



Canadian Arts Data / Données sur les Arts au Canada

## **Request for Proposals to Provide Management Services**

Closing date: 4PM (EDT), 20 September 2012

Please send your proposal to

Chair, CADAC  
% Policy, Planning and Partnership Section, Canada  
Council for the Arts  
12th Floor  
P.O. Box 1047, 350 Albert Street  
Ottawa, ON  
K1P 5V8

If you have questions about this request for proposals or about the scope of work, please contact

Pat Bradley, Chair, CADAC  
Email: [pbradley@arts.on.ca](mailto:pbradley@arts.on.ca)  
with copy to Kim Lymburner (Interim Managing Consultant) at  
[kimlymburner@gmail.com](mailto:kimlymburner@gmail.com)

## Proposal Objective

The CADAC Corporation wishes to engage an independent Managing Consultant to manage operations and lead the organization during this pivotal period, as CADAC evolves and works toward greater autonomy and self-sufficiency. The Managing Consultant's responsibilities are defined in the Scope of Work below.

## About CADAC

Established in 2008, CADAC (Canadian Arts Data / Données sur les arts au Canada) is an incorporated not-for-profit organization dedicated to the online collection, dissemination and analysis of financial and statistical information about Canadian arts organizations. CADAC is the result of the joint effort of [arts funders across the country](#) to provide a centralized and standardized application process for arts organizations seeking operating funding.

CADAC operates and continues to develop a web-based system which allows arts organizations applying to one or multiple public arts funders for operating funding to submit financial and statistical information to one place. It also provides access to data, reporting tools and reporting services to its member agencies and other interested parties. CADAC holds the most comprehensive set of data on professional arts organizations in Canada. It has an annual budget of over \$600K.

## CADAC Governance and Structure

CADAC is governed by a Board made up of senior representatives of arts funders. It involves a partnership of public sector arts funding agencies across Canada including the Canada Council for the Arts, Ontario Arts Council, Toronto Arts Council, BC Arts Council, City of Vancouver, Alberta Foundation for the Arts, Saskatchewan Arts Board, Manitoba Arts Council, New Brunswick Department of Wellness, Culture and Sports, Greater Sudbury Development Corporation and the City of Mississauga.

The CADAC offices, staff (employees of the host organization) and system are currently hosted by the Canada Council under a contractual agreement which provides for some services in-kind and others at cost. A third-party technology provider serves as system developer and provides ongoing maintenance according to the terms of a services contract. There are currently four staff working in the CADAC office. The CADAC staff report to the Canada Council's Partnership and Networks Office and are supervised by Canada Council managers.

Activities are supported by two contractual agreements with the current CADAC hosting organization, the Canada Council for the Arts. These agreements are co-managed by the CADAC Board (and the Board's Managing Consultant) and by managers within the Strategic Initiatives Division of the Canada Council. The current agreements expire in March of 2015.

## **CADAC System Overview**

The CADAC system comprises a custom .NET software application and a MS SQL database connected to a series of web portals, including:

- Web portals for user groups (member agencies, arts organizations, licensees and subscribers).
- Administrative web portals.
- Public website ( <http://www.thecadac.ca/> ).

There are currently over 1800 users. Users are divided into a few primary types:

- Funding agencies, who provide funding to arts organizations and use the system as an intelligence gathering and reporting tool;
- Arts organizations (largest user group), who use the system to submit and retrieve financial and statistical data as part of their application for funding, as well as extract reports;
- Licensee users and subscribers; and
- 3rd party groups, such as researchers, advocates and federal government departments, who use the system as an intelligence gathering tool.

Although small, the CADAC system and database continue to grow in response to the needs of its users and the ongoing demand for increased functionality and reporting services.

## **Scope of Work**

The consultant will manage all aspects of CADAC's business and lead the organization towards greater autonomy and sustainable self-sufficiency.

### **The Role of Managing Consultant**

Reporting to the CADAC Chair and Executive Committee, the Managing Consultant works closely with the CADAC Board to develop the mission, long-term strategic plans, detailed operational plans and performance measurements for CADAC, and develop plans to grow the number of paying members and subscribers and other sources of revenue. The Managing Consultant oversees all business activities of CADAC. The role has three main components, as follows:

#### ***Leadership, business development, planning and strategy***

- Works closely with the CADAC Directors to develop the mission, vision and long-term strategic plans of CADAC.
- As part of CADAC's growth strategy, the Managing Consultant will devise and carry out plans to transition CADAC to greater self-sufficiency and eventual independence, through

careful planning and the development of new sources of revenue, partnerships and in-kind contributions.

- Develops business plans and marketing strategies and tactics, including promotional materials, to promote the services and products of CADAC.
- Devises innovative and effective services and products and develops existing services to attract new members and subscribers.
- Develops short- and long-term strategies to monetize CADAC's data reporting services and ensure a balanced budget to sustain the Corporation and foster growth.
- Develops, in close conjunction with the board of directors, governance structures and membership policies that will serve the growth and strategic direction of the organization.

