



NATIONAL ARTS CENTRE
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Procurement and Purchasing, Finance (R2022-01)

REQUEST FOR PROPOSAL

NAC Project Title: Agency of Record Services

NAC Project No.: MA2022-01

By

Manager, Procurement and Purchasing, Finance

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March 23, 2022

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ATTACHMENTS

Cost Proposal Form – Consultant Services (R2022-01)

General Conditions to Consultant Agreement (R2022-01)

Instructions to Proponents – Consultant Services (R2022-01)

Agency of Record Statement of Work, dated March 21, 2022

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Consultant Performance Evaluation Review Form (CPERF) (R2022-01)

Performance Evaluation Guidelines (R2022-01)

COVID-Supplemental Conditions V.2021-02-10

1. SOLICITATION**1.1 Invitation**

- 1.1.1 The National Arts Centre Corporation (NAC) is calling for proposals from consulting firms to provide professional services specific to the requirement of this procurement.
- 1.1.2 The terms and conditions for this Request for Proposal (RFP) are detailed in the attached document entitled “Instructions to Proponents-Consultant Services” and this document. The services proposed by the Proponent shall be in accordance with these documents.
- 1.1.3 For the purpose of this procurement and its pertaining documents ‘Agency’ and ‘Consultant’ mean the successful Proponent.
- 1.1.4 Proponents are advised bilingual documents may be available upon request.

1.2 Project Summary/Objective

- 1.2.1 The National Arts Centre (NAC) is currently seeking an Agency of Record (AOR or Agency) that will activate the goals described in Section 1.2.2 of this document. Specifically, the NAC is looking for a partner that will support its efforts to continue to evolve into leaders in the performing arts sector. And to do so while cultivating meaningful engagements with audiences that are representative of the Canadian landscape.
- 1.2.2 The NAC is anchored by core values outlined in its strategic plan – The Next Act (found on website). The strategy’s focal points (i.e. pillars) include: dynamic artistic leadership, community engagement, learning and innovation, and operational sustainability.
- 1.2.3 The objective of this procurement is to select one (1) firm (Agency) who will enter into a contract with the National Arts Centre to provide the required services for an initial two (2) years, ending on July 31st, 2024.
- 1.2.4 The intention is to award the contract approximately around June 15, 2022, at which point the on-boarding work would commence.
- 1.2.5 If mutually agreeable between the Agency and the NAC, the contract may be extended for up to three (3) additional one (1) year periods, resulting in a possible maximum length of contract for five (5) years.
- 1.2.6 If the option years are exercised the NAC will notify the Agency in writing at least sixty (60) calendar days prior to the expiration of the initial term or the option year.

1.3 Project Scope of Services

- 1.3.1 The Agency will be required to provide services that will support three (3) key functional areas:
 - Strategic Leadership
 - Design Production
 - Media Buying (Planning & Execution)
- 1.3.2 See Section ‘Structure’ of the document entitled ‘Agency of Record Statement of Work’ for additional details.

1.4 Project Schedule/Milestones

1.4.1 The following project schedule/milestones will apply:

Table 1 Proposed Schedule/Milestone	
Milestone	Approximate Timing Following Contract Award
Team Introduction	10 (calendar) days
Orientation Session	20 (calendar) days
Agency Scope Hand-off	30 (calendar) days
Ways of Working	45 (calendar) days

1.4.2 See table 'Proposed Schedule/Milestones' of the document entitled 'Agency of Record Statement of Work' for additional details.

2. PROPOSAL SUBMISSION REQUIREMENTS**2.1 Electronic Submission**

2.1.1 Proponents are to submit their proposal (technical + cost) electronically in a locked pdf. format to NACProcurement@nac-cna.ca.

2.1.2 The Cost Proposal is to be **password protected**. The NAC representative leading this procurement will ask for the password from Proponents who meet all the requirements of Section 4.3.

2.1.3 Proponents are to identify their submission as follows in the subject line of their email: MA2022-01-AOR Services-Proponent Name.

2.2 Proponent Corporate Information

2.2.1 The Proponent is to complete the provided Administrative Form (located at the end of this document) and have it signed by the Proponent's representative.

2.3 Technical Proposal

2.3.1 The Proponent's technical proposal is to include the following:

- a) Experience and Qualifications of the Proponent.
- b) Experience and Qualifications of the Key Personnel.
- c) Approach and Methodology.
- d) Joint Venture Agreement in principle, if applicable.

