INTRODUCTION

The MacKenzie Art Gallery is seeking proposals from consultants to facilitate a Facility Master Plan Feasibility Study between September 2021 and March 2023. The Facility Master Plan Study is the first step in a multi-year process that will transform the MacKenzie Art Gallery. The recommendations from the study will be used to develop the Gallery’s Facility Master Plan beginning in 2023 and planning for the next thirty to fifty years. The Facility Master Plan will act as a guiding document identifying short, medium and long-term actions that will bring our current—or a future—building into alignment with our vision for the future. The Facility Master Plan will inform the scope and milestones for a major capital campaign in the next five years, which will then lead to a detailed architectural plan followed by implementation.

PROJECT BACKGROUND

The MacKenzie Art Gallery has been in its current location for over 30 years, a purpose-built space, that was renovated over an existing provincial government office space campus, and maintained to Class A museum standards. The renovation was completed in 1990 occupying approx. 9290 m2 of the T.C. Douglas building located on the edge of the 2300-acre Wascana Centre (1962), one of the largest urban parks in Canada. Wascana Centre was designed by renowned modernist architect Minoru Yamasaki, designer of the original World Trade Center in New York, and is a notable artifact of modernist design heritage. Today this park is a national treasure, where science, culture, education and nature meet, within the provincial capital commission.

While minor renovations have taken place, a number of aspects of our facilities critical to our operations are reaching the end of their lifespan and will soon need to be replaced. We wish to consider these updates through a comprehensive feasibility study and visioning process in consultation with our stakeholders. The consultants will develop a study that explores multiple options on how the MAG could address current deficiencies in relation to institutional and community goals to prepare the Gallery to meet the needs of artists, community members and stakeholders for the next thirty to fifty years. At all times the consultant must keep the best interests of the community in mind.

The MacKenzie Art Gallery is committed to centering accessibility and anti-racism as ongoing practices. Connected to this value is our commitment to pursuing practices and materials which honour the land we occupy and ensure it is well cared for generations to come. As such the plan should incorporate ethical and environmental considerations throughout.

The MacKenzie, while a separately incorporated non-profit, operates in close partnership with several entities who will need to be consulted throughout the planning study (more information on these groups can be found in Community Participation section). Therefore the successful consultant will have a strong framework for gathering input and facilitating discussion amongst internal and external stakeholders.
ABOUT THE MACKENZIE ART GALLERY

The MacKenzie Art Gallery is Saskatchewan’s oldest public art gallery. The MacKenzie serves a senior leadership role as the only provincial organization with the mandate and facilities to address an encyclopedic range of visual art and culture. The permanent collection spans 5,000 years of art with nearly 5,000 works.

We receive ongoing funding from the South Saskatchewan Community Foundation, Canada Council for the Arts, Sask Culture, City of Regina, University of Regina and the Saskatchewan Arts Board. Currently our revenue is generally balanced between grants and donations (which includes sponsorship and events) with a small portion from earned revenue.

The MacKenzie Art Gallery was founded on the collection of its namesake, Norman MacKenzie (1869–1936), who bequeathed his collection to the University of Saskatchewan (Regina College), now the University of Regina. Opening in 1953, the MAG became independent of the University in 1990, moving into our current facilities but retaining a partnership with support from the University of Regina.

The MacKenzie Art Gallery has a proud history of being a leading ally in exhibiting and collecting the work of Indigenous artists with leadership from Indigenous curators and communities. In 1975 the MacKenzie was the first public art gallery in Canada to present traditional First Nations objects as fine art. The exhibition 100 Years of Saskatchewan Indian Art 1830–1930 recognized the creative achievement of Saskatchewan’s First Nations and was curated by well-known Saskatchewan Métis artist, Bob Boyer. This activity has continued over the years, with the appointment of Lee-Ann Martin (Mohawk, Tyendinaga Territory) as the first Indigenous Head Curator at a public art museum, and the continued appointment of Indigenous curatorial staff including Pat Deadman (Mohawk, Tuscarora Territory), Michelle LaVallee (Ojibway, Chippewas of Nawash unceded First Nation), Janine Windolph (Atikamek Cree/Woodland Cree, James Bay Treaty), the past Director of Programs and current CEO, John G. Hampton (Chickasaw citizen with mixed European ancestry), and Curatorial Fellow Felicia Gay (Swampy Cree and Scottish ancestry). The Gallery recently received a major donation of approximately 1,000 works by Indigenous artists from collectors Thomas Druyan and Alice Ladner of Yellowknife.

