



GOVERNMENT OF THE NORTHWEST TERRITORIES

SHORT FORM REQUEST FOR PROPOSALS

Title: PWNHC Revenue Study
Department: Education, Culture and Employment
Event ID: 0000004799
Proposal Call Date: Friday, March 26, 2021
Proposal Submission Deadline: 15:00 (Local Time) Friday, April 16, 2021

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1. Instructions and Information:

The General Instructions and Terms and Conditions (the “Rules”) that apply to this Short-Form Request for Proposals (SFRFP) can be viewed at:

<https://www.fin.gov.nt.ca/en/services/procurement-shared-services/forms>

By submitting a Proposal in response to this SFRFP the Proponent agrees to be bound by these Rules.

Proposal Submission Deadline:

Proposals **must** be received **prior** to 15:00 (Local Time) **Friday, April 16, 2021.**

Proposal Submissions:

Proponents are encouraged to submit their Proposal by uploading it to the GNWT [Contract Event Opportunities](#) website, but may choose any one (1) of the two (2) submission methods outlined in paragraph 1.1.3 of the Rules. Proposals should be separated in accordance with paragraph 1.1.2 of the Rules (Document 1 – Technical Submission and Document 2 – Financial Submission).

Proposal Submission by Facsimile Transmission:

Proposals submitted by facsimile transmission are to be submitted to the following facsimile number: **(867) 920-4112**

Contact Person:

All question or inquiries concerning this SFRFP must be submitted by email no later than two (2) business days prior to the Proposal deadline and directed to the following Contact Person:

Attention: Contracts Administrator
Procurement Shared Services
Department of Finance
Government of the Northwest Territories

Email: psstenders@gov.nt.ca

Phone: (867) 767-9044 Ext. 32118 (to be used for confirmation purposes only)

Verbal responses to any questions or inquiry cannot be relied upon and are not binding on either party. Information obtained from any sources other than the Contact Person referenced above is not official and cannot be relied on.

2. Contract Format:

The successful Proponent will enter into a contract in the form of the General Services Agreement. A proforma copy of the contract is available for review at:

- General Services Agreement
<https://www.fin.gov.nt.ca/en/services/procurement-shared-services/forms>
- Consultant Agreement
<https://www.fin.gov.nt.ca/en/services/procurement-shared-services/forms>
- Legal Services Agreement
<https://www.fin.gov.nt.ca/en/services/procurement-shared-services/forms>

3. Term:

The contract is expected to commence on May 6, 2021 and expire on March 31, 2022. The contract may be extended, at the mutual agreement of both parties, for a further term not to exceed up to ONE (1) Year extensions.

4. Background:

The Department of ECE owns the Prince of Wales Northern Heritage Centre (PWNHC). The Centre is part of the Government of the NWT as it also functions as the Culture and Heritage Division of ECE with a budget from the GNWT process and staff, capital project, operations, and mandate managed through the GNWT.

The PWNHC is free of charge to the public and does not charge for any public or school programs. Before the advent of COVID-19, the Centre did have a small facility rental program where clients could pay to rent the auditorium and café spaces for private or public events. The GNWT would like to explore the expansion of rental fee schedule, the cost-benefit analysis if charging admission, and considering other revenue opportunities typical of museums elsewhere in Canada.

In 2019-2020, Department of ECE undertook a building study to explore the feasibility of repairs and upgrades to all building systems and to explore necessary expansions to support programs for the next 30 years. This work is ongoing, with expected completion in March 2021. This revenue study is the next step looking at the various uses of the facility.

5. Objective:

To complete a cost-benefit analysis of charging admission to the museum; an analysis of current revenue streams; the identification of potential sources of funding for PWNHC capital projects; and research and identification of potential additional revenue streams.

