



Request for Proposals

Project Consultant

Organizational & Program Review, and EDI Consulting

BACKGROUND

Craft Nova Scotia, (also known as Nova Scotia Designer Crafts Council), is a non-profit, charitable arts service organization that works to encourage and promote both the craft movement in Nova Scotia and the public awareness and appreciation of craft products and activities.

Craft Nova Scotia was formed in 1973 by a group of craftspeople who recognized the need for a provincial organization to support and develop the quality craft movement.

Today, Craft Nova Scotia is the provincially recognized craft organization; we have a membership of over 300 individual artisans and craft enthusiasts and represent over 1000 others through various member groups and guilds. We welcome new members — membership is open to anyone with an interest in craft.

In 2004, Craft Nova Scotia, under a management agreement with the Province of Nova Scotia, took over the management of the Nova Scotia Centre for Craft and Design which houses the Mary E. Black Gallery and six craft studios where we offer courses, workshops and residencies. Through retail craft markets, exhibitions, publications and other activities, we promote the work of our members locally, nationally and internationally.

Craft Nova Scotia plays an active role in promoting craft in the province and in building the craft community into the thriving economic and cultural force it is today.

The COVID-19 Pandemic situation of 2020-21 has caused much upheaval in the organization, with the closing of the Designer Craft retail shop, the retirements of several key personnel and board members, and the hiring of a new Executive Director. The organization wishes to review all program policies and content as part of a strategy review that will include the development of Equity, Diversity, and Inclusion (EDI) activities including consultations and engagement with Craft NS members, industry partners and the overall craft community. The project will include; consultation, research, programming, training and governance components for both staff and board members.

PROJECT DESCRIPTION

In 2023, Craft NS will celebrate 50 years of community activity and craft sector development. Over this 50-year period, the world has changed, priorities have changed, programs and service offerings along with the make-up of the broader craft community have changed. Creative communities are now economic drivers, especially in rural or underserved communities and Craft NS needs to be able to address these issues going forward.

The pandemic of 2020-21 has amplified the many issues that are facing the craft community and the Craft NS board feel that it is time for a strategic re-set and begin to look at new ways of working with our members to create a sustainable organization that will live on through the next 50 years.

SCOPE OF PROJECT ACTIVITY

The process will include, but not be limited to a survey of all members, staff, board members, and industry partners on programs, services, new directions, and activities. Creating in-person focus group sessions (where possible) on priorities and long-term strategies, which will be informed by the survey process.

The consultant will also complete a review of all internal documents and make recommendations to the Craft NS Board for final implementation. This will include By-Laws, Memorandum of Association, Strategic Plan, Personnel Manual and related policies.

The consultation process will also involve the development of equity, diversity, and inclusive (EDI) activities, policies and processes for the organization both internally and externally. Training will be provided for all Craft NS staff and board members and a process for implementing EDI practices across all areas of the organization.

Since taking over the NS Centre for Craft & Design, 17 years ago, there have never been discussions about sustainable support for the Centre and its programs or how a process of Craft NS and Centre might function within the Memorandum of Agreement with the Province of Nova Scotia. The Craft NS Board now considers this to be an issue with respect to how the organization and programs could function if they were to be located under one contiguous space and there were financial considerations for how Craft NS could operate under a new structure.

Over the many years that Craft NS has operated, there has never been a forensic review of what the organization does in terms of its member and community engagement, diversity or regional representation across the province, to truly be representing the population of Nova Scotia and the communities in which our members operate. Now we propose:

1. To develop an Organizational Review process to include; EDI policy and program review for Craft NS by implementing new internal policies relating to By-laws, personnel HR manual, and operational policy.
2. To review policies and governance of the organization
3. To updated policy documents to guide the organization.
4. Implementation of EDI policies and training for staff and board
5. To review ongoing programming and create a new plan for sustainable programs.
6. To improve overall financial performance by implementing new programs and processes.

Process & Methodology

1. Review of supporting and guiding documents including Organizational By-Laws, Memorandum of Association, Strategic Plan, Personnel Manual and related policies.

2. Review of best practices in the arts and culture sector, including craft specific organizations, not for profit governance and organizational management and operations, equity, diversity, inclusion and anti-racism practices, and organizational sustainability practices identified by federal, provincial and municipal funding agencies.
3. Review of emerging trends and practices as a result of the Covid 19 pandemic and recovery, related to organizational governance, and arts and cultural management, including digitization and technological trends, with a focus on craft.
4. Plan and conduct interviews, focus groups and engagement sessions with key stakeholders, in addition to a survey of members, and general public.
5. Develop an equity, diversity, inclusion and anti-racism strategy for the organization, including an initial training program for staff, board and committees. Facilitate the initial trainings with Staff, board and committee members.
6. Compile and prepare a summary of initial findings, identify themes, and initial recommendations for review and presentation to the Board and Executive Director.
7. Conduct additional research if necessary, based on feedback from the Board, and prepare a final report including a summary of technical data and findings, themes, and recommendations.
8. Present the final report and recommendations to the Board of Directors and Executive Director.

Craft Nova Scotia would invite the consultant to participate in an in-person Craft Nova Scotia board planning session (January 2022) to lead the board in interpreting the results.

A final report of the findings of the consultation process would be submitted by the consultant. The Craft Nova Scotia board of directors would then use this document to evaluate current and future activity and the development of a go forward plan for Craft Nova Scotia.