We recognize that institutions take shape by being oriented around some bodies more than others, and so we are committed to opening those spaces, offering real estate to bodies that are not adequately represented within our institution, or the arts more broadly. We acknowledge that there is still room for improvements, and so we are perpetually seeking new ways to further open ourselves up to diverse orientations and understandings.
ABOUT REGINA

Historically known as Oskana kâ-asastêki (Plains Cree for “Pile of Bones”) Regina is situated on the traditional territory of the Cree, Saulteaux, Lakota, Dakota, and Nakota people, and the homeland of the Métis Nation. Although the MacKenzie is Saskatchewan’s oldest public art gallery, it is relatively young compared to the culture that has been practiced and shared on this territory for millennia. We acknowledge and honour the deep art history of this land, and aim to serve both this history as well as current and future generations.

Regina is positioned within Treaty Four territory, now home to many diverse communities. 10% of its population is Indigenous, 5% is of South Asian decent, and 20% identify as a visible minority. After English, the second most prominent mother tongue of residents is Tagalog (with 5100 native speakers), followed by Mandarin, Urdu, and then French (with 2400 native speakers).

SUBMISSION OF PROPOSALS

Proposals must be submitted by 4:30 PM CST on July 18, 2021.

RFP Contact
Direct any questions regarding this competition to:
JVanSchie@mackenzie.art

Attention: “Expression of Interest – MacKenzie Art Gallery Facility Master Plan Feasibility Project”.

Consultants and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of the Mackenzie, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the Consultant and the rejection of the Consultant’s proposal.

Submissions by email
One (1) electronic copy in .pdf, .doc or .docx, excel format, which includes the RFP name and closing date, are to be forwarded to:
JVanSchie@mackenzie.art
The subject line of the email should contain “Expression of Interest – MacKenzie Art Gallery Facility Master Plan Feasibility Project”

One (1) email, including attachments, should not be larger than 36MB or it may not be successfully transmitted. It is recommended to send one (1) email, however, if sending multiple emails, provide clear instructions on how the Proposal is intended to be integrated.  
Executable file formats such as .exe will not be accepted. The preferred file formats are .pdf, .doc, and .docx.

The received time in the recipient’s email inbox will be the recorded date and time of Proposal. The MacKenzie will provide confirmation of email receipt to Consultants via an automatic email message. If no confirmation email is received, please contact JVanSchie@mackenzie.art

Service Contract

The supply of any Services pursuant to this RFP shall be acquired under a mutually acceptable contract. The MacKenzie reserves the right to negotiate any and all purchase terms and conditions (including price) with any Consultant at its sole discretion.

Consultants (and/or its employees and agents) may be required to sign supplemental confidentiality agreements prior to accessing any MacKenzie software or systems.

Proposal Format and Cost of Proposals

Proposals must be submitted in writing and should be in the format set out in Appendix B. Consultants may provide additional information beyond that requested in the RFP for the MacKenzie's consideration. Any such additional information may be considered by the MacKenzie at its sole discretion.

Alternative or innovative proposals are encouraged. However, Consultants submitting alternative or innovative proposals are asked to also provide a Proposal in accordance with the base requirements of this RFP. The MacKenzie reserves the right to make an award based on any alternative/innovative proposal.