6. Scope of Work:

The contractor will

- 1. Cost-benefit analysis of charging admission:** The contractor would undertake a cost-benefit analysis about charging admission fees to museum visitors, as well as consideration of alternatives to general admission and suggestions for fee schedule. Costs in this context include both pecuniary (staff to manage paid access; access infrastructure like gates and barriers; software like mobile app and access infrastructure controls so that, for example, entrants could pay electronically with their phones instead of using cash) and non-pecuniary (reduction in visitation; effects on Centre reputation, function, and place in NWT society). Examples provided here are non-exhaustive. Proponents are expected to identify relevant material 'costs' as that term is broadly defined when comparing the benefits of revenue generation.
- 2. Analysis of other sources of revenue for charging for facility and services:** These services would include (but are not limited to) renting various spaces and facilities to third parties, charging for programs, and analysis of the various opportunities for the museum restaurant and future creation of a gift shop. This analysis should include a cost-benefit analysis of the operational, human resource, infrastructure, and reputational implications along with financial aspects.
- 3. Fundraising analysis:** The contractor would uncover the opportunities for corporate philanthropy to support museum functions and/or capital projects (as seen in other Canadian museums). The contractor would also explore other fundraising opportunities such as membership programs and smaller-scale local private fundraising support.
- 4. Stakeholder engagement:** The contractor will engage with various types of regular users of the PWNHC to gain insight as to public support or opposition to creating or expanding revenue sources. This source of information will be one element to consider in the cost-benefit analysis.

- 5. **Industry Research:** The review will include a minimum of four case studies of other Canadian Museum revenue streams.

Deliverables:

The final deliverable is a report at the conclusion of the project with the following elements:

- A recommendation for whether to charge general admission, with a rationale based on in-depth research and a cost-benefit analysis.
- An analysis of the success of current revenue streams (facility rentals and café) with recommendations for how these should be managed, priced, and advertised for maximum benefit and sustainability.
- Recommendations for new revenue streams with costing and justification based on research. These could include charging for various different types of programs.
- Recommendations for revenue streams should include a consideration of the Yellowknife context (costs for similar services, availability of alternative services, socio-economic situation of intended audience), and should identify human resources, processes and IT systems required to manage these revenue programs
- Recommendations for ways to raise funds for capital or other larger projects through corporate, academic or private fundraising. These recommendations should include northern and southern/international sources to identify opportunities for partnerships for building PWNHC facilities and supporting renovations and operations.

GNWT SUPPORT

The Culture and Heritage Division of ECE will supply the following:

- Background operational information about the PWNHC (hours, staff positions, current programs, etc.);
- Detailed information about revenues from current and recent facility rental and museum café operations;
- Visitor data (numbers, trends) and access to tourism data;
- Contact information for stakeholders/frequent users of the facility (tour companies, schools, daycares, artist groups, etc.);
- Strategic plan (2017), GNWT Culture and Heritage Strategic Framework, and other background materials; and
- Drawings of the current facility as well as concept drawings of possible future building changes.

7. Available Budget:

The available budget for this project is \$70,000.00

8. Mandatory Requirements:

1	Proposal must be received prior to the specified deadline.
2	Proposal must clearly state the proposed fees and expenses.
3	Prices must be stated in actual dollars and cents expressed in Canadian funds.

9. Evaluation of Proposals:

Proposal Rating Schedule:

Item	Rating Criteria	Assigned Weight
Document 1 - Technical		
1	Team	20
2	Methodology / Approach	25
3	Community Engagement	5
4	Proponent's Past Relevant Experience	10
Document 2 - Financial		
5	Fees & Expenses	20
6	<i>Business Incentive Policy 63.02: NWT</i>	15
7	<i>Business Incentive Policy 63.02: Local</i>	5

Fees and Expenses will be evaluated using a Lowest Cost Ratio Evaluation approach: (Lowest Cost / Cost Being Evaluated) x (10) = Awarded Points

10. Proposal Response Guidelines:

The following information should be provided in each Proposal, as this information will be utilized in evaluating each responsive Proposal that is received. Proponents should use the same headings in their Proposal. Please note the Proposal restrictions that are explained in this section.

10.1. Cover Page

The Proposal cover page should include:

- Proponent's name
- Proposal reference number
- Project title
- Closing time and date of the SFRFP (the Proposal Submission Deadline)
- Proponent contact person, including:
 - Phone number
 - Email address
 - Mailing address
 - Physical address

10.2. Team

- The team should demonstrate:
 - Knowledge and experience of the museum sector including the operational role of fundraising and revenue streams.
 - Understanding of the northern political and social context including trends, and capacity/tolerance for fundraising activities.
 - Some not-for-profit and/or arts sector business acumen.
 - Some experience with or understanding of large scale cultural facility capital fundraising campaigns.
- Proponents should include resumes (maximum 1 page each) for each member of the project team and should include the community of permanent residence for each team member (City/Town and Province/Territory).

