



NUNATSIAVUT

kavamanga Government

Request for Proposals

DEVELOPMENT OF REFRESHED NUNATSIAVUT ARTS STRATEGY 2027 - 2032

Issue Date:

August 24, 2026

Proposal Submission Deadline:

September 14, 2026

1. BACKGROUND AND CONTEXT

The Nunatsiavut Government (NG), established under the *Labrador Inuit Land Claims Agreement*, is the governing body of the Labrador Inuit and the Nunatsiavut region. The region of Nunatsiavut is comprised of five Inuit communities: Nain, Hopedale, Postville, Makkovik and Rigolet.

The NG's Department of Language, Culture and Tourism is currently seeking the services of a consultant to develop a refreshed Nunatsiavut Arts Strategy for Nunatsiavut that includes visual arts, textile crafts and performance artists.

The NG recognizes the important cultural, social and economic role of arts and crafts in Nunatsiavut. The Tourism Division currently supports the arts and crafts sector through dedicated staff and programming, including an Arts Services Manager, Arts Program Coordinator and a part-time Nain Jewelry Studio Maintenance Worker.

The purpose of this RFP is to retain a qualified consultant to work with the NG to develop a refreshed five-year Nunatsiavut Arts Strategy for 2027–2032. The Strategy will provide a practical framework to guide the NG's support for the development and advancement of arts and crafts by Beneficiaries of the Labrador Inuit Land Claims Agreement.

2. SCOPE OF WORK

2.1 The successful Proponent will work with the Nunatsiavut Government's Department of Language, Culture and Tourism to develop a refreshed five-year Nunatsiavut Arts Strategy for 2027–2032, together with a practical implementation plan.

The successful Proponent shall:

- a) review the existing Nunatsiavut Arts Strategy and other relevant NG plans, policies, reports, programs and available information relating to arts and crafts in Nunatsiavut;
- b) conduct research into the current arts and crafts sector in Nunatsiavut, including existing programs, services, infrastructure, opportunities, barriers and gaps;
- c) identify relevant best practices, programs and approaches used in other Inuit, Indigenous, northern and comparable jurisdictions that may inform the refreshed Strategy;
- d) develop and carry out an engagement process with artists, craftspeople, cultural practitioners, relevant organizations, NG staff and other appropriate stakeholders, including individual interviews and small-group engagement sessions;
- e) travel to Nunatsiavut, as required and agreed upon with the NG, to undertake research and engagement activities;
- f) identify the current and emerging needs, priorities, opportunities and challenges affecting artists and craftspeople who are Beneficiaries of the Labrador Inuit Land Claims Agreement;
- g) identify opportunities to strengthen the development, production, promotion, marketing and sale of Nunatsiavut arts and crafts, including opportunities for professional development, training, mentorship, infrastructure, funding and other supports;
- h) identify opportunities to strengthen participation in and access to arts and crafts programming throughout Nunatsiavut;

- i) prepare a draft five-year Nunatsiavut Arts Strategy for 2027–2032 that includes, at a minimum :
- i. A summary of research and engagement findings;
 - ii. A clear vision and strategic priorities for the arts and crafts sector;
 - iii. Recommended goals, objectives and actions;
 - iv. Identification of short-, medium- and longer-term priorities;
 - v. An implementation plan identifying recommended actions, timelines and responsible parties or partners, where appropriate;
 - vi. Recommended measures or indicators that may be used to evaluate progress and outcomes; and
 - vii. Identification of anticipated resource, capacity or funding considerations associated with implementation;
- j) present the draft Strategy to the NG and participate in a review process with the Tourism Division and other NG representatives identified by the NG;
- k) revise the draft Strategy in response to feedback received from the NG;
- l) provide regular project updates to the Arts Services Manager throughout the project; and
- m) provide the NG with a final five-year Nunatsiavut Arts Strategy for 2027–2032 and implementation plan in an electronic, editable format acceptable to the NG.

3. Requirements

Specific requirements outlined below do not constitute the final terms of an agreement or an engagement. A formal written agreement between the two parties will determine the ultimate terms.

3.1 Mandatory Requirements

The Proponent must demonstrate experience in strategic planning, research and stakeholder engagement relevant to the Scope of Work. Experience working with Inuit, Indigenous or northern communities and experience in the arts, culture or creative industries will be considered an asset. The Proponent must identify the qualifications and relevant experience of all key personnel proposed for the project.

3.2 Proposal Submission (Format & Response Guidelines)

To allow the NG the ability to conduct a thorough and timely evaluation, Proposals should be presented in a clear and concise manner. Failure to present information in the format that is requested may be to the Proponent's disadvantage.

It is suggested that the following format and sequence be followed to provide consistency in proponent response and to ensure each Proposal receives full consideration.