The MacKenzie is not responsible for any costs incurred by Consultants in preparing their Proposals, attending any meetings or interviews with the MacKenzie, making any presentations to the MacKenzie in connection with their Proposals, or otherwise incurred in connection with the RFP process.
Anticipated Schedule of Events

The following is the anticipated schedule of events related to this RFP. These dates are provided as targets only. Best efforts will be applied to meet these dates, however, they may change. Where dates change, notice of those changes will be provided to all Consultants.

If it becomes necessary to revise any part of this RFP, exclusive of the foregoing schedule of event, those revisions will be posted on the website (List website where RFP will be posted).

If revisions to any part of this RFP, exclusive of any changes to the foregoing schedule of events, are necessary after the closing date, short listed Contactors will then be notified and have the opportunity to refine, submit or resubmit their proposals.

- RFP Release Date: June 18, 2021
- RFP Closing Date and Time: **July 18, 2021, 2 PM, CST**
- Tentative short-listed of Consultants contacted for interviews: August 2, 2021
- Tentative Consultant Selection and Negotiation: September 2021
- Deadline for project completion: March 2023

Evaluation Process

The MacKenzie reserves the right to keep evaluation details and/or Consultant rankings confidential.

Consultants may be requested to participate in an interview/presentation with the MacKenzie in connection with this RFP.

The MacKenzie reserves the right to select a short-list of Consultants who may be subject to a further evaluation and/or negotiation process.

Competitive negotiation may be part of this RFP process.

The MacKenzie may conduct reference checks independent of the client references provided by the Consultant.

The MacKenzie’s objective is to select the Consultant able to provide the best overall value and service solution to the MacKenzie. Consultants are advised that the evaluation process is subjective in nature and the MacKenzie’s intention is to consider, at its sole discretion, each Proposal on its merits, without regard to the rules or principles of competitive bidding or other legal duties, including without regard to whether a Proposal is compliant with this RFP.

Consultants will be judged based on the evaluation rubric outlined in Appendix C.
Legal Framework

This RFP is not intended to, and shall not, create any binding obligation on the MacKenzie to purchase all or any of the Services, or to enter into any service contract related thereto. Consultants are advised that the MacKenzie is intending to conduct a flexible procurement process, not subject to the laws of competitive bidding.

Without limiting the generality of the above paragraph, the MacKenzie reserves the right, at its sole discretion at any time and for any reason, to:

- Reject any or all proposals (including, for greater certainty, the lowest cost proposal)
- Accept any proposal or any combination of proposals received
- Accept a proposal in whole or in part
- Clarify a proposal where, in the sole judgement of the MacKenzie, an error or mistake is apparent on its face
- Accept any non-compliant proposal where the non-compliance is, in the MacKenzie's sole judgement, not material
- Reject any non-compliant proposal
- Accept or reject any conditional proposal
- Accept any alternative or innovative proposal
- Negotiate any aspect of any proposal (including price) and/or any purchase terms and conditions
- Cancel this RFP at any time for any reason (with or without commencing a new RFP or other similar process in its place)

Proposals may be withdrawn or amended by Consultants at any time by written notice to the MacKenzie prior to the MacKenzie and a Consultant signing a formal contract.

Confidentiality

All information provided by or obtained from the Mackenzie in any form in connection with this RFP either before or after the issuance of this RFP:

- is the sole property of MacKenzie and must be treated as confidential;
- is not to be used for any purpose other than replying to this RFP and the performance of any subsequent Agreement for the Deliverables;
- must not be disclosed without prior written authorization from MacKenzie; and
• must be returned by the Consultant to MacKenzie immediately upon the request of MacKenzie.

Proposals will be accepted in confidence, as they contain financial, commercial, scientific, technical and/or labour relations information, except as may be otherwise provided herein. The confidentiality of such information will be maintained by the MacKenzie, except as otherwise required by law or by order of a court or tribunal, or by regulatory order of the Government of Saskatchewan, including but not limited to, the Crown Investment Corporation of Saskatchewan and other agencies or ministries of government including its boards, commissions or panels.

