



Request for Proposal

Development of a Comprehensive Business Plan for the Aboriginal Arts, Culture and Entrepreneur Centre (ACCE)

Objective

The Miziwe Biik Development Corporation (MBDC) wishes to engage the services of a program development consultant (or team) to undertake the preparation of a business plan for a sustainable Aboriginal arts, culture and entrepreneur centre to be located in Toronto. The work, which is expected to take place over an eight-month period, is to be delivered in four stages.

Miziwe Biik Development Corporation (MBDC)

MBDC was established in 2004 by Miziwe Biik Aboriginal Employment and Training as a vehicle to facilitate the economic advancement and self-sufficiency of the Aboriginal community in the GTA. The MBDC engages in activities that focus on access to business development and training, business loans/grants, access to affordable housing and any other opportunities that will economically advance the members of the GTA Aboriginal community.

The MBDC operates the Aboriginal Business Resource Centre (ABRC), which offers a micro-loan fund, training and development for Aboriginal entrepreneurs, and recognizes entrepreneurial excellence through the Toronto Aboriginal Business Association and its annual Business Awards.

Noticing a trend in its membership and client base, nearly half of the Aboriginal entrepreneurs identified by the ABRC through its Toronto Aboriginal Business Association (TABA) are artists of one form or another, MBDC began to develop the concept of an arts, culture and entrepreneur centre. The centre would promote a sustainable cultural economy through showcasing the excellence of Aboriginal artist entrepreneurs through the arts and culture. The proposed centre would include space for art galleries, artist work spaces, events programming (e.g. conference rooms, auditoriums, restaurant/catering), classrooms, artist live-work studios and retail spaces that will support and promote local, provincial, national and international Aboriginal art and culture.

MBDC has already held a number of artist forums to assess how artists would envision such a space. As entrepreneurs and as creative individuals and groups there was an emphasis on supply side requirements. These findings will be most valuable when shaping the centre and designing spaces that will both inspire and promote the arts community. The need now is for a detailed Business Plan that will address the demand side of the project and will lay out a strategy for sustainability and success. Market trends, revenue sources, operational costs, tourism evaluations, the viability of certain cultural products and services and other such elements need to be thoroughly examined.

AACE is to be operated as an economically sustainable entity based on its ability to generate revenue from myriad sources (e.g., events, festivals, rentals, retail) as well as ongoing corporate and philanthropic gifts and government granting programs.

Contract Requirements

- 1 The contractor will provide a written proposal and separate costs for Phases 1, 2, and 3 of work described below.
- 2 The contractor will report to a designated MBDC staff member and work with MBDC staff and consultants currently engaged on the project.
- 3 The schedule of work will commence at the time of the contract award.
- 4 The contractor will complete Phases 1,2 and 3 within ten (10) months of the commencement of the contract.

Relevant Experience

- 1 The Contractor will have a demonstrated knowledge of Aboriginal arts and culture issues as well as Aboriginal history specific to Canada—demonstrated world indigenous knowledge is an asset.
- 2 The contractor will have demonstrated knowledge and proven success in the development of governance, marketing and business plans for similar cultural/business centres with the mandate of sustainability.

Business Plan Development

The purpose of this agreement will be to determine the financial viability of ACCE and to develop a comprehensive Business Plan for the development and operation of the newly established Aboriginal Arts, Culture and Entrepreneur centre (ACCE). This plan must include a complete analysis of the ACCE from concept to ongoing operations on several levels, which are outlined below.

The contractor will work with representatives of the MBDC, designated staff and the organization's consultants and other stakeholders in defining how ACCE can come into existence, raise capital funds to build ACCE and evolve strategies for long-term sustainability of AACE.

The contractor will research the challenges and opportunities of creating AACE and how best to meet them and define for all stakeholders the funding approach that will be necessary to make the building of AACE successful. Key to this will be researching the programming AACE can highlight, e.g., cultural productions, classes on offer, the feasibility of artists work/live studios, the viability of a restaurant operations, facility rental, retail operations, participation in Toronto festival circuit, etc. **The forecast of a financial pro forma for ACCE will be of vital importance to the planning process.**

The contractor will actively engage with designated MBDC staff in a mentoring role as part of the transfer of knowledge to the Aboriginal community.