10.3. Methodology / Approach

Proposal should include:

- A detailed work plan to meet the scope of work and complete deliverables;
- A detailed project timeline with key milestones, including proposals for site visits or outreach to PWNHC staff;
- A sample of interview questions for stakeholders/facility users and PWNHC staff;
- A list of case study museum institutions to be used in the research and analysis;
- Propose methods for reviewing and synthesizing relevant materials that identifies information on the ways other museums collect revenue.
- Define the allocation of work among the team by task and number of hours per team member.

10.4. Community Engagement

Proponents should explain / demonstrate:

- employment, training and work-experience opportunities for local people;
- how local labour will be recruited and utilized as part of the work;
- how local or NWT businesses will be utilized as part of the work;
- plans to provide and maximize on-the-job training opportunities for local residents;
- an understanding of the local economy, highlighting how their Proposal addresses any economic constraints or challenges;
- the approach for communication and collaboration with local governments and first nation organizations; and
- an understanding of the local culture and context, and of the residents that they will serve.

10.5. Proponent's Past Relevant Experience

Proponents should submit two project summaries (maximum 1 page each) to demonstrate experience and an understanding of subject matter expertise required for this work, specifically experience reviewing museum, heritage Centre's or cultural centrist revenues are of particular interest.

Proponents should also highlight the roles of members of the project team that will be involved in this contract in each project summary.

10.6. Fees and Expenses

The Proposal must clearly state a proposed total fee, including expected level of effort and estimates for expenses. This should include:

- a) Estimated total cost of the project including the role for each team member, daily rate for each team member, and a detailed breakdown and estimated total number of days for each member.
- b) The Contractor agrees that no other charge or expense other than those specified in the Proposal and accepted in a resultant Contract shall be payable by the GNWT, and that all other expenses not expressly identified are those of the Contractor.

Proponents should propose their fees in a substantially similar format as the following example table (any numbers or positions entered below are strictly for illustrative purposes):

Financial Proposal	Amount
All Inclusive Fees & Expenses	\$

Constraints:

- Prices proposed must be stated in actual dollars and cents expressed in Canadian funds.
- Prices should not include GST.

Note: If a Proponent does not follow the above noted response instructions and instead proposes their Fees and Expenses in a way/format that cannot be evaluated in accordance with the evaluation methodology set out in Section 9, the Proposal may receive a score of zero for the Fees and Expenses portion of the Proposal evaluation.

10.7. NWT / Local Content:

In accordance with paragraph 1.2.23 of the Rules, the GNWT has identified the Local community as all NWT locals.

To receive credit pursuant to the Business Incentive Policy proponents must submit the required information on the Substantiation of BIP Adjustment forms available at:

<https://www.fin.gov.nt.ca/en/services/procurement-shared-services/forms>

Please note that the above link will bring you to a Microsoft Excel version of the Substantiation of BIP Adjustment forms. If a different format is required please email the Contact Person, prior to the Closing Deadline, and request a PDF version of the forms.

Restrictions:

Proposals should be submitted in PDF format using a minimum font size of 10 point and a maximum size of 12 point. The font used in the Proposal should be Arial, Times New Roman, Cambria, or Calibri.

The Proposal length for the Technical Submission (see format below) is limited to five (5) pages in letter size (8.5" x 11") page format. This page limit excludes the cover page, a one (1) page cover letter/introduction, the table of contents and resumes of key personnel, but includes any unsolicited supplementary information such as corporate brochures or other attachments. Resumes for key personnel are limited to one (1) pages each. Proponents should not include links to websites or other resources as these will not be reviewed or considered.

The Proposal length for the Financial Submission (see format below) is limited to two (2) pages in letter size (8.5" x 11") page format. This page limit excludes the Substantiation of BIP Adjustment Forms but includes any unsolicited supplementary information such as corporate brochures or other attachments.

While the Proposal size limit is not a mandatory requirement, the GNWT will disregard any pages of the Proposal that exceed the page limit.

Format:

Proposals should be submitted in the following format:

Document 1 – Technical Submission

- 1) Cover Page

- 2) Cover Letter / Introduction
- 3) Table of Contents
- 4) The Main Body
 - Team
 - Methodology / Approach
 - Community Engagement
 - Proponents Past Relevant Experience
- 5) Resumes
- 6)

Document 2 – Financial Submission

- 1) Fees and Expenses
- 2) Substantiation of BIP Adjustment Forms