Consultants are expected to refrain from making any public announcements or news releases regarding the Services without the prior written approval of the MacKenzie.
APPENDIX A: SERVICE REQUIREMENTS

PROJECT DELIVERABLES

The MacKenzie Art Gallery Facility Master Plan Feasibility Study will provide the following key deliverables:

- Data analysis based on stakeholder needs and financial capability, as well as detailed findings of consultations;
- An inventory of existing MAG programs and facilities that are relevant to the feasibility of the proposed facility;
- A parking and traffic study;
- A programming plan—that is based on an investigation of needs or the demand for cultural facilities in the city;
- A functional plan—connecting programming plans with infrastructure needs to inform preliminary architectural drawings;
- A capital plan—with preliminary estimates of capital costs and funding levels required from private / public sources. This plan will be supported by research on environmentally sustainable techniques and materials;
- An operating plan—describes the maintenance costs and revenues required for the ongoing operation of the proposed changes to the facilities (including staffing considerations); 3-5 years operating projection.
- Research on the future demographics of Saskatchewan;
- A review of technical advances in museum design and display, with recommendations for the most effective tools and supports for the delivery of programs;
- Compatibility of any proposal or alternative proposal with the local neighborhood.
- Environmental impact study;
- Preliminary concept drawings of potential renovations or of proposed new facility;
- All recommendations outlined in the Facility Master Plan Study should be contextualized with financial implications and proposed implementation strategies to assist the Gallery in prioritizing decisions;
- Social and economic characteristics of the community and/or user groups (age, income, gender, occupation, etc.)
- Suggested timeline for work that will position the gallery for a successful capital campaign;
- Feasibility Test—Preliminary analysis of funding and economic climate in relation to proposed scenarios and long-term needs.

PROJECT SCOPE

The TC Douglas Building is situated in Wascana Centre, a 2,300 acre park that is also home to several other cultural attractions. The park is managed by the Provincial Capital Commission, responsible for the operation, management and stewardship of provincial assets and acts as a regulator for all land use within Wascana Centre. The Gallery works closely with the Provincial Capital Commission on matters relating to the grounds, outdoor signage, and outdoor public artworks.

As a tenant of the T.C. Douglas building the Gallery and SaskBuilds function under the parameters of a mutually developed operating agreement. The current agreement will be in place until December 31, 2022 at which time the tenant (MAG) has the option to renew for another five years under the same terms and agreements. SaskBuilds provides support in the areas of general maintenance, daily cleaning, and security systems (guards, support for alarms, etc.) The operating agreement also provides for periodic lease hold agreements, such as flooring updates, wall painting, etc.
The leased premises and parking are subject to the Wascana Centre Act and relevant bylaws and policies in place via the Provincial Capital Commission.

The Gallery will have a subtenant agreement with the café operators and any changes to the space that they occupy will need to be negotiated through the parameters of that agreement.

The following systems are currently the responsibility of SaskBuilds:

- Maintenance of heat, light, power, security systems in the building
- Operates and maintains the heating and ventilation air conditioning (HVAC), electrical, plumbing, elevators, and utility systems including fire alarm signal and intercom systems
- Structural repairs and replacements in and to the building including adjustments to locks, windows and doors, painting walls (excluding 2nd floor gallery walls)
- Maintains the building’s architectural, structural, mechanical and electrical systems and provides the equipment and materials to do so
- Maintains and monitors the environmental controls
- Contracts cleaning staff to maintain the building and provides the supplies, tools and equipment to do so
- Contracts Security staff and provides an allotment of hours for each month. The Gallery is billed for any extended hours related to special events.
- Replacing burnt out lamps throughout lease space with the exception of display track lighting
- Maintains and keep the standby power generator system

The following specialized gallery systems are the responsibility of the MacKenzie Art Gallery:

- Internal security cameras
- Specialized gallery lighting
- Specialized art storage systems including vault racking and repairs to these systems
- Specialized overhead doors located in the vault, loading dock, freight elevator workshop. MCS does look after general maintenance of the doors.
- HVAC (replacement of museum grade system)

Current Status of Building and Systems

- **HVAC system:** was designed to meet ASHRAE A rating with a +/- 5% RH and +/- 2 C for short term fluctuations and a +/- 10% RH and +/- 10 C for seasonal adjustment in system setpoints. The current equipment is near the end of serviceable life.

