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Performing Arts

Request for Proposal (RFP)

Consulting Services for Inuit Performing Arts and Cultural Learning Hub Feasibility Study

Prepared by: Qaggiavuut!

Contact: Ellen Hamilton, Executive Director, ellen@qaggiavuut.com

Issued: Monday, March 4, 2019 **Due:** Monday, March 18, 2019 - 5:00 p.m. EST



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Section 1 - General Information

Request for Proposal (RFP) Consulting Services for Inuit Performing Arts and Cultural Learning Hub Feasibility Study

In order to be considered in the selection process, interested parties must submit one (1) digital copy by email no later than 5:00 p.m. EST on Monday, March 18, 2019.

The digital copy must be emailed to Ellen Hamilton at <u>ellen@qaggiavuut.com</u> with the subject line "Feasibility Study Proposal - (*company name*)"

Questions may be emailed to Ellen Hamilton at <u>ellen@qaggiavuut.com</u> before Thursday, March 14, 2019, with the subject line "Questions - Feasibility Study RFP - (*company name*)"

Late submissions will not be accepted.

Proposals shall be open for an acceptance period of 90 days following the submission closing date. Qaggiavuut reserves the right to cancel the RFP at any time.

The proponent will bear all costs associated with the preparation and sending of the proposal.

The budget for the project is **not to exceed \$125,000.00 CAD**, not including GST.

Travel and accommodations are additional and will be arranged with the project management team provided by Qaggiavuut.

The consultant must be willing to work closely with Qaggiavuut, an Inuit non-profit organization and the project management team.



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Section 2 - Scope of Work

Introduction

Qaggiavuut is seeking proposals from qualified, experienced, multi-disciplinary consulting firms to conduct a feasibility study that will identify and make recommendations on the construction of a Cultural Hub in Nunavut.

Qaggiavuut is a not-for-profit organization dedicated to strengthening, promoting, advocating and creating space for Nunavut's performing artists with a focus on Inuit. Since 2010, Qaggiavuut has developed and delivered performing arts training to hundreds of artists and thousands of children and youth in Nunavut. We have supported the creation of new work and the revitalization of traditional Inuit music, drum dance and stories. Once banned during colonization, the Inuit performing arts are history and the key to strengthening a culture and language at risk, and empowering youth.

Background

Despite the richness of Inuit artistic heritage, Nunavut is the only territory/province in Canada without a performing arts space. Qaggiavuut is currently leading a multi-partnered campaign to build Qaggiq: Nunavut Performing and Cultural Learning Hub - where stories, music, theatre, drum and dance performances are to be created and presented.

The costs to undertake the construction of this Hub is fully scoped out, including operating costs following its launch. Construction costs would range from \$15-million for a basic theatre, to the ideal \$60-million with a number of other features, including a café, a green room, dormitories to house youth and artists, a 350-seat flexible theatre, with the ability to do live-filming, streaming and broadcasts and more.

Qaggiq will strengthen Inuit culture and language through arts education programming for Nunavut children and youth. Qaggiq will foster the promotion of Inuit culture throughout Canada, contributing to the Nunavut economy by creating a destination for cultural tourism and increasing Inuit arts exports globally.



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To help make this project a reality, Qaggiavuut is selecting a firm to undertake a feasibility study on the Qaggiq. The study will identify and make recommendations on the construction of Qaggiq to ensure the sustainability of the project and ensure it best meets the identified cultural and artistic infrastructure needs of Nunavut as identified and represented by Nunavut stakeholders including organizations, governments, Inuit organizations and artists.

Study Overview

The feasibility study will examine the needs of key stakeholders who have brought forth proposals for cultural infrastructure and ensure that recommendations are made on the feasibility of a cultural Hub that will include:

- Professional presentation space in Nunavut for performing, film and visual arts with a focus on presenting Inuit culture
- Training and creation space for Nunavut and Inuit performing and visual artists
- Gathering and market space for Iqaluit artisans, artists and hunters
- Space for Nunavut children and youth to experience and participate in arts with a focus on Inuit culture and language
- Space for the curation and exhibition of curated heritage artifacts

As a result of this, the Study will dictate the development of:

- Recommendations for a strategic, multi-phased approach to building an arts and cultural infrastructure Hub that strengthens Inuit language and culture for the current and future generations of Nunavut and Canada as a whole
- Comparison and contrast of projected costs and feasibility of a multi-phased approach to infrastructure that meets the needs of Inuit performing artists within the context of the needs of visual artists, culinary arts, literary arts, film and video arts
- Operating plan to deliver relevant arts and cultural programming in the recommended space or spaces
- Governance Plan
- Operating Plan for the projected 20 years including human resources
- Maintenance Plan
- Fundraising Strategy and Process Structure



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Requested Services

In accordance with the associated Terms of Reference (TOR), three key deliverables are expected as a result of this feasibility study: research and consultations with stakeholders; an initial Interim Report for initial stakeholder feedback to ultimately deliver the Final Report, which must provide fact-based research and qualitative data based on consultations that will help steer Qaggiavuut in their decision making to support construction, operating and governance of the Hub in partnership with other organizations.