Business Plan Components:

- Feasibility Assessment
- Communication and Marketing Plan
- Governance and Management Plan
- Fund Development Program for Design and Construction
- Fund Development Plan and Financial Pro Forma for Ongoing Operations

Scope of Work

- 1 Estimate site-based capital development costs
- 2 Estimate program based organization and development costs, including soft cost estimates for organization and staffing, covering:
 - start up phase of operations
 - adjustments to staffing and organization plan for build out
 - assemble comparative organization cost data from similar operations
- 3 Estimate project revenues from operations and other sources, such as:
 - operating revenues from admissions, concessions, special events

- visitor volume and prevailing fee structure data at similar operations to estimate annual operating revenues
 - other revenue sources such as grants, government programs at all levels
- 4 Pro forma statements of operating for five years and financial position:
 - pro forma statements structured for comparison to similar institutions
 - evaluate range of financial operating ratios reflective of industry practices
 - operating, balance sheet, cash-flow measures
 - alternative financing structures for visitor volume, fee structure alternatives, program and staffing alternatives
 - test impact of development and phasing
 - 5 Final report, including document findings and recommendations as well as site-specific recommendations, program and phasing plan options

Phase 1: Feasibility Assessment (June 09—September 09, four months)

The consultant will provide the MBDC board with relevant and reliable business planning data and recommendations on the feasibility of moving forward with the development of the AACE Centre.

Using data from a variety of sources (e.g., City of Toronto's Tourism Office, university studies) and from comparable entities in the Canada and the United States, the consultant will:

- Research the financial viability and likely demand for the AACE concept and its objectives. This data will build the concept from the ground up based on factors such as the statistical probability of visitor contacts, versus the 'build it and they will come' approach. **AACE must be a viable, sustainable entity.**
- Build a profile of just who the target audience being sought will be.
- Identify the social, economic, cultural and community benefits to Aboriginal people and the people of the City of Toronto as a whole.
- Estimate the site-based capital development costs.
- Estimate the program-based organization and development costs, including staffing on an annual basis projected over five years.
- Project revenues estimated from operations and other sources as well as costs associated with the operation of AACE on an annual basis projected over five years.

- Final feasibility assessment report with recommendation to proceed or not to proceed.

Early Termination Clause

- *Note: Should MBDC determine that, based on the contractor's preliminary findings during the feasibility assessment phase that the project is not viable, MBDC reserves the right in its sole discretion to terminate the project. In this event, the consultant will provide a wrap-up plan and an adjusted project fee.*

Phase 2: Communication and Marketing Plan (October 09—November 09, two months)

The consultant will be generate a Communication and Marketing Plan, which will include:

- Development of the ACCE brand
- Development of clear messaging on the goals of ACCE especially with regard to potential funders
- Development of a strategic plan for communications and marketing
- Development of public relations and advertising
- Development of event planning
- Development of marketing partnerships and collaborative efforts

Phase 3: Fund Development Plan (December 09—January 10, two months)

In this phase, the consultant will:

- Identify fundraising objectives
- Identify public, private, and philanthropic sources of funding for the capital campaign
- Develop fully a fund-raising strategy and message
- Define fundraising methodologies that are likely to be the most successful for AACE, e.g., membership program, sponsorship, earned income sources, investment revenue potential, planned gifts, events
- Define the of roles and responsibilities an AACE board regarding a funding development for design and construction, as well as the long term fiscal sustainability of AACE
- Identify additional annual appropriation needs and funding potential including identification of revenue generation opportunities
- Identify endowment size and sources to ensure long-term fiscal sustainability over a 20 year period

Phase 4: Governance and Management Plan (February 10—March 10, two months)

The consultant will then conduct the following:

- Define the Organizational Structure
(Note that the charitable foundation status for ACCE has already been filed)
- Define the governance structure of the ACCE, its relationship with MBDC, and the role of any other stakeholders, e.g., the Aboriginal community of Toronto generally and Aboriginal artists and entrepreneurs specifically
- Define the ACCE board composition and its roles and responsibilities in terms of:
 - funding development
 - finance and investment management
 - administration
 - communications/marketing
 - operations
- Develop a staffing plan in conjunction with MBDC board, designated staff and consultants to determine a long-term staffing plan for ACCE with positions descriptions and a salary grid as well as an operations plan for ACCE and a volunteer program.
- Define management issues including:
 - artistic, culture programming template
 - entrepreneur development
 - maximum use of facilities as a profit centre
 - artist live/work studio space as part of ACCE

Responses and inquiries to this RFP can be forwarded to:

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RFP submission deadline: Friday May 15th, 4.00 p.m.