- **Electrical systems and Data management:** were built into the original Gallery design and included an elaborate lighting control system for the Gallery level, CAT 5 data cabling to portions of the gallery level, and lighting and sound controls for the theatre. The current system is in need of replacement.

- **Structural and building envelope:** The building is owned and maintained by the provincial government. All structural assemblies appear to be good and the building envelope appears to be functional. Currently, all areas of the gallery appear to conform to current national building code. The building and its surroundings are well maintained. The gallery has identified a deficiency in the fire separation between floor 1 and 2, which is now required for the Canadian Heritage indemnification program.

- **Vault and gallery storage:** the MAG vault was designed to provide safe physical and environmental storage for the U of R and MAG permanent collection. Currently, the vault and accessory spaces are preforming well and maintaining required ASHRAE A rating for environmental controls. Since 1990 the gallery has added 3688 works to the collection. Within the last 5 years alone 798 works have been
accessioned to the collection with many more donations in the works. The continued growth of the collection plays a vital role in the community to preserve culturally significant works of art. Over the next several years, we are expected to acquire the remaining of the 1000 works from the Kampelmacher Memorial Collection donation and a large number of works donated by Jackie Shumiatcher. At the current rate of growth, the vault will reach capacity by 2029.

- **Facility rental, theatre and cafe:** The gallery has undergone two major capital renovations between 2018 and 2020 on the main floor. The cafe and supporting meeting rooms opened in 2019. These new spaces provide important community support spaces and help to develop the MAG culture. The meeting rooms are equipped with current technology and offer a wide range of flexibility for meetings and programming requirements. The theatre continues to be an important programming space for the MAG and the community at large. It has seen some upgrades in the last 3 years with the addition of a lighting board and a new large venue laser projector.

- **Gallery spaces:** The Gallery spaces continue to be excellent for the presentation of most types of exhibitions. The physical space remains as originally designed with little investment in upgrades since the original build. The galleries were well designed and constructed with double false wall assemblies that allow chaging of cables and support devices throughout the gallery. There are structural connectors throughout the Kenderdine that make the space suitable for larger heavy installations. There is a catwalk system accessing the ceiling of most of the galleries, which is undergoing a structural review in 2021/22. In 2020 the MAG replaced all halogen light bulbs with LED light bulbs.

**MATERIALS PROVIDED BY THE MACKENZIE ART GALLERY**

- List of stakeholders for consultation
- Detailed architectural drawings of the MacKenzie Art Gallery
- MacKenzie Art Gallery Strategic Plan and Brand Book
- Overview of current public programming
- Security overview
- Facility report from the Registrars Committee of the American Association of Museums
- MacKenzie Art Gallery Facility Rental Program overview
- Craft Services Café lease agreement
- Five-year revenue/expense outlines for earned revenue programs
- Historical and current financial and statistical data
- MacKenzie Art Gallery Equity Statement and Accessibility Positioning Statement

**STAKEHOLDER PARTICIPATION**

The Gallery is committed to centering accessibility and equity in our practices and reflecting the diversity of our community in our board, volunteer and staff positions. The consultant will develop a framework for stakeholder consultations that ensures space for a broad range of voices and perspectives including a balanced mixture of gender, age, national affiliation, neurodiversity, cultural background, economic background and those who self-identify as sick, chronically ill. The consultant will offer a range of opportunities for participation that responds to the access needs of the individuals present. Given the Covid-19 pandemic the consultants should have contingency plans for conducting the stakeholder consultations safely.

