

AGENCY OF RECORD STATEMENT OF WORK

Submitted by Audience Engagement

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THE NATIONAL ARTS CENTRE (NAC)

The National Arts Centre (NAC) is Canada's bilingual, multi-disciplinary home for the performing arts. The NAC presents, creates, produces, and co-produces performing arts programming, in various streams, that nurture the next generation of artists from across Canada while cultivating meaningful relationships with audiences across the land and across the globe. The NAC is located in the National Capital Region on the unceded territory of the Algonquin Anishinabeg Nation.

Engaging people in the performing arts is our passion. Artists tell stories that inspire and move us. We bring to light those powerful stories and make space for diversity of voices and perspectives on the national stage. Through the experience of the performing arts, we strive to inspire, challenge, entertain, and create opportunities for dialogue and understanding that remind us of our shared humanity.

The NAC is comprised of programming streams – *Dance, English Theatre, French Theatre, Indigenous Theatre, NAC Orchestra (NACO)* and *Popular Music and Variety* as well as special programs such as Arts Alive and Summer Programming which showcase Canadian artists and support the overall industry.

PROJECT TIMELINE

The objective is to select an Agency who will enter into a contract with the NAC for an initial two (2) years, ending on July 31st, 2024. The intention is to award the contract approximately around June 15th, 2022. 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. 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 respective option year.

BACKGROUND

In 2020, Canada's National Arts Centre (**NAC**) launched the [Next Act](#), a three year strategic plan meant to lead and address the renewal of the performing arts. And while we approach the back end of that period, the initiatives and energy brought forward in the strategy remain front and center for the organization.

Anchored by its core values – inclusion, creativity, generosity, sustainability and engagement – the strategy's focal points (i.e. pillars) include; dynamic artistic leadership, community engagement, learning and innovation and operational sustainability.

The National Arts Centre is currently seeking an Agency of Record (**AOR** or Agency) that will partner with us to help advance and activate these goals. Specifically, the NAC is looking for a partner that can support us as we continue to evolve as **leaders in the sector** while we **cultivate meaningful engagements with audiences** that are representative of the Canadian landscape.

STRUCTURE

In order to ignite the aspirations outlined in the strategic plan, the NAC will engage an AOR to work with us in three functional areas; *Strategic Leadership, Design Production and Media Buying.*

#1 Strategic Leadership

Context

As part of our strategic outlook, the NAC will have renewed focus on its brand. While the NAC is comprised of several Artistic Disciplines (Dance, English Theatre, French Theatre etc...) the voice, tone and tenor of the institution’s brand, with respect to audiences, needs elevation, refinement and visibility. Therefore, *the focal point of this work effort is to help the NAC publicly emerge as a sector leader through the sustained emergence of an Umbrella Brand (aka a MasterBrand).*

Consideration(s)

Alignment – work done on this level will align with the NAC’s 3-year strategic plan with special attention on appealing to and, ultimately, drawing in a representative universe of patrons and prospective patrons (aka audiences).

Collaboration – the chosen Agency will be asked to work in concert and, as necessary, in lock-step with, the NAC, our partners and or consultants (i.e. from or holding expertise working with equity seeking groups).

Transition (of responsibilities) – it is expected that the Agency will lead activities in this scope but that the leadership will evolve, and eventually, transition to key parties within the NAC.

Table 1 – Sample Structure of Responsibilities (for overarching strategy)

YEAR	AGENCY	NAC
Yr1	70%	30%
Yr2	50%	50%
Yr3	50%	50%
Yr4	50%	50%
Yr5	30%	70%

Scope of work

1. Umbrella Brand architecture – support the evolution of brand guidelines for the Umbrella Brand as well as the rules and architecture of how this NAC brand will work alongside the sub-brands (i.e. individual Artistic Disciplines) Note: this document will also act as a guide for other teams (and agencies) to leverage if/when employed to do work outside the scope of this proposed agreement.
2. Sector Leadership Campaigns – develop an (1) overarching annual campaign that speaks directly to sector recovery, how the NAC is leading in this area and that can be an organizing annual theme. This campaign should be deployable across multiple media – social, digital, radio/podcasts, email as well as print applications.
3. Subscriber Campaign – develop and design an overarching thematic go-to-market approach for NAC subscribers (internally referred to as the ISC – integrated subs campaign) from which the NAC can generate new subscribers and renew existing subscribers.
4. Special Campaigns – develop and design an overarching go-to-market campaign for approximately five (5) special NAC campaigns each calendar year – ex: Holiday Campaign.
5. Strategic Oversight – The Agency will act in an advisory role over Design Production and Media Buying efforts to ensure overall continuity and optimization of campaigns. Furthermore, the Agency will act as a strategic advisor, to help guide and inform work being done by other sub-agencies contracted by the NAC. In this capacity, the Agency may be asked to advise sub-agencies on how best to address major works (i.e. projects/programs) and conduct quarterly or bi-annual interagency meetings.