DELIVERABLES AND TIMETABLE

Organizational Review

September 15, 2021 – January 30, 2022

- Develop consultation process with Board and Executive Director
- Survey Members, Craft and Culture sector, and General Public
- Facilitate Interviews, Focus Groups and Engagement Sessions
- Consultations for EDI process, training and policy development
- Develop training components for staff and board
- Develop policy process and development and prepare implementation plan
- Implement workshops and review process for staff and board
- Consultants prepare final report

The project will commence as soon as the consultant contract has been signed. There is an urgency to complete some items as soon as possible as Craft Nova Scotia is simultaneously working on the development of a Future Forward Strategic Plan. Final Report is expected to be completed by January 2022.

Key Deliverables

- Review of supporting and guiding documents including but not limited to organizational bylaws, policies and procedures, and programs and services.
- Comparison review of similar provincial arts service organizations.
- Review and summary of best practices in not for profit governance.
- Interviews with Key Stakeholders
- 4 or 5 Focus Groups/Engagement Sessions
- Survey of Members, Craft /Culture sector, and General Public
- Prepare Final Report – January 2022
- Present to the Craft Nova Scotia board, Winter 2022

Timelines – these are key milestones for the project.

September	Initiate search for Consultant Hiring of Consultant Start-up meetings with Consultant
October	Develop Engagement strategy Prepare logistics for Engagement Sessions, including surveys, interviews, sharing circles, focus groups, etc. Compile best practice research Review data collected through engagement sessions
November 2021	Draft Report Complete Present to Sub Committee (Steering Committee) Complete recommended revisions
December 2021	Consultant's Report Complete
December 2021/ January 2022	Presentation to Craft Nova Scotia Board

QUALIFICATIONS

The consultant(s) should demonstrate experience in non-profit sector development, governance practices, and overall organizational management, have experience in developing, and integrating equity, diversity and inclusion, and anti-racism practices, policies and training. Experience in a variety of creative and innovative facilitation techniques and practices, as well as have related experience in the art and culture sector with specific knowledge and awareness of the crafts sector, business development and craft-related sector trends and issues in Nova Scotia and beyond.

CONTRACT ADMINISTRATION/ BUDGET

A detailed proposal including cost breakdowns for consulting services is required. The cost of travel, focus group meetings, and related expense will be covered by Craft Nova Scotia and will be billed and covered at cost.

Craft Nova Scotia will supply administrative support in organizing the locations and costs related to the focus groups, sharing circles and engagement sessions.

Due to current and anticipate public health protocols as a result of the Covid 19 pandemic, it is expected that the consultant will utilize a variety of creative and innovative engagement and facilitation techniques, and include a blend of virtual and in-person sessions, respecting the public health protocols at the time.

Given the provincial nature of the organization there is a separate budget to assist with participant travel for the engagement sessions. There is also an additional budget for the diversity, equity, inclusion, and anti-racism training sessions. The expectation is that there is approximately 4 weeks of work for one consultant to complete the work required for this contract. This project is capped at a maximum of \$16,000. CAD for consulting services.

The contract will be managed on a day to day basis by Craft Nova Scotia, represented by Kelly Jerrott, Executive Director.

Payment will be made as follows:

Signing of Contract	25%
Review of guiding documents, existing policies and practices, and research of industry best practices and trends complete. Member and Stakeholder Engagement Completed	25%
Diversity, Equity and Inclusion Integration and Strategy and Training Plan Completed	25%
Final Report submitted, and presented to the Board of Directors.	25%

The proposals will be reviewed by a Sub Committee of the Craft Nova Scotia Board to evaluate responses to this RFP. The following criteria are considered mandatory and will be used to evaluate proposals and proposals that do not address each of these criteria will not be considered eligible.

Understanding the project requirements	20 points
Understanding and experience in Facilitation, and the Engagement Processes with the non-profit sector (citing relevant experience)	25 points
Demonstrated expertise and knowledge in Project Management, governance practices and strategic development in not for profit sector	25 points
Demonstrated expertise in the art and cultural sector and knowledge and understanding of the craft sector.	20 points

Capacity for delivery within schedule and value for costs

10 points

Please include references. References will be checked for proposals under consideration. Proposals must meet a minimum standard of quality against the above criteria. Should no suitable proposals be received, we reserve the right to cancel this call for proposals. The lowest consultant's proposal bid will not necessarily be accepted.

PROPOSAL FORMAT

Evaluation of proposals is made easier when the proponents respond in a similar manner. The following format and sequence should be followed in order to provide consistency in response and to ensure each proposal receives full consideration. All pages should be consecutively numbered.

1. Title page, showing name, address, telephone number and a contact person
2. One page letter of introduction identifying the consultant(s) and signed by the person(s) authorized to sign on behalf of, and bind the consultant(s) to the statements made in the proposal
3. Table of contents including page numbers
4. Body of the proposal, including timeline
5. Price breakdown of proposed budget
6. Any additional information
7. References
8. CV(s) of consultant(s)

SUBMISSION OF PROPOSALS

Proposal must be sent via email in a single PDF file containing all pertinent information requested: exec.director@craftnovascotia.ca

Subject Heading: **Organizational Review- Craft Nova Scotia**

FOR MORE INFORMATION

Kelly Jerrott, Executive Director
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Proposals must be received at the Craft Nova Scotia office by 4:00 pm AST on September 30, 2021.

*We gratefully acknowledge the funding support of our provincial government
funding partner in this initiative
the Nova Scotia Communities, Culture, Tourism & Heritage.*