- **Gallery Members and Donors:** The Gallery is supported by the generous contributions of our donors and over 1,400 members.
• **Community Expertise and Partners:** We acknowledge and honour the embodied expertise of individuals who experience structural barriers to access. Their leadership and insights will be critical to developing plans for our programs, operations, and facilities.

Community partners include but are not limited to Listen to Dis, SaskAbilities, Regina Immigrant Women’s Centre, PreSchool Fine Arts Cooperative, Dunlop Art Gallery, Neutral Ground, Art Gallery of Regina, Regina Symphony Orchestra, Globe Theatre, RCMP Heritage Centre, Regina Science Centre, Sâkêwêwak Artist Collective, Buffalo People Arts Institute, Representatives from Regina Catholic / Public School Board, First Nations University of Canada, the Indigenous Curatorial Collective.

• **Board of Trustees:** The MacKenzie Art Gallery is governed by a volunteer board of trustees consisting of individuals elected by the Gallery membership as well as no more than two Special Purpose Trustees appointed by the board. The board is comprised of no more than 17 and no less than 10 members.

• **Staff:** Our staff is comprised of 28 permanent full-time staff, 1 permanent part-time staff, 3 term grant-funded positions and roughly 25 part-time casual staff.

• **New Visitors:** Members of the community who we may not have strong connections with currently but wish to develop a relationship with (talking to people who may not come to the gallery now and finding out what we might need to change to make that possible)

• **Province of Saskatchewan (SaskBuilds and Elected Officials):** As a tenant of a government-owned building the Gallery is grateful for the ongoing support of the Province of Saskatchewan.

• **Provincial Capital Commission:** The MacKenzie Art Gallery is located in Wascana Centre, a 2,300 acres urban park. The Provincial Capital Commission is responsible for the for the operation, management and stewardship of this land.

• **City of Regina:** As the senior art gallery in the province and the largest art gallery in Regina the Gallery plays a leadership role in the cultural landscape of the City.

• **University of Regina:** The MacKenzie houses, cares for, and programs 1,500 artworks which are the property of the University of Regina. The Gallery and the U of R collaborate on joint-programming and cross-appointed positions.

• **Café Operators:** Craft Services Café is independently operated by a subtenant with whom the Gallery works closely with on catering, facility rentals, and collaborative programming.

**ROLES AND RESPONSIBILITIES**

The MacKenzie Art Gallery will:

• Share information about the organization including relevant historical data, current partner agreements, details on current facilities;
• Share contact information of stakeholders who have given their permission to be contacted;
• Pay the fees upon receipt of invoices;
• Meet with the consultants regularly upon adequate notice;
• Review drafts of reports;
• Provide administrative support in coordinating meetings with project partners and stakeholders;
• Tour the consultants through the MacKenzie Art Gallery and grounds;
• Circulate surveys / calls for information developed as part of the study via the MacKenzie Art Gallery website and digital communication tools.

The Consultants will:
• Arrange and conduct meetings;
• Generate timely invoices;
• Conduct research on the land the gallery is situated on to ensure the report is informed by the deep history of this place;
• Conduct research on the future demographics of Saskatchewan;
• Prepare surveys and recommendations around how best to collect data relevant to the facility master plan feasibility study;
• Conduct interviews with stakeholders through a range of formats that are customized to the preferences of our contacts;
• Analyze data, coordinating information from involved sectors;
• Prepare recommendations;
• Write the final report, prepare graphic material;
• Make presentations to staff and board on the findings;
• Test the feasibility of the capital budget;
• Submit timely invoices with detailed explanations of costs;
• Provide electronic copies of the study as well as any collateral materials developed to support verbal presentations to stakeholders (slide decks, etc.)

SaskBuilds will:
• Provide any required building or site information requested through the MacKenzie Art Gallery.

CONFLICT RESOLUTION

The Consultant and the MacKenzie Art Gallery will work collegially to develop a careful consideration of possible courses of action. If a disagreement or conflict occurs between participants or stakeholders, then the conflict resolution will be managed by the MacKenzie CEO and lead Consultant. If the conflict cannot be settled internally, a third-party mediator will be agreed upon by the relevant parties.

