



Culture PEI, in partnership with the Island Media Arts Cooperative (IMAC) is requesting proposals from consultants and consulting firms with experience in building business strategies for cultural organizations and with specific knowledge of the film and television industry in Canada to create a five year strategic plan for the Island Media Arts Coop.

IMAC is the lead organization for film and television in Prince Edward Island. In 2013 we developed a strategic plan that allowed us to build a solid foundation for growth. In the last 2 years we've increased member numbers and equipment rental by 25%. We believe we are now in a good position to take our long-term strategies from theoretical to actionable. In order to accomplish this, IMAC requires a strategic plan that will analyze our current situation and outline the best direction for expansion of the organization that takes into consideration constraints around our existing funding sources.

The strategic planning project will require:

- consultations with media creators across PEI to determine their current and projected needs
- research projected changes in the provincial culture sector to ensure IMAC's strategy takes fullest advantage of those changes
- research current and projected skills gaps in the media production sector in the province to ensure IMAC's training plan addresses those gaps
- research best practices for media organizations in other provinces to determine the best governance model and business model to allow IMAC to achieve its full potential
- research into the potential for IMAC to engage with the other media disciplines in the province in order to expand its membership and services

In order to move to its next stage of growth, IMAC requires specific and concrete actionable recommendations, and recommendations of a revised corporate structure if required, that can be accomplished within a timeline of 3 to 5 years. We require recommendations in the following areas:

- 1) equipment and other infrastructure for IMAC
- 2) IMAC's training plan
- 3) IMAC's role in representing producers
- 4) appropriate staffing for IMAC
- 5) IMAC taking on the role of film commission
- 6) IMAC managing provincial media production incentives
- 7) increasing IMAC's revenues to ensure sustainability
- 8) IMAC directly supporting filmmakers - for example AFCCOP's Film 5 program

The maximum budget for this project is \$23,000 plus HST. A draft of the strategic plan must be delivered on August 15, 2016. The consultant may be required to present the draft findings of the strategic plan to the project steering committee and funding partners. The project must be completed by August 31, 2016. The consultant will report to a project steering committee consisting of two representatives from Culture PEI and three from the Island Media Arts Coop.

The project steering committee reserves the right to select any proposal or none. It is important that the consultant team have expertise in both the PEI culture sector and the film & television industry. The committee encourages consultants lacking expertise in one or other of these areas to consider partnering with another consultant that does.

Proposals will be evaluated according to the matrix appended below.

Proposals for the project should be received by Culture PEI no later than 5 PM Friday, April 22, 2016. Proposals should include: project description, qualifications of the consultants, timeline and budget.

For more information on this RFP, please contact:

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Executive Director, IMAC
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902-892-3131

or

Mark Sandiford
Executive Director, Culture PEI
mark@culturepei.ca
902-367-3844

Please submit your proposal by 5 PM, Friday, April 22, 2016.

via email to:
mark@culturepei.ca

or via hard copy to:
Culture PEI
124 Sydney Street, Gahan Office Suites
Charlottetown, PE C1A 1G4

Appendix 1

Evaluation Criteria and Maximum Points Assigned

Comprehension (15 points)

A clear understanding of the intent of the process and a description of how the consultant will gather information as it relates to the scope of the work and the project.

Methodology (25 points)

A description of the overall approach and methodology to be followed in completing all aspects of the assignment in detail sufficient to permit the steering committee to understand and evaluate how the work will be carried out.

Schedule (15 points)

An outline to complete the work as it has been defined.

Company/Project Team Experience (25 points)

Company background, description of 3 relevant examples of recent projects, biographies of the project team demonstrating expertise. This will include their qualifications and description of experience developing a strategic plan and / or working within the media arts / production sector.

Note: If selected, the naming of personnel as listed above will be considered by this office to be the project team and will be expected to be assigned to the project for its duration.

Submission (5 points)

General format and appearance of submission.

Financial Proposal (15 points)

The financial proposal must include a firm total cost for the project and be within budget.