

Request for Proposals

Equity Audits and Organization Structure Review

Issued: September 22, 2021

Responses Due: October 15, 2021, at 11:59pm MT

Submit Questions & Proposal To: Lesley Hinger, General Manager

lesley.hinger@calgaryartsdevelopment.com

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We acknowledge that the land we gather on, Moh'kinsstis, is the ancestral territory of the Siksikaitsitapi—the Blackfoot people—comprising the Siksika, Kainai, and Piikani Nations, as well as Treaty 7 signatories, the Tsuut'ina Nation, and the Îyâxe Nakoda Bearspaw, Chiniki, and Wesley First Nations. This land is also the home of Métis Nation Region 3. We recognize all Indigenous people of Turtle Island who call Treaty 7 home.

We acknowledge that there has been art, music, dance, storytelling, and ceremony on this land since time immemorial and it is in the spirit of this land and its people that we do our work.

Who Are We?

Calgary Arts Development Authority is our city's designated arts development authority. We provide grant investments to hundreds of arts organizations, individual artists, and groups. We value relationships, generosity, reciprocity, plain language, and curiosity. We are a public agency stewarding public funds in the interest of the public good.

We believe the arts have the power to build our city. Through the arts development strategy, *Living a Creative Life*, our vision is a creative, connected, prosperous Calgary where every resident has the opportunity to live a creative life. We foster a sustainable and resilient arts sector, and support arts-led city building.

Strong relationships are central to our work. We honour artists and believe that art is a critical component of public good. We welcome new introductions and partnerships with artists and arts organizations as well as with others whose work may be outside the arts who are trying to make our city great through living a creative life.

Our team has been working towards creating shared environments where all people can feel safe, heard, and validated. A sensitivity to the lived experiences of diverse, marginalized, and equity-seeking people is very important as we continue valuing equity, diversity, inclusion, and accessibility (EDIA) in all aspects of our work.

What Are We Seeking?

Calgary Arts Development is undergoing an organizational transformation spurred by our increased focus on EDIA, the doubling of our budget in 2019, and the acquisition of the public art program in early 2021. In order to bring this major new program stream into our organization, we will be increasing our staff to almost double the size.

Calgary Arts Development is seeking the services of external consultant(s) to undertake an organization-wide review and equity audits. The results we are seeking include recommendations about the ideal organizational structure to reflect our culture and values and to better serve the sector, as well as strategies on how best to achieve our EDIA and programmatic goals in service to arts communities and sector. It is understood that the contracted consultant may need to subcontract other consultants to ensure the EDIA audits are led by members of the prioritized groups: Indigenous, Black, people of colour, those who identify as 2SLGBTQIAP+, and persons with disabilities.

What is the Scope of Work?

- To undertake a series of equity audits based on our commitment to Indigenous reconciliation, racial equity, disability justice, and sexual and gender diversity in order to identify gaps, possibilities and an action plan. Review all parts of our operations through an EDIA lens including leadership, governance, communications, community investment, research and impact, operations including finance and human resources, vision, mission, purpose, values, strategic framework, public art, and engagement.
- To review and use findings from previous internal research such as employee surveys; town hall transcripts; equity, diversity, and inclusion surveys; arts professionals surveys; and other materials supplied by Calgary Arts Development.
- To review policies and activities of other arts funding agencies and create a compilation of equity programs of similar organizations to help inform recommendations.
- To undertake meaningful engagement with communities to receive feedback and assess community members' perspectives of Calgary Arts Development regarding EDIA. "Communities" refers to arts organizations, civic partners, artists, The City of Calgary, Calgary Arts Development grant assessors, and members of 2SLGBTQIAP+ communities, centering the voices of Indigenous, Black, and other racialized individuals, as well as persons with the lived experience of disabilities.
- To undertake a comprehensive organizational review to examine team structure, work culture, internal engagement and communications, workflow and collaboration, and to understand how staff and contractors can better serve each other across the enterprise and better reflect our values in service to our community.
- To propose internal structures for greater impact to the public good and new strategies to live up to our commitment to equity.

Timeline

The work is to be conducted over approximately three months beginning as soon as possible in 2021.