The MacKenzie Art Gallery is committed to anti-racist practices and is committed to providing a respectful workplace free from harassment and discrimination.
APPENDIX B: FORMAT OF PROPOSAL

To ensure a Proposal is considered for evaluation, the Proposal should include all the information requested below.

Title Page
This first page should who the project title and RFP name. Included on this page should be the Consultant’s contact information as follows:

- Legal business name;
- Business name Registration Number;
- Business Address;
- Contact name;
- Contact phone number;
- Contact email address;

Table of Contents
A complete listing of the submitted Proposal contents including page numbers, list of figures, tables and any tabbed appendices is required.

Letter of Introduction
A brief description of your business including any qualifications you consider relevant. The introduction, which should be dated and signed by an official authorized to negotiate, make commitments and provide clarifications with respect to the proposal on behalf of the Consultant.

Acceptance of Terms and Conditions
Any deviations or exceptions to the terms and conditions of this RFP document should be fully described.

Consultant Profile
A brief introduction of your business including:

- Location of Consultant’s head office and any sub-offices;
- Length of time in business;
- A description of your business’s experience in performing similar work;
- Identify the lead personnel responsible for the delivery of services the Consultant is prepared to offer, their expected involvement and confirmation that the lead personnel are licensed and in good standing to perform services in Saskatchewan;
- Proposed sub-contracting or partnership arrangements for this project. Identify their expected involvement and confirm that they are licenced and in good standing to perform services in Saskatchewan;
- Two (2) references of work performed for other agencies (or other relevant experience) in the previous five (5) years, and appropriate contact information for references.

Project Implementation Plan
Provide a detailed work plan for the completion of the project, which should include:
• All tasks, phases and stages to be completed;
• An indication of deliverables produced from each task;
• A description of how consultations and research will occur;
• Estimated start and end dates for each task and for the whole project;
• How materials will be presented.

Risk Management Plan
Provide a risk management plan outlining potential risks and plans for mitigating those risks. Consideration should be given to managing the ongoing uncertainty of the Covid-19 pandemic and include a proposed succession plan to ensure an uninterrupted level of service throughout this project.

Liability Insurance
The MacKenzie expects that the Consultant carries professional liability insurance in an amount of not less than $5,000,000 per occurrence. Provide certificates of insurance outlining the amounts of professional liability insurance that you carry.

Project Costs
The total project cost should be clearly outlined in the Cost Section of this proposal. All taxes should be shown separately.

The proposal should provide a detailed cost breakdown to complete the project including professional fees and per diems for all personal involved. Estimated expenses, whether included or excluded, should be provided and explained, and any assumptions clearly identified.

All prices quoted will be in Canadian Funds.

Subcontracting
If a sub-contractor is proposed for any portion of this project, please provide a Supplier profile for each sub-contractor, outlining the nature of their proposed involvement, the nature of the relationship.

To verify the experience of the sub-contractor, short-listed Consultants may be required to provide, upon request, three (3) references (including contact name and telephone number).

The use of sub-contractors is allowed as a condition of the anticipated contract. Joint proposal submissions must indicate who has overall responsibility of the project. It will be the responsibility of the Consultant to ensure that all sub-contractors are managed appropriately and paid for in full for the services related to this project.
Conflict of Interest Disclosure

Disclose any actual or potential conflicts of interest that may exist between your business and its management, and the MacKenzie and management, and the nature of such conflict of interest. If a Consultant has no such conflict of interest, a statement to that effect should be included in the proposal.

Any additional information that would assist in the adjudication of your Proposal.
APPENDIX C: EVALUATION FRAMEWORK

Proposal Clarity – 10%

- The proposal clearly outlines the intent of the firm, and information is easy to follow and well-presented.