#2 Design Production

Context

Over the course of a season, the NAC puts on close to 500 events. These performances span across our Artistic Disciplines and can be sold as single tickets or part of a subscription package. The named Agency will be required to support these events, as well as some special events and/or campaigns throughout the term of the contract (see Table 2 below)

Considerations

Alignment – work done on this level will need to align with the overall guidelines for each respective Artistic Discipline and/or for the guidelines provided about the campaign in question.

Collaboration – the chosen Agency will be asked to work in concert and, as necessary, in lock-step with, the NAC, our partners and or consultants (i.e. from or holding expertise working with equity seeking groups).

Scope of work

Table 2 – Directional Sample of Design Requirements

Category	Approximate Number	Consideration on deliverables
Subscription Campaign	1	This is a significant multi-channel, multi-disciplinary campaign that spans several months. It focuses on renewal of existing subscribers and acquisition of new ones.
Single-Ticket Performances	Approx. 450	<p>Performances are typically supported by a variety of assets that are deployed online (nac-can.ca), on social and via email and require design and copy.</p> <p>Work may include; paid display advertising, social media, outdoor signage and, on occasion, other traditional media.</p> <p>Note: Performances are typically split into A, B or C designations. Proportionately speaking, roughly 25% are A, 50% are B and 25% are C.</p> <p>A designations are shows with sizable spend and are accompanied by campaigns that run several months. B designations are moderate spend and run several weeks. C designations have smaller budgets and are typically accompanied by short social campaigns.</p>
Diversity Campaigns – initiatives that promote and elevate our outreach to equity seeking groups and/or underrepresented groups at the NAC	Up to 5	Campaigns require design, copy and (where applicable) audio components so as to be able to be deployed online, on social, via email and or via multiple channels.
Special Campaigns	Up to 5	<p>Execution of all campaigns conceived and approved under the Strategic Leadership section of this Scope of Work.</p> <p>These select campaigns require design, copy and (where applicable) audio components so as to be able to be deployed online, on social, via email and or via multiple channels.</p>

Note: Assets created under this scope will include; 2 initial (pre-production) concepts, supporting copy in English and French, production and post-production of assets.

Out of scope – Email, SEO/SEM

#3 Media Buying (Planning & Execution)

Context

To round out our go-to-market efforts, we are looking for a media planning and execution based organization to activate our campaigns in market. This component of the Agency's work is devoted to effectively promoting the NAC in market in a way that is considerate of costs. These promotions are most often intended to drive ticket sales but, in certain instances, are needed to measurably drive awareness.

Considerations

Alignment – work done on this level will need to align with the overall guidelines for each respective Artistic Discipline and/or for the guidelines provided about the campaign in question.

Collaboration – the chosen Agency will be asked to work in concert and, as necessary, in lock-step with, the NAC, our partners and or supporting consultants.

Diversity – the chosen Agency will be asked to manage media buying in such a way that includes investment (at least 20%) in organizations that are led by or that explicitly target equity seeking groups. Furthermore, it is expected that these initiatives/forays will perform at the same level as other campaigns in market.

Scope of work

1. End-to-end deployment of media buys with relevant media outlets that have presence in the NCR (National Capital Region) and nationally to drive conversions (ticket sales or awareness). This includes preparation of media plans that outline recommended channels, tactics and measurements for respective campaigns
2. Initiative testing in new media such as podcasts and apps
3. Launch limited A/B testing that includes new and traditional media including but not limited to direct mail, social media, in-app, online and audio
4. Plan, book, traffic, optimize and otherwise reconcile the media campaigns, with focus on digital-first planning
5. Negotiation purchasing terms, insertion orders and or other details of a media buy with relevant and reputable vendors/partners/outlets
6. Define KPIs and provide standardized reporting and analysis of campaign performance as well as providing recommendations for continued optimization

Note: while the list above directionally outlines the needs of the NAC, we encourage and welcome new outlooks, channels and or ways of getting messages to target audiences in market.