Project Deliverables & Desired Outcomes

Equity Audits

Audits of programs, policies, structures, practices, and culture through both an anti-racist and anti-ableist perspective resulting in qualitative and quantitative data regarding the current work and workplace of Calgary Arts Development. We are also seeking stakeholder perspectives and expectations for future organizational culture change in relation to centering Reconciliation and EDIA practices and policies in our work in order to live up to our commitment to Indigenous reconciliation, racial equity, disability justice, and sexual and gender diversity.

Organization Structure Review

A comprehensive assessment of how best to achieve our EDIA goals, how best to adapt our staff structure, and how best to improve work culture, internal engagement and communications, workflow and collaboration, and to understand how staff and contractors can better serve each other across the enterprise and better reflect our values in service to arts communities and sector. There is an added urgency to the organizational review due to the acquisition of the public art program and the resulting growth of our staff.

Reporting

We acknowledge there are different ways of sharing the results of an audit and organization structure review and we welcome consultant(s) to use their preferred approach. We require an overview of the audit and review, delivered in your preferred method, detailing the process, key themes, analysis of the gaps and disconnects between the current and future/desired state of the organization, and opportunities to build upon. The report should include recommendations for embedding new inclusive policies and practices into Calgary Arts Development's culture and into all function areas, including achievable short-term action steps and sustainable long-term goals based on the specific aspirations of our organization. It should also include an organizational chart outlining the best structure for Calgary Arts Development to achieve its internal and external goals.

Budget

Our current budget is approximately \$70,000 inclusive of fees and expenses. We anticipate a phased approach for this work and are open to negotiating a range of fees related to what deliverables might be possible by your group. We are also open to collaborations of consultants working together whereby one group might sub-contract various aspects of the work required in order to provide all of the deliverables requested.

Submission Requirements

Submit a proposal including the following:

1. Full legal name of business, GST number, and incorporation number (if applicable) who will oversee all work proposed.
2. Location of proponent including full address, email, and contact details.
3. Proposed project team members, bios, and interest in this work.
4. Your approach to centering leadership and voices of Indigenous, Black, and racialized individuals as well as persons with the lived experience of disability.
5. Previous experience:
 - a. Experience (yours or subcontractors) providing consulting services, including audits or assessments related to Indigenous reconciliation, racial equity, diversity, inclusion, accessibility, cultural competency, and sexual and gender diversity.
 - b. Experience working with organizations going through culture transformations, organizational change, and growth.
 - c. Experience and philosophy regarding your work as part of a multicultural, multiracial, multi abilities team. What is your direct experience with Indigenous reconciliation, racial equity, disability justice, and sexual and gender diversity, and how has this experience affected your processes?
 - d. Relevant experience in the charitable, non-profit, and philanthropic sectors.
 - e. Provide a case study as an example of your previous experience (What was the situation? What did you do? How long did it take? How did it go? What has follow-up revealed?)
 - f. Provide a sample list of past and current clients and a description of how your approaches have changed over time and what has affected this change.
 - g. Describe your approach to this work:
 - I. Identification of which deliverables you can address.
 - II. Work plan describing methodologies, approaches, and roles and responsibilities for how the work will be accomplished.
 - III. Timeline.
 - IV. Confirmation of willingness and approach to work in concert with other consulting firms or individuals to achieve the deliverables, if applicable.
 - h. Compensation: Your expected rate and other estimated costs including a breakdown of the proposed budget by deliverable.

Deadline for proposals is 11:59pm MT on October 15, 2021.

Selection Criteria

We will use the following criteria to select a consulting firm or individual(s) to conduct this work:

- Centering leadership and voices of Indigenous, Black, and racialized individuals as well as persons with lived experience of disabilities given the existing system and context in which we live.
- Demonstrated commitment to operationalizing equity, diversity, inclusion, and accessibility within your work.
- Experience undertaking equity audits.
- Experience working with organizations going through culture transformations, organizational change, and growth.
- Understanding of the arts sector in Calgary and Treaty 7 territory.
- Commitment to an approach that is grounded in decolonization, racial justice, disability justice, and gender diversity.
- Proven experience engaging with community, especially Indigenous, Black, other racialized individuals, communities of disability culture, 2SLGBTQIAP+ communities, as well as grassroots initiatives.
- Overall budget with options to adopt a phased approach with proposed timeline.
- Facilitation experience, drawing from complementary and innovative methodologies, working in online spaces such as Zoom.
- References who can speak to your experience doing the kind of work we are seeking.
- Comfort addressing sensitive topics with humility, confidentiality and grace.
- Ability to be creative and adaptable.
- Calgary Arts Development may request and receive clarification from any proponent when evaluating a proposal. We may invite some or all the proponents to meet in person to further evaluate the proposal.
- Proposal submissions will be evaluated on the proponent's capability and fee for services in addition to value-added services. Calgary Arts Development reserves the right to award the contract to any proponent and not necessarily to the lowest cost bid. We also reserve the right not to award a contract pursuant to this request for proposal (RFP).
- Calgary Arts Development retains complete discretion in deciding which proposals meet the requirements set out in the RFP and what evidence is considered adequate to indicate compliance with those requirements. Calgary Arts Development is not obligated to provide reasons to any responding party with respect to our discretion in selecting the proponent.