Team Composition and Experience – 25%

- The firm and identified team members have relevant qualifications and experience on projects of a similar scope including:
  - Developing Facility Master Plans for cultural organizations
  - Strong facilitation skills for conducting community consultations
  - Strong data collection / analysis skills
  - Demonstrated capacity / availability to take on this project between September 2021 and March 2023
  - Understanding of environmentally sustainability practices
  - Cultural competency when working with Indigenous and diverse stakeholder groups

- If there are any areas of the project which the firm does not have previous experience delivering, the proposal has outlined how the firm will overcome this gap by working with a subconsultant.

Understanding of MAG needs – 20%

- The project plan and methodology demonstrates a strong grasp of the specifications of the MAG project (understanding of Saskatchewan cultural environment, history of treaty four land and population, other context)
- The proposal touches on all relevant components of the deliverables outlined in the terms of reference

Work Plan to Meet Deliverables – 20%

- The proposal demonstrates innovation and creativity
- The framework for conducting stakeholder consultations has the relevant detail to assure MAG that the discussions will result in generative, respectful, community-centered dialogue
- The proposal outlines the firm’s commitment to environmentally sustainable practices.
- The workplan clearly outlines contingencies and flexible working practices that take into consideration the uncertainty of the COVID-19 pandemic

Quality Assurance and Communication – 10%

- The proposal outlines a communication structure that will ensure sound project management and information sharing between the firm and the MAG
- The testimonials provided reinforce the firms’ ability to take on the project, and their commitment to conducting projects ethically and respectfully.
• Any potential conflicts of interest have been declared as well as how the conflict of interest will be managed.

Proposed Fees – 15%
• The fees structure takes into consideration all aspects of the project as well as relevant contingencies
• The fee proposal is competitive
AGENDA

CONFIRMED ATTENDEES:

REGRETS:

NO RESPONSE:

MEETING GOALS:

1. Review Agenda
2. Updates on Action Item from meeting
   • List action items from last meeting
3. New Business items (decision/discussion items)
   a) Item/Time
   b) Item/Time
   c) Item/Time
4. Summary/Next Steps
   a) What have we decided today, and who is responsible?
   b) Do we have consensus?
   c) Who else needs to know this information? How will we tell them?
5. Next meeting: Date

APPENDIX D: VISUAL SUPPORT MATERIAL

Entrance of gallery

Agra Torchinsky Salon

Shumiatcher Theatre

REQUEST FOR PROPOSALS:

FACILITY MASTER PLAN

FEASIBILITY STUDY
AGENDA

CONFIRMED ATTENDEES:

REGrets:

NO RESPONSE:

MEETING GOALS:

1. REVIEW AGENDA
2. UPDATES ON ACTION ITEMS FROM MEETING
   • LIST ACTION ITEMS FROM LAST MEETING
3. NEW BUSINESS ITEMS (DECISION/DISCUSSION ITEMS)
   a) ITEM/TIME
   b) ITEM/TIME
   c) ITEM/TIME
4. SUMMARY/NEXT STEPS
   a) WHAT HAVE WE DECIDED TODAY, AND WHO IS RESPONSIBLE?
   b) DO WE HAVE CONSensus?
   c) WHO ELSE NEEDS TO KNOW THIS INFORMATION? HOW WILL WE TELL THEM?
5. NEXT MEETING: DATE

REQUEST FOR PROPOSALS: FACILITY MASTER PLAN
FEASIBILITY STUDY
REQUEST FOR PROPOSALS:
FACILITY MASTER PLAN
FEASIBILITY STUDY

Exhibition spaces

MacKenzie Gala

Craft Services Café
Video of MacKenzie Art Gallery Location
https://www.youtube.com/watch?v=dtTORlagOZc

MacKenzie Art Gallery Rebrand Launch Video (2019)
https://www.youtube.com/watch?v=ioCRnYQXn0&t=29s

Experience the MacKenzie (2018)
https://www.youtube.com/watch?v=ZUWhgfexDTc&t=43s