OVERALL ASSUMPTIONS

Account Management - The NAC and the Agency will ensure that there are requisite levels of working (management of day-to-day activities), execution (for deployment specialty campaigns or programs) and oversight (senior and strategic leadership) teams deployed to support this proposed agreement.

Agencies and The NAC - The NAC typically employs several agencies in its work. We have a AOR, whose scope is summarized in this document, and other agencies who are contracted to work on more narrow scopes (i.e. executions that need specialization or an acute lens) that are tied to individual Artistic Disciplines.

Assets (General) – all assets and/or media artifacts created should be optimized for multi-channel use including but not limited to the following applications; digital, print, audio (radio/podcasts) and social media.

Asset (Videos) – Unless otherwise specified in the brief and or scope of initiative, all videos included in this scope should not exceed 1:30mins in length and be considered for application on social media (approx. 0:10sec), TV (approx. 0:30sec) and owned digital channels like YouTube or NAC-CAN.ca (max 1:30min). NOTE: All efforts should be made to create one (1) video asset that can be leveraged across all platforms.

Big, Bold and Innovative Ideas – The NAC welcomes big and bold ideas. We are a creative organization and appreciate subtle yet sophisticated ingenuity as we march forward. As part of this agreement, the NAC invites the Agency to explore, propose and or execute on a big idea that will support our aspirations vis-à-vis sector leadership. This, or these ideas, may manifest as a series of events or a platform.

Diversity – In order to serve the needs of the diversity reflected in Canadian society, we require that teams working on our projects be diverse, multicultural and inclusive. This means that the Agency will;

- **Agency staff and supporting teams will be multicultural. In the event that is not the case, selected Agency will address and or detail plans that are in place to address diversity.**
- **Address bilingual projects through a truly bilingual lens – building in appropriate timelines to activate parallel Francophone and Anglophone campaigns from the outset of a work effort instead of engaging in post-concept translations.**
- **Collaborate, contract or outsource with companies that can provide a diversity of thought and/or with a more multicultural background.**

Where possible and where appropriate, the Agency will be asked by the NAC to collaborate with, involve and or otherwise leverage people, companies or channels that support the broader vision of inclusion. In some instances , this may include working with media outlets

that are run by, owned and operated by or active in communities that include Equity Seeking Groups.

(The) First Forty-Five Days – The NAC and the selected Agency agree to use the first 6 weeks under the agreement to properly onboard. This will include, but is not limited to, introductions to key team members, sharing of relevant historical works, open discussions on any bold ideas that are percolating, etc...

Proposed Schedule/Milestones

Milestone	Description	Participants	Lead	Approx. Timing
Team Intros	Session to introduce key team players, roles and backgrounds	All - Agency + NAC	All	Within 10days of execution
Orientation Session	Session to introduce Agency to the NAC ecosystem including; review of Next Act, key people, Disciplines, seasonal highlights (Pre/Post Pandemic), COVID learnings/challenges, ways of working, etc...	All - Agency + NAC	NAC	Within 20days of execution
Agency Scope Hand-off	Session to outline what major items are "in-play" under existing scope	All applicable Agencies NAC	Agencies	Within 30days of execution
Ways of Working	Session to establish ways of working including; expectations around QBRs, weekly or bi-weekly meetings (as necessary), staff mapping (I.e. key contacts and mirrors in each org), next steps	All – Agency + NAC	All	Around 45days after execution

QBRs – The Agency will be required to facilitate Quarterly Business Reviews to discuss the state of affairs, ways of working and performance.

Relationship Managers - Each category outlined in the aforementioned structure (*Strategic Leadership, Design Production and Media Buying*) will have a team assigned to it. That team will include; Executive lead, day-to-day contact and requisite employees to execute on the requirements.

Revisions – Unless otherwise specified, it is understood that assets, campaigns and or work efforts may require up to 2 revisions. The Agency and the NAC will work together to ensure this is achieved.

Scope – All Artistic Disciplines (*Arts Alive, Dance, English Theatre, French Theatre, Indigenous Theatre, NAC Orchestra (NACO) and Popular Music and Variety*) and the NAC's Umbrella Brand are considered under this prospective arrangement.