



*REQUEST FOR PROPOSAL (RFP)  
REGINA FOLK FESTIVAL - Strategic Planning  
ATTN: Josh Haugerud  
JOSH@REGINAFOLKFESTIVAL.COM  
1040 Winnipeg St.  
Regina, SK  
S4R 8P8  
306-527-2152  
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## TABLE OF CONTENTS

SUMMARY AND BACKGROUND	3
PROPOSAL GUIDELINES	6
PROJECT DESCRIPTION	7
REQUEST FOR PROPOSAL AND PROJECT TIMELINE	8
BIDDER QUALIFICATIONS	9
PROPOSAL EVALUATION CRITERIA	10



## SUMMARY AND BACKGROUND

The Regina Folk Festival is currently accepting proposals for a consulting firm to assist in the creation of a new Strategic Plan.

Our current strategic plan is expiring at the end of 2021. The world has changed a lot since our last plan was developed, but also, RFF has changed a lot since the last plan was written. New organizational structure and new leadership have been added since the last plan was developed.

The purpose of this Request for Proposal (RFP) is to solicit proposals from various qualified organizations and conduct a fair and extensive evaluation based on criteria listed herein. The RFF will select the candidate who we feel will best satisfy the roles outlined below, all while reflecting the values of the Regina Folk Festival.

The Regina Folk Festival Inc. is a non-profit charitable organization. Founded in 1969, we are the producers of the longest running music festival in Western Canada, the Regina Folk Festival, held each year in Victoria Park and the downtown plaza in early August. Guided by its Board of Directors, staff, contracts of service, and over 650 volunteers host both the annual RFF and a year-round concert and workshop series.

Our festival engages community members from all walks of life as both audience members and/or volunteers. The diversity of the audience members for both our ticketed Mainstage and our free daytime programming is remarkable. The ticketed Festival Mainstage includes a VIP/artists' hospitality tent and backstage area, Merchandise Tent, and Beer Gardens. The RFF is open for free during the day, and programs 4 stages, a Children's Area, Arts Market, International Food Court, and Daytime Beer Gardens. The RFF also holds an After Party each night of the Festival. As such, the Festival is a much anticipated and immense celebration of music and community.



The RFF contributes culturally and economically to the city of Regina and the province of Saskatchewan. Giving great footing to this work is the belief that live performance:

- is an important form of communication
- joins us together
- creates an individual and collective voice
- is part of the cultural mosaic of Regina and Saskatchewan
- is a forum for positive artistic, social and cultural development

The Regina Folk Festival does not tolerate harassment of any kind and supports positive music and art spaces for people to participate in as their true, whole selves.

The following values are recognized as being important to how we do our work:



<b>Value:</b>	<b>Definition:</b>	<b>We demonstrate this by:</b>
<b>Accessibility / Inclusivity</b>	Implies that all members of society have the opportunity and means to participate actively in an organization as clients, staff, board members or volunteers.	Having a central location, free programming, being wheelchair accessible, offering reasonably priced tickets and allowing 12 and under in for free
<b>Accountability</b>	Open, honest and transparent, policies, processes and reporting mechanisms.	Producing an annual report that includes an audited statement as well as hosting an annual general meeting.
<b>Community engagement</b>	Involves partnerships in which there are mutually beneficial, two-way interactions between the RFF and the community.	Offering outreach initiatives
<b>Collaboration</b>	Processes by which the RFF works with others to accomplish or enhance a common mission.	Partnering with WRAD and WFFC as well as local partners including the Artesian, MAG, SCES, Agribition, NDH and CCF.
<b>Diversity</b>	A good mix or blend of talent, audience, options and events. An appropriate balance of representation and respect for differences (gender, ethnicity, geographic, age etc.).	Providing diverse programming, marketing to diverse audiences, showing respect for differences and having a balanced board.
<b>Education / youth &amp; children</b>	Our future success will always rely in upcoming generations.	Offering school workshops and family friendly Festival programming.
<b>Environmental stewardship</b>	The philosophy and accompanying actions of valuing and protecting the environment as something held in trust for future generations.	Exploring and implementing opportunities to minimize our environmental impact.
<b>Good Value</b>	Meet or exceed patrons' expectations between the perceived quality of the event attended and money spent.	Providing quality programming at reasonable prices.
<b>Honouring our legacy</b>	Respecting our unique origins.	Continue the tradition of folk festival workshops



## PROPOSAL GUIDELINES

This Request for Proposal represents the requirements for an open and competitive process. **Proposals will be accepted until 5pm on September 30<sup>th</sup>, 2021.** Any proposals received after this date and time will be returned to the sender. All proposals must be signed by an official agent or representative of the company submitting the proposal. Indigenous consultants and organizations are strongly encouraged to apply. RFF reserves the right not to accept the lowest or any bid proposal submitted through this process. Full or partial in-kind proposals are welcome. No payments will be made to the consultants for the preparation and submission of proposals in response to this request. This project should be completed by the end of 2021.