In addition to conducting research, the consultant will be responsible for interviewing additional stakeholders as part of the consultations and their needs examined in the context of the Qaggiq Hub project. The consultant will create an objective consultative process to identify and document the key stakeholders and their needs in a cultural infrastructure project.

The key stakeholders will provide insight into who would use this space and what would happen there, the artists who would use the space and what types of activities they engage in. This will mean consulting performing artists and visual artists and also addressing the cultural needs identified by the Government of Nunavut. They will also provide insight into the benefits of the Hub as a result of these activities, as well as insight into Nunavut's cultural landscape.

During the Research/Consultation Phase, information and recommendations will be made accessible to the identified key stakeholders through an interactive web portal such as a Dropbox that will include reports and information submitted to the feasibility study consultant.

Interim Report Development

The consultant will deliver an Interim Report to be reviewed and assessed by Study stakeholders for feedback in advance of the Final Report.

The Interim Report will include:

- Identified key stakeholders for the Hub project
- 2-3 potential locations for the Hub (the environmental assessments would be carried out at a future date should the feasibility study show positive results)
- Users of the Hub
- Space List
- Pro-Forma Programming Concept and Schedule



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- Order of Magnitude Project Cost Estimate
- Developed Design Drawings (based on preliminary drawings by Diamond Schmitt)
- Construction Cost Estimates
- Pro-Forma Financial Operating Estimate
- Projected Earned Revenues
- Endowment Income Estimates
- Ownership, Governance, Management
- Operating Model
- Organizational Preparedness for key stakeholders committed to governing the Hub
- Fundraising Process
- Potential Activities and Programming Focus for the Hub

Final Report Development

Following the results of the Interim Report, the consultant will revise and develop the findings into a final report in accordance with the mandate and stakeholder feedback.

The Final Report will include:

- Executive Summary
- Project Definition
- Recommendations for a Multi-Phased Approach to Development
- Case for Development
- Detailed Market Analysis and Assessment (considering the local, regional, territorial and federal scopes) of each phase
- The number, types and scope of partnerships and the anticipated sector growth (identifying each sector that is implicated (i.e. performing arts, visual arts, film and digital media, tourism, etc.)
- Identification of the anticipated visitor specs of each by group type (schools, locals, regional, territorial, circumpolar, Canadian, international, etc.) for each phase
- Identification of the anticipated cultural exports that will be developed and generated by the Hub's activities in each phase including performing arts, film, visual arts and touring exhibits
- Comparable Analysis of a minimum of three facilities, with a particular focus on multi-purpose venues that include similar types of facilities with this project and similar to the logistical profile of Iqaluit and Inuit arts and culture
- Program Development Plan and Outline identifying current programs, services, facility rentals, and requirements as well as future programs, services, rentals and requirements in each phase
- Spatial Analysis/Facility Program



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- Operating Model (including governance and staffing requirements/HR plan/organizational chart) and transition plan
- Capital Budget, timeline and potential for a phased approach (include engineering studies and plans, environmental studies and plans, construction, project manager, preliminary drawings etc.)
- Detailed Operating Budget (forecast operating budget with 3-5 year budget forecast from year 1 and a detailed rationale for any significant revenue/expense variances) for each phase
- Fundraising Assessment and Strategy (for both the capital costs and operating), which identifies potential funding sources and estimates, and includes a capital fundraising timetable and case statement
- Areas of projected innovation (technological, cultural, artistic, economic, administrative, etc.)
- Implementation Schedule
- SWOT analysis (to include the impact on local infrastructure, businesses, other artistic and cultural institutions within Iqaluit and Nunavut, etc.)
- Stages of Construction and possible multi-phased recommendations for construction
- Human Resources Plan (must identify the positions that will be required to deliver these programs, whether they are full, part-time, contract, salary etc. how often workshops will be offered, what the fees to instructors will be and other key variables for the long-term sustainability of the project and Qaggiavuut. The delivery of the programs and services must be reflected in the HR plan and likewise in the operating budget projections)

All assumptions in the final study must be backed up with details for implementation

Additional Resources

Please see the accompanying Terms of Reference (TOR) to guide the feasibility study and expected outcomes.



