the provision of these services. Included in these recommendations will be innovative ways and opportunities to fund these services and programs; and
- A final presentation to Council to articulate key recommendations, findings of the final report.

All deliverables shall be provided both as an electronic PDF format and, upon request, in a native (editable) format, as required.

## **PROJECT ORGANIZATION AND MANAGEMENT**

This project will be led by staff in the Arts, Culture and Events Office and one staff member will act as the overall Project Manager. The Project Manager will be the primary point of contact for the Consultant. The Project Manager will establish and coordinate overall project delivery and ensure the critical path and significant milestones are met.

The Engagement Strategy and public consultation process will be developed, led and delivered by the Citizen Engagement and Strategic Planning Department and the Arts, Culture and Events Department. The consultant will support the Engagement Strategy with additional research, content development and support facilitation at workshop events to support City staff in the delivery of the Engagement Strategy. The expectation is an innovative and creative approach to seek input throughout the public consultation process.

The consultant will work with Culture staff and meet regularly with the 13 member Council appointed Arts and Culture Master Plan Advisory Group.

The Arts and Culture Master Plan Advisory Group's purpose is to research and provide advice and direction to City Council and staff on the planning, development and implementation on the Arts and Culture Master Plan. The Advisory Group will also serve as community ambassadors to actively promote public involvement in the planning process and act as a sounding board to assist staff during the engagement phase of the project.

The Consultant will lead and otherwise be responsible for all elements of the Services, including reporting at key milestones and timely communications with the City's Project Manager on emerging project issues.

**SCHEDULE**

<b>POTENTIAL DATES</b>	<b>TASK</b>
July 21, 2016	Closing Date for Proposals
August, 2016	Consultant Selection
August, 2016	Start – Up Meeting
September – November, 2016	Engagement Phase and Ongoing Research
December – January, 2017	Draft Culture Policy and Presentation to City Council
January – March, 2017	Draft Culture Master Plan
March – April, 2017	Public Consultation on Draft Master Plan
May, 2017	Present Draft Master Plan to City Council

**THE CORPORATION OF THE CITY OF VICTORIA**  
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**SUBMISSION AND EVALUATION CRITERIA**

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**PROPOSAL SUBMISSION**

All submissions and accompanying documents must be uploaded electronically at <https://victoria.bonfirehub.ca>. Your submission should be organized into the documents and file types listed below:

- **Cover Letter** (File Type: PDF)
- **Proposal submission** (File type: PDF)
  - Your complete proposal submission highlighting the below evaluation criteria. Your proposal submission should not exceed 20 pages in length.
- **Pricing Submission** (File type: Excel)

**EVALUATION CRITERIA**

The following items should be included in your proposal submissions and will be the basis for evaluation. Information should be provided sequentially as shown.

*No assumptions should be made that information regarding the Proponent or its participants, their experience, expertise and performance on other projects is known, other than the documentation and responses submitted by the Proponent.*

*Upon completion of the initial evaluation of proposals, the City may, at its discretion, invite a short list of preferred Proponents for an interview to assist in the final selection.*

Cover Letter 0 points

- Should identify project manager and primary contact.
- Should contain company name, address, website, telephone number and email address.
- Must be signed by the person or persons authorized to sign on behalf of the company
- Should acknowledge any addendums issued for this Request for Proposal

Qualifications 50 points

- Provide brief profile of the company outlining its history and service philosophy
- Personnel – the Proponent is required to bring forward an experienced personnel with the appropriate skill sets and expertise to carry out the work as identified in this RFP. Include a complete listing of key personnel who will be assigned to this project. This will include their relevant experience and qualifications, roles and responsibilities and availability
- Demonstrated Team Experience and Success – provide a list of past successful projects of a similar size and scope including a description of team members' role in each project, project dates, client names and contact information

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- Provide a minimum of three (3) references from clients that the Proponent has served, highlighting **similar** previous experience
  - Ensure all points are addressed in the above noted Scope of Work and Deliverables

Proposed Work Plan and Methodology

35 points

- Project Methodology – propose a detailed project methodology explaining each project task that will be employed to meet the objectives of this project. Include a narrative describing any changes or additions to the Scope of Work you would recommend to strengthen the overall goal;
- Project Objectives – a description of the Consultant’s understanding of the project objectives/outcomes and vision, and how these will be achieved
- Deliverables – a proposal of how you will deliver the outcomes of the project , and
- Timeline – a schedule of all activities, including milestones, project meetings, interim reports and progress reports required for this project.

Fee Schedule

5 points

- Fee matrix with hourly rates and charges by level of hours associated to task and total lump sum fee including all expected expenses and disbursements, excluding GST.
- Value Added Services – Describe your competitive advantage, value added services and benefits that would be provided to the City. This could include any innovative approaches you have previously used to help communities develop their plans, what unusual challenges you faced during the planning process and how you overcame them.

Overall Proposal Presentation

5 points

- Proposal conveys the Consultant’s intent in a clear and concise manner.

Sustainability

5 points

- This Request for Proposal asks the Proponent to consider and provide information about their efforts that align with the City’s Sustainability Commitment. Please provide information on your company’s internal environmental and social programs, policies, procedures and accreditation.
- The Victoria Sustainability Framework can be viewed on the City’s website: <http://www.victoria.ca/EN/main/community/sustainability/sustainability-framework.html>

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The Evaluation Committee may apply the evaluation criteria on a comparative basis, evaluating the proposals by comparing one proponent’s proposal to another proponent’s proposal. The Evaluation Committee will not be obligated to select the proposal that offers the lowest price or cost or any proposal at all.



The weighting listed above with the evaluation criteria indicate the relative weighting anticipated by the City and is shown to give general guidance to proponents in the preparation of proposals. The evaluation criteria will be applied to all proposals fairly and without bias to any proponent or Proposal and the same criteria and weightings will be applied to all proposals. However, the Evaluation Committee is not obligated to apply the weightings strictly and is not obligated to select the proposal that receives the highest score.

The Evaluation Committee reserves the right to not complete a detailed evaluation of a proposal if the Evaluation Committee concludes, having undertaken a preliminary review of the proposal, that the proponent or proposal as compared to all the proposals is not in contention to be the selected proposal.