2.4 Joint Venture

2.4.1 A Joint Venture (JV) is an association of two (2) or more parties who combine their money, property, knowledge, expertise or other resources in a single joint business enterprise, sometimes referred as a consortium, to submit a proposal together on a requirement. Proponents who submit a proposal as a Joint Venture must indicate clearly that it is a Joint Venture and should provide the following information with their proposal:

- a) The name of each party of the joint venture.

- b) The name of the representative of the joint venture, i.e. the person chosen by the parties to act on their behalf, if applicable.
 - c) The name of the joint venture.
 - d) An agreement in principle.
- 2.4.2 If any information is missing from the Joint Venture agreement, the NAC Representative leading the procurement will contact the Proponent for clarification.
- 2.4.3 The proposal and resulting contract must be signed by all the parties of the joint venture, unless one party has appointed to act on behalf of all parties of the joint venture.
- 2.4.4 If an Agreement is signed with a joint venture, all parties of the joint venture will be equally liable for the performance of that contract.

2.5 Cost Proposal – Consultant Services

- 2.5.1 The Proponent's Cost Proposal form shall be signed by an authorized representative of the Proponent.
- 2.5.2 The Proponent is to provide the following information in their Cost Proposal:
- a) Hourly Rates and the Total Classification Rate for the First Two (2) Years
 - b) Maximum Upset Amount for the First Two (2) Years

2.6 Format Guidelines

- 2.6.1 Paper size – 8.5" x 11" or as otherwise indicated.
- 2.6.2 Point size – 11 point TIMES or equal.
- 2.6.3 Use your own format unless otherwise indicated.

2.7 Closing Date and Time

- 2.7.1 Electronic proposals shall be received on or before:

5:00pm local time, April 25, 2022

It is the sole responsibility of the Proponent to ensure the NAC receives their entire proposal submission, on or prior to the above stated closing date and time.

Proposal submissions received at NACProcurement@nac-cna.ca after the stipulated closing date and time will not be considered, will be disqualified, and will not be evaluated.

The NAC will confirm receipt of proposals received on or prior to the closing date and time by reply email.

3. EVALUATION CRITERIA**3.1 Technical Score Mandatory Requirements**

- 3.1.1 To be invited to a presentation, Proponents must achieve a minimum technical score of 53/75.
- 3.1.2 To have their Cost Proposal evaluated, Proponents must achieve a minimum overall technical score of 60/85 (a combined technical RFP score + presentation score) and be within 15 points of the highest ranked overall technical proposal.

3.2 Technical Criteria and Weight Criteria

- 3.2.1 The Proponent's Technical score will represent 85% of this procurement. Each submission will be assessed on the merits of the information presented in accordance with the criteria and weight factors indicated in **Table 3**.

3.3 Experience and Qualifications of Proponent

- 3.3.1 In this Section, the NAC is seeking to evaluate the **corporate** experience and qualifications of the Proponent. In approximately **2 pages per project**, list and briefly describe **three (3) completed** projects carried out by the Proponent. (If the project was undertaken by a firm other than the Proponent, indicate the name of the firm and the Proponent's relationship to that firm). Projects should be recent, **comparable** in size and scope to the current NAC requirement and include as many as possible of the services listed in Section 1.3.1.
- 3.3.2 **Project No.1 is to demonstrate the Proponent's bilingual capability. The project is to demonstrate a Francophone and Anglophone campaign from the outset of work effort instead of engaging in post-conception translation. Proponents are advised if project No.1 does not demonstrate bilingual capability, it will receive a score of zero (0).**
- 3.3.3 Project No.2 and project No.3 is of Proponent choice.
- 3.3.4 Each project should demonstrate:
 - 3.3.4.1 The Consultant fees, completion date, and estimated final project value.
 - 3.3.4.2 The relevance of how the presented project relates to the current requirement.
 - 3.3.4.3 The degree of responsibility of the Proponent. If a project was completed under a Joint Venture agreement, the names, and the degree of responsibility of the Joint Venture partners should be provided.