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Timeline

Feasibility Study Team Coordination		
Activity	Timeframe	
RFP issue date	March 4, 2019	
RFP closing date	March 18, 2019	
Interviews with shortlisted consultants	Week of March 25, 2019	
Award of contract	April 2019	
Discovery meeting with consultant to establish goals for study and timeframe	May 2019	
Phase 1: Research and Consultations		
Activity	Timeframe	
Initial meeting with stakeholders	May 2019 - August 2019	
Research	May 2019 - August 2019	
Develop questions for stakeholders	May 2019 - August 2019	
Consultations with stakeholders	May 2019 - August 2019	
Online communications platform	July-August, 2019	
Phase 2: Interim Report Development		



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Activity	Timeframe	
Development of Interim Report & associated meetings	July 2019	
Interim Report submission	August 2019	
Review Interim Report and provide feedback	August 2019	
Revisions to Report and additional research	August - September 2019	
Phase 3: Final Report Development		
Activity	Timeframe	
Development of Final Report including associated meetings and research	September - October 2019	
Submission of detailed Final Report to stakeholders with evidence-based recommendations for construction, design, governance, operations, users, revenue and funding strategy.	October 2019	

Budget

A budget not to exceed \$125,000.00 excluding GST has been set for this project. All proposals must be in Canadian dollars. All applicable taxes must be shown separately.

Travel and Accommodations are additional and will be arranged with the Project Management Team provided by Qaggiavuut.

Roles and Responsibilities

Qaggiavuut will supply a Project Manager as the primary point of contact with the consulting team to ensure delivery of the project in alignment with established milestones.



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The consultant must be willing to work closely with Qaggiavuut and the selected Inuk Project Manager who will be mentored at various stages of the feasibility study.

Project Management

The consultant will be supported by a Project Management Team contracted by Qaggiavuut who are experts in Inuit arts and culture, Nunavut community engagement and project management. The Project Management Team is responsible for the project management of the study and operations including:

- 1) Meetings, research coordination and other supporting functions
- 2) Detailed budget and procurement planning
- 3) Quality assurance of the reports and consultant outputs

Stakeholder Committee

Key stakeholders in the Study include Qaggiavuut (Executive Director/Artistic Director and Chairperson); Nunavut Arts & Crafts Association (Executive Director and Chairperson), Friends of Qaggiavuut and others who agree to join the Stakeholder Committee.

Role of the Consultant

The consultant will be responsible for developing the feasibility study in alignment with the scope of work, based on research findings and consultations with contacts identified in the TOR. The consultant will be expected to lead, facilitate and document a strategic planning process, analyze the results and address the key objectives in two iterations - the Interim Report, subject to stakeholder review, and the Final Report. The consultant will be expected to utilize various techniques to ensure the success of the process in alignment with the TOR.



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Section 3 - Proposal Instructions

Proposal Requirements

The response must be no more than 40 pages and address the following:

- 1. Contact information
- 2. Company and team overview
- 3. Profiles of members who will be tasked to work on the project
- 4. Presentation of past relevant experience taking into account the scope of the project and its location, including mention of work done within an Inuit context
- 5. Understanding of project and mission
- 6. Project approach and methodology for development of Interim and Final Reports
- 7. Detailed work plan and timeline
- 8. Description of the approach to be taken with the key stakeholders
- 9. Project costs
- 10. References (minimum three)
- 11. Any additional relevant information

Evaluation Criteria

Proposals will be evaluated by Qaggiavuut and the proponent will be selected based on the following attributed and demonstrated areas of expertise and qualifications:

Evaluation Criteria	Points to be Awarded
 Experience of team; Experience conducting feasibility studies into performing arts and cultural infrastructure projects Proven ability to deliver projects of similar scope Team qualifications 	30
Demonstrated understanding of the scope of work and key issues	20
Demonstrated understanding of cultural landscape;	30



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Submission Guidelines

Proposals must be submitted by 5:00 p.m. EST on Monday, March 18, 2019. Proposals must be emailed as a digital PDF to Ellen Hamilton, Qaggiavuut's Executive Director at <u>ellen@qaggiavuut.com</u>.