Submit proposals as a single attachment to:

Lesley Hinger, General Manager

Email: lesley.hinger@calgaryartsdevelopment.com

Submission Deadline: October 15, 2021 at 11:59pm MT

Background & Context

As Canada's third most diverse city, we want to ensure our arts sector and arts leadership reflect the rich diversity of our city.

We aspire to foster a resilient and sustainable arts sector that is safe and welcoming for all, regardless of race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender identity, sexual orientation, age, marital status, physical, or mental abilities.

At Calgary Arts Development, equity, diversity, inclusion, and accessibility (EDIA) work is grounded in our truth and reconciliation journey, which began in a serious way in 2017.

More about our work to date can be found in our [2020 Accountability and Impact Report](#).

Calgary Arts Development's leadership team and our EDIA staff working group will oversee this process, informed by contributions from our EDIA community working group, the Original Peoples Investment Program (OPIP) advisory circle, and other communities as identified in the process.

Calgary Arts Development has adapted priorities and descriptions from the [Toronto Arts Council's Equity Framework](#). We are grateful to the Toronto Arts Council for their work in this area.

Throughout this document we have categorized our work and used various descriptions in order to be clear about our specific commitments to Truth and Reconciliation, racial equity, disability justice, and sexual and gender diversity, but the work is actually not separate; all of our EDIA work is linked and overlaps. We use terms such as Black, Indigenous, racialized individuals, 2SLGBTQIAP+, and persons with disabilities to describe various individuals and groups. We acknowledge that these descriptions are imperfect and may not be reflective of how individuals or groups might identify themselves; that groups are made up of distinct individuals with unique backgrounds and identities.

We also see how the intersectionality of various identities plays a powerful role in how people live their lives and interact with our programs and systems. We acknowledge how an individual may face multiple types of overlapping barriers, oppression or discrimination based on gender, age, sexuality, race, ethnicity, class, physical or cognitive abilities, and many other characteristics. Rather than being defined solely based on one characteristic, intersectionality reinforces that we are complex human beings with a multitude of identities that define and influence us.

Examples of our EDIA Work to Date

Calgary Arts Development is committed to Indigenous reconciliation, racial equity, disability justice, and sexual and gender diversity.

Indigenous Reconciliation

Our reconciliation journey began in earnest in 2017 with the addition of spoken and written land acknowledgements, teachings from Elders and Knowledge Keepers, a new granting program, and a dinner and dialogue series named Aisinna'kiiks to strengthen relations between Indigenous and non-Indigenous peoples. The series included Elders, artists, educators, youth, community, and arts leaders. Artists are an important part of these gatherings, not only participating in the conversations, but also providing an artistic response to the dialogues and learnings at the end of the series.

Our second Aisinna'kiiks series was disrupted by COVID and moved to online gatherings, with the final presentation of the artistic responses in March of 2021, which can be viewed at calgaryartsdevelopment.com.

The Original Peoples Investment Program (OPIP) supports the preservation and revitalization of First Nations/Métis/Inuit (FNMI) art through arts-based projects and activities that are supported and validated by FNMI artists, community, Elders, and Knowledge Keepers. OPIP is open to FNMI artists and collectives demonstrating a serious dedication to artistic practice at all stages of career, and FNMI-led organizations, all primarily practicing or operating in the Calgary Moh'kinsstis area.

Work can be in any artistic discipline (traditional, contemporary or other). In 2020, \$399,397 was invested in 44 artists or projects (57% of those who applied) a year over year increased investment since its beginnings in 2017.