3.4 Experience and Qualifications of Key Personnel

- 3.4.1 In this Section, the NAC is seeking to evaluate the experience and qualifications of the Key Personnel proposed by the Proponent to deliver this project.
- 3.4.2 The Proponent, in approximately **three (3) pages** per resume, is to provide the following Key Personnel that will be part of the Consultant Team:
 - 3.4.2.1 Creative Director (1 individual)

3.4.2.2 Account Director (1 individual) – **this individual is to be fully bilingual.**

Proponents are advised, if this individual does not demonstrate they are fully bilingual, they will receive a score of zero (0).

3.4.2.3 Media Strategist (1 individual)

3.4.3 Each resume for individuals that will form the Consultant team should include the following:

3.4.3.1 A brief description of the proposed role and responsibilities of the individual for this project (what will the individual do for the current requirement, after contract award).

3.4.3.2 The individual’s past experience that is relevant to the current requirement. The past experience should state the individual’s role and responsibility and when the experience occurred.

3.4.3.3 The individual’s job designation, e.g. creative director, account director, media strategist.

3.4.3.4 Education and total years of experience.

3.4.3.5 Any relevant managerial/technical experience to the current requirement.

3.5 Approach and Methodology

3.5.1 Proponents are to demonstrate/describe how they intend to meet the diversity initiative of this project. Proponents are to describe a high-level plan of how they will address the diversity requirement. For further details on the diversity requirement Proponents are to reference the document entitled ‘Agency of Record Statement of Work’.

3.5.2 Proponents are to describe/demonstrate their analytical, insights, and reporting approach.

3.5.3 Proponents are to describe/demonstrate how they plan to manage the volume and scope of work of the current NAC requirement.

4. EVALUATION AND SELECTION PROCESS

4.1 Evaluation of the Technical Proposal (Criteria)

4.1.1 The technical proposals will be assessed solely on the information provided in each Proponent’s proposal against the criteria outlined in Section 3 and weight factors indicated in **Table 3** of this RFP document (located near the end of this document).

4.1.2 Each criterion will be scored using the following guidelines:

Table 2		Scoring Guidelines
Score	Definition	Description
0	No response provided	A response is missing, or the response provided does not address the request and/or did not provide the requested information.
1	Unacceptable	The response provided does not adequately address the question

	response	and omits key aspects of the request.
2	Poor response	The response provided partially addresses the question and/or provides only a limited amount of the requested information.
3	Satisfactory response	The responses provided addresses the question in an acceptable manner and/or provides an acceptable amount of the required information. Some gaps exist in the response.
4	Good response	The response provided addresses the question in a good manner and/or provides a significant amount of the required information. Minor gaps exist in the response.
5	Excellent	The response provided comprehensively addresses the question and/or provides all requested information. No gaps exist in the response.

4.2 Invitation to Provide a Presentation

- 4.2.1 The score for the presentation will represent 10 points of this procurement.
- 4.2.2 Proponents who achieve a minimum technical score of 53/75 points on their RFP submission will be invited to provide a presentation.
- 4.2.3 Proponents whose RFP submission does not meet a minimum technical score of 53/75 points will not be invited to provide a presentation.
- 4.2.4 A Proponent’s presentation will be evaluated using the scoring guidelines provided in **Table 2**.
- 4.2.5 Once a Proponent is invited to provide a presentation, they will be provided the evaluation criteria/list of questions prior to their presentation. This will be provided in a written communication by the NAC Representative.

4.3 Cost Proposal Evaluation

- 4.3.1 The score for the Cost Proposal will represent 15% for this procurement.
- 4.3.2 Proponents must meet the following to have their Cost Proposal envelope evaluated:
 - 4.3.2.1 Achieve a minimum overall technical score of 60/85 (a combined technical RFP submission score + presentation score) and be within 15 points of the highest ranked overall technical proposal.
- 4.3.3 Proponents whose proposal does not meet all the requirements of Section 4.3.2 will not have their Cost Proposal evaluated.

4.4 Calculation of Total Classification Score

- 4.4.1 The Total Classification Score will be determined as follows:
 - 4.4.1.1 In the Cost Proposal, provide hourly rates for each position and/or individual the Proponent proposes to assign for the current requirement.
 - 4.4.1.2 Multiply the percentage level of involvement, as provided, by the Proponent’s quoted charge rate for each of the identified positions to determine the classification score.
 - 4.4.1.3 Add the classification scores to determine the Total Classification Score.