If the organization submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal.

Additionally, all costs included in proposals must be all-inclusive to include any outsourced or contracted work and estimated overtime. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

All costs must be itemized to include an explanation of all fees and costs, including overtime.

Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by Regina Folk Festival and will include scope, budget, schedule, and other necessary items pertaining to the project.



## PROJECT DESCRIPTION AND SCOPE

The Regina Folk Festival needs a new strategic plan. The RFF is seeking a partner to build a strong relationship.

The development of a 3-year strategic plan should identify strategic directions, goals, and priorities to guide the work of the organization to include the following:

- Review of current Strategic Plan
- Collaboration with the Board of Directors and Executive Staff
- Engagement with the Board of Directors, membership, staff, and relevant stakeholders in person and via survey
- Development of process for strategic planning session
- Strategic planning session facilitation
- Identification of strategies and actions to continue forward on path to reconciliation in accordance with the recommendations of the Truth and Reconciliation Commission of Canada: Calls to Action
- Identification of strategies and actions to establish meaningful plans for inclusion of all communities.
- Consultation regarding implementation of strategic plan



## REQUEST FOR PROPOSAL TIMELINE

Action	Date
RFP Posted	August 20, 2021
Final Day for Bidders to Submit Questions	September 20, 2021
RFP Submission Deadline	September 30, 2021
Evaluation of Bidders	October 1-5, 2021
Successful and Unsuccessful Bidders Notified	October 6-8
Contract Created with Successful Bidder(s)	October 13, 2021
Strategic Planning Session	Late October/Early November

As outlined above, all bidders may ask questions regarding this RFP until September 20, 2021. For transparency purposes, all questions and the associated answers will be distributed to all bidders.

Responsive bids will be scored in the categories outlined in Bidder Qualifications, and the proposal team will evaluate the top three bids. The proposal team may wish to invite the top three bidders to an interview during the evaluation period. If additional information or discussions are needed with any bidders during this window, the bidder(s) will be notified.

Upon notification, the contract negotiation with the winning bidder will begin immediately. Notifications to bidders who were not selected will be completed by October 15<sup>th</sup>, 2021.





## BIDDER QUALIFICATIONS

The successful candidate/organization will demonstrate:

- Experience in strategic planning and facilitation with non-profit organizations
- Experience and knowledge related to:
  - the development of reconciliation and anti-racism action plans
  - of BIPOC issues within the Saskatchewan context
  - of issues pertaining to people with disabilities
  - of issues pertaining to the LGBTQ+ community
  - board governance
- Facilitation skills working with boards of directors, members, staff, and key stakeholders
- Highly developed project management skills
- Description of the company's experience in strategic planning
- Outline previous experience specifically of the staff member(s) who will be managing this contract
- Description of company values
- List of training requirements for staff, including sensitivity training (cultural, accessibility, etc.)
- We will give preference to a company that has a proven track record for equal hiring practices that pay attention to cultural background and experience.
- Testimonials from past clients, specific to non-profits
- Anticipated resources you will assign to this project (total number, role, title, experience)



## PROPOSAL EVALUATION CRITERIA

The winning bidder(s), if any, will be selected solely by the judgment of the RFF. The following weighted average scale will be used to score and determine the winning response:

### PRICE – 25%

- The RFF has a maximum of \$10,000

### EXPERIENCE & QUALIFICATIONS – 50 %

- Outline qualifications as described under Bidder Qualifications
- Responses that have contributors with experience in strategic planning and working with Non-Profit or community organizations will be preferred.
- Recommendations and/or references from previous clients would be appreciated.

### QUALITY OF RFP RESPONSE – 25%

- Our perceived ability of the respondent to successfully complete the aspects of the project outlined in this document.