### ***Operational and financial management and reporting***

- Directs all aspects of CADAC's business operations, including technology, contractors, finances/budgeting, planning and data reporting.
- Develops operational and technology plans.
- Manages the growth of paying members and subscribers and develops the membership fee structure and other revenue sources to ensure that CADAC meets its financial targets.
- Negotiates and oversees hosting services and technical hosting contracts.
- Manages contracts with technology providers and other suppliers.
- Prepares business and financial reports for the Board and stakeholders.
- Serves as Secretary to the CADAC Board.

*Note: The Managing Consultant does not supervise the CADAC staff, but rather works collaboratively with the staff to deliver on plans and manage day-to-day activities.*

### ***Relationship management and liaison***

- Maintains close working relations with the CADAC staff and managers within the host organization (Canada Council) responsible for the service agreements.
- Builds positive relationships with stakeholders, the arts community and arts networks, and arts researchers and advocates, as well as others interested in arts data and arts activity in Canada.
- Liaises with government agencies and departments at all levels.
- Works closely with all CADAC Committees to support initiatives and implement enhancements to the CADAC system and service offerings.
- Contributes to the development of new partnerships and fosters existing partnerships.

### **Travel**

CADAC anticipates that the Managing Consultant will travel up to 20 days per year to attend meetings and to carry out work related to outreach, user training, customer relationship management and marketing.

Ideally, the Managing Consultant will live and work or have offices in the Ottawa/Gatineau region.

The travel budget will be negotiated separately and does not form part of this RFP.

The CADAC offices and staff are located in Ottawa.

## **Term**

CADAC intends to retain the Managing Consultant for a period of approximately 2-1/2 years (from mid-October 2012 through 31 March 2015). However, the first 6 months will serve as a probationary period, following which the CADAC Directors will evaluate the performance of the Managing Consultant.

## **Requirements**

### **Mandatory Requirements**

Proposals must meet all of the mandatory requirements to be accepted for consideration. The mandatory requirements for responses to this Request for Proposals are as follows:

- The Managing Consultant will provide his/her own office space and work tools, including computer and office software, Internet access, email and telephone.

*Note: A workspace will be provided for the Managing Consultant when working with CADAC staff in the offices of the Canada Council or visiting the Canada Council on other CADAC business.*

- Respondents must provide at least three references.
- The Managing Consultant must be a Canadian citizen living in Canada.
- The proposal must be received by the deadline date in electronic or paper format. (Late proposals will be rejected and will not be returned to the respondent.)
- The proposal must include a price estimate for the work defined in the Scope of Work above. The estimate may be in the form of a standard daily rate or as a single fixed annual price CADAC estimates that the effort will take between 75 and 150 days per year.

### **Notes**

*The Managing Consultant may engage the services of other individuals or sub-contractors but will be entirely responsible for managing their activities and any related costs.*

*Respondents will be asked to declare any potential conflict of interest related to their work with CADAC stakeholders or clients.*

*Preference will be given to respondents with a demonstrated capacity to conduct*

*business effectively in both official languages.*

## **Rated Requirements**

- Experience in business development and business administration in the not-for-profit sector, preferably in arts related or cultural industries.
- Experience working with membership based organizations.
- Minimum 7 years experience managing not-for-profit organizations and/or major public programs, preferably on a national scale.
- Information on projects or assignments of a similar nature undertaken within the last 7 years.
- Demonstrated knowledge of public sector marketing.
- Demonstrated track record in team building, consensus building and relationship management.
- Awareness of and participation in arts and cultural networks.
- Demonstrated interpersonal, communications, judgment, organizational, leadership and problem-solving skills.
- Experience working with and reporting to Boards of directors in a not-for-profit context, including a sound understanding of governance principles and processes.
- Solid writing skills and the ability to write proposals and annual reports.
- Proven ability to negotiate with and manage technology providers and other contractors.
- Knowledge of project management standards and practices.
- Working knowledge of database systems and knowledge of current trends in digital media and online tactics for marketing and promotion (social networks, website and email marketing, customer relationship management, new media).
- Excellent analytical, time and priority management and initiative skills.

## **Proposal**

### **Evaluation of Proposals**

The proposals will be evaluated by a selection panel established by the CADAC Directors. All mandatory requirements must be met for the proposal to be accepted. Rated requirements will be evaluated by the panel.

The proposal must respond to all mandatory and rated requirements.

The proposal may include other information or alternative approaches, but only as an appendix to the main proposal.

### **Submission of Proposal**

The proposal shall be submitted electronically, or in hard copy (5 copies), in English or in French.

All proposals will be held in strictest confidence.

**Closing date: 4PM (EDT) 20 September 2012**

Please send your quote to

Chair, CADAC  
% Policy, Planning and Partnership Section, Canada  
Council for the Arts  
12th Floor  
P.O. Box 1047, 350 Albert Street  
Ottawa, ON  
K1P 5V8

For questions concerning this request for proposals, please contact  
Pat Bradley, Chair, CADAC  
Email: [pbradley@arts.on.ca](mailto:pbradley@arts.on.ca)  
with copy to Kim Lymburner (Interim Managing Consultant) at  
[kimlymburner@gmail.com](mailto:kimlymburner@gmail.com)