4.5 Scoring of Total Classification Score and other Price Criteria

4.5.1 Total Classification Score for the First Two (2) Years (as referenced in Section 2.5.2a) will be allocated as follows:

Eight (8) points will be given to the lowest price

The allocation of points will be based on the spread of prices between the highest and the lowest price and the number of Proponents who have their Cost Proposal evaluated.

A zero (0) will be given to the highest price

4.5.1.1 Equal scores will receive the same points (e.g. \$0 will be marked equally at 8 points).

4.5.2 Maximum Upset Amount for the First Two (2) Years (as referenced in Section 2.5.2b) will be allocated as follows:

Seven (7) points will be given to the lowest price

The allocation of points will be based on the spread of prices between the highest and the lowest price and the number of Proponents who have their Cost Proposal evaluated.

A zero (0) will be given to the highest price

4.5.2.1 Equal scores will receive the same points (e.g. \$0 will be marked equally at 7 points).

4.6 Results of Evaluation / Contract Signature

4.6.1 The technical and cost proposal scores are added to determine the total score of each Proponent.

4.6.2 The Proponent with the highest total score will be selected to negotiate a Contract with NAC. This may include negotiations on an amount. In the event that these negotiations should fail, NAC may enter into negotiations with the next-ranked Proponent.

4.6.3 In the event that the top two total scores are tied or separated by one point or less, the Proponent who received the highest score for the cost proposal will be selected to negotiate a Contract with NAC.

4.6.4 The achievement of top score by a Proponent does not constitute a commitment by NAC to enter into a Contract with that Proponent. The award of a Contract is contingent on the completion of any required negotiations and the securing of any necessary final approval to proceed.

4.6.5 While NAC may enter into a Contract without prior negotiations, NAC reserves the right to negotiate with Proponents on any procurement and to terminate negotiations at its sole discretion.

TABLE 3 – EVALUATION CRITERIA

EVALUATION CRITERION		Weight per sub-criteria	Total % weight per criteria
RFP Section			
3.1	Technical Score Mandatory Requirements		
3.1.1	To be invited to a presentation, Proponents must achieve a minimum technical score of 53/75	Meets	Does not Meet
3.1.2	To have their Cost Proposal evaluated, Proponents must achieve a minimum overall technical score of 60/85 (a combined technical RFP submission score + presentation score) and be within 15 points of the highest ranked overall technical proposal.	Meets	Does not Meet
3.3	Experience and Qualifications of Proponent		30
3.3.2	Project 1 – demonstrating bilingual capability	12	
3.3.3	Project 2	9	
3.3.3	Project 3	9	
3.4	Experience and Qualifications of Key Personnel		27
3.4.2.1	Creative Director (1 individual)	9	
3.4.2.2	Account Director (1 individual) – fully bilingual	9	
3.4.2.3	Media Strategist (1 individual)	9	
3.5	Approach and Methodology		18
3.5.1	Diversity	7	
3.5.2	Insights, analytics and reporting	6	
3.5.3	Project Management	5	
4.2	Presentation		10
4.5	Cost Proposal		15
4.5.1	Total Classification Rate for First Two (2) Years	8	
4.5.2	Maximum Upset Amount for First Two (2) Years	7	
	TOTAL:		100

ADMINISTRATIVE FORM

Proponent Name: _____		
Head Office: <input type="checkbox"/>	Branch Office: <input type="checkbox"/>	
Mailing Address: _____ _____		
City: _____	Province: _____	Postal Code: _____
Telephone Number: (____) _____	Fax Number: (____) _____	
Information about the Firm:	E-mail Address: _____	
Year Established: _____	Number of Employees: _____	
Professionals: _____	Registered Technologists: _____	
Type of Organization:	Technical Support: _____	
Sole Proprietorship <input type="checkbox"/>	Other: _____	
Partnership <input type="checkbox"/>		
Corporation <input type="checkbox"/>		
Joint Venture <input type="checkbox"/>		
Principal Contact Regarding this Procurement:		
Name: _____	Position: _____	
Telephone No.: (____) _____	E-mail: _____	
I confirm that:		
<ul style="list-style-type: none">• This submission complies with the rules, regulations and guidelines applicable to the performance of these services where they will be carried out.• Key Personnel are registered, or eligible to be registered, to practice in the Province of Ontario, wherein the work under the contract will be carried out.• The Consultant Team, identified in the Request for Proposal (RFP) submission will perform the services if the Proponent is awarded the contract.		
Signed: _____	Position: _____	
Dated: _____	E-mail: _____	