In 2021, with the support of our Indigenous Advisory, we implemented the Honoring the Children grant program. This \$75,000 funding pool was created in response to the children found in Kamloops and recognizes the impact of residential schools on all Indigenous peoples across Turtle Island. This program is specifically for Indigenous artists or Indigenous arts organizations who live and work on Treaty 7 territory, to support artistic projects responding to, honouring, or in memory of the loss of life, culture, ceremony, and language amongst the original peoples of this land because of the residential school system.

Racial Equity

The ArtShare Program, which has been in place for a number of years, supports projects by artists and arts organizations who self-identify as equity-seeking, or which are led by and serve equity-seeking communities. Calgary Arts Development staff work one on one with applicants to develop grant proposals and funding amounts.

The murder of George Floyd on May 25, 2020, ignited people throughout North America to engage in meaningful ways to put an end to anti-Black racism.

We were called out, and rightly so, for not responding quickly enough. As a result, we published a Black Lives Matter statement at calgaryartsdevelopment.com, which also listed a number of actions we would undertake to support and show our solidarity for Black artists and the trauma that has and is experienced by all Black, Indigenous, people of colour (BIPOC), and artists with disabilities. In the second half of 2020, we undertook the following actions:

- Hosted five [anti-racism virtual town halls](#) with guest speakers to share ideas and learning in our community.
- Created an EDIA staff working group to examine our commitment to EDIA at every level of our organization, and further develop anti-racist policies and practices governing our work, including recruitment, access to granting programs, procurement processes, community engagement.
- Commissioned and compensated an EDIA community working group to build a community of trust and to respond to the EDIA actions being taken by Calgary Arts Development.
- Continued to support the work of equity-seeking artists through our granting programs, with emphasis on the Original Peoples Investment Program, the ArtShare Program, and the Artist as Changemaker Program.
- Contributed financial support for the Cultural Instigators—a group of artists-organizers learning and helping to build collective capacity in the arts communities for EDIA, working on community initiatives for change.
- Supported monthly Chat n Chew conversations led by and specifically for BIPOC artists.
- Amplified the stories of artists that reflect the rich cultural diversity of our city through [The Storytelling Project](#), with a particular focus on sharing diverse stories through podcasts and a new web series.
- Provided financial flow through for [Pink Flamingo's Black Lives Matter](#) mural project.

In 2021, we continue our work with the EDIA community working group, supporting the Cultural Instigators and providing a new series of commitment to equity virtual town halls beginning in August. Further, we are working on or have taken the following actions:

- In March we published an [anti-racism statement](#).
- Undertook an HR recruitment review with the EDIA community working group in order to ensure and implement a more inclusive, equitable hiring process.

- Extended our condolences and solidarity concerning the mass burial site found in Kamloops via our announcement called **The 215** which includes a granting pool of \$75,000 (later renamed the Honoring the Children grant program) for artists creating work to honour and commemorate the children who never came home.
- We are embarking on an equity audit and organizational review as per this RFP.

Disability Justice

Although we are not as far along on our disability justice journey, we have taken some steps to increase our commitment to inclusion of artists with disabilities in our programs and events including:

- Working with disability justice advocate JD Derbyshire on how to increase our cultural humility, and how to co-design with community in order to increase physical accessibility for our programs and events.
- Providing ASL interpretation at all virtual town halls, gatherings, and meetings including our EDIA community working group meetings.
- Working with Inclusive by Design on how to increase physical accessibility at our public events such as the Mayor's Lunch for Arts Champions, and how to make our office more accessible (particularly as we seek new office space).
- Increasing accessibility within our communications by using plain language, using accessibility standards on our website, and offering translation and other supports to increase accessibility for granting programs.

In addition to the commitments listed above, we have also made adjustments within our own working culture to be more generous with supports for peoples' wellbeing, including mental health needs. We do this by offering a wellness stipend to be used however deemed best to support wellbeing, and by being flexible about working hours and working away from the office.

Calgary Arts Development is an equal opportunity employer and employs people without regard to race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender identity, sexual orientation, age, marital status, physical, and/or mental abilities.

While remaining alert and sensitive to the issue of fair and equitable treatment for all, Calgary Arts Development has a special concern with the participation and advancement of members of designated groups that have traditionally been disadvantaged in employment: Black, Indigenous, people of colour, immigrants and newcomers, persons with deaf, disabled or Mad lived experience, and members of the 2SLGBTQIAP+ community.

We will invite shortlisted candidates for a conversation with our selection committee.