- Table of Contents- Proposals must contain a table of contents properly indicating the section and page numbers of the information included.
- Executive Summary-Proponents must include an abstract of no more than one (1) page on the information presented in their Proposal and their unique qualifications and services.
- Background Information- The Proponent must provide general information on their organization, including a brief history of the organization and the number of years in business. The Proponent shall include resumes, relevant project experience, availability, current workload and office location of all key personnel.
- Project Experience- Proponents must include a comprehensive list of relevant projects and key personnel involved, including links to any publicly available examples where possible.
- Organizational Chart-The Proponent must provide an organizational chart that indicates the names of the individuals to be involved in the major tasks of the project and the lines of responsibility and reporting. The organizational chart should also include the specific responsibilities of key personnel and their role on the project team.
- Work Plan- The Proponent must supply a sample work plan, methodology and engagement approach that identifies the steps to complete the project and the timeframe for the completion of each step.
- References- The Proponent must include references related to relevant work experience.
- Fees and Expenses- The Proponent must provide a fixed total price for completion of the Scope of Work, identifying all professional fees and anticipated expenses separately. The Proposal must clearly identify whether travel and related expenses are included in the fixed price and, if not, the basis upon which those expenses will be charged.
- Other Benefits- The Proponent should describe any other services or benefits the NG may realize through their services.

4. TERMS AND CONDITIONS

4.1 Governing Law

The laws of the Province of Newfoundland and Labrador and Nunatsiavut govern this RFP and any subsequent contract that may arise as a result of this RFP.

4.2 Cost of Proposal

Preparation and submission of a Proposal in response to this RFP are voluntary and any costs associated with Proposal preparation, submission, meetings, negotiations, or discussion with the NG must be borne by the Proponent submitting the Proposal.

4.3 No Claim

The NG will not be liable to any proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for a contract, or other activities related to or arising out of this RFP. Except as expressly and specifically permitted in this RFP, no Proponent shall have any claim for any compensation of any kind whatsoever as a result of participating

in this RFP and by submitting a Proposal each Proponent shall be deemed to have agreed that it has no claim against the NG.

4.4 Proponent's Qualifications

In submitting a Proposal, the Proponent acknowledges and agrees that it has read, understood and agrees to all terms and conditions described in the RFP and that it has the necessary experience, skills and ability to effectively provide the requested Services listed in the Scope of Work.

4.5 Acceptance of Proposal

The NG reserves the right to accept or reject any or all Proposals, to waive minor informalities or irregularities in a Proposal, to seek clarification or additional information from any Proponent, to conduct interviews with selected Proponents, to contact references, and to negotiate with one or more Proponents. The NG is not obligated to accept the lowest-priced Proposal or any Proposal.

4.6 Withdrawal

Proponents may withdraw their Proposal at any time prior to acceptance.

4.7 No Binding Contract

The NG may, after reviewing the Proposals received, enter into discussions with one or more of the Proponents, without such discussion in any way creating a binding contract between the NG and any Proponent. There will be no binding agreement with the NG until a formal contract with negotiated terms has been signed by both the NG and the Proponent.

4.8 Solicitation of NG Staff and Assembly Members

Prior to the Proposal Submission Deadline, Proponents should not establish contact with employees or agents of the NG (including the Nunatsiavut Assembly) regarding this RFP, other than the representative(s) identified without that representative's permission. Failure to abide by this requirement could be grounds for rejection of the Proponent's Proposal.

4.9 Confidentiality

Any information acquired about the NG by a Proponent during this process must not be disclosed unless authorized by the NG, and this obligation survives the termination of the RFP process.

4.10 No Conflict of Interest

By submitting a Proposal, the Proponent declares that it has no pecuniary interest in the business of any third party that would cause a conflict of interest or be seen to cause a conflict of interest in carrying out the services.

4.11 Modification of Terms

NG reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time prior to entering into a contract with the successful Proponent.

4.12 Ownership of Proposals and Confidentiality of Proposals

All documents submitted to the NG will become the property of the NG. They will be received and held in confidence by the NG.

4.13 Release of Information

While the RFP is Open: The names of individuals or companies who have picked up the Proposal will not be released.

At Proposal Opening: Only the names of the proponents will be disclosed.

After Proposal Opening: No further information will be released until after a contract is awarded.

After contract is awarded: All Proponents will be advised of the NG's final decision regarding their respective Proposals. On request, the NG will provide an unsuccessful Proponent with the reasons that its Proposal was not successful. No other information will be released.

5. INSTRUCTIONS FOR PROPONENTS

The following RFP schedule is tentative and is subject to change without penalty to the NG:

Activities	Deadlines
RFP Issued	August 24, 2026
Deadline to Submit a Request for Clarification	September 7, at 4:00pm (Atlantic Time)
Proposal Submission Deadline	September 14, at 4:00pm (Atlantic Time)

- 5.1 The Proposal must be received in writing by mail or email copy on or before the Proposal Submission Deadline on September 14 at 4:00pm (Atlantic Time) to the following:

Attn: Inez Shiwak
Arts Program Coordinator, Department of Language, Culture and Tourism
12 Pierre Marcoux Drive, P.O. Box 47, Rigolet NL, A0P 1P0
Phone: 709-947-3571
Inez.Shiwak@nunatsiavut.com

- 5.2 Proposals received after the Proposal Submission Deadline will be rejected.
- 5.3 Each Proponent shall review the RFP documents and shall promptly report and make a written request for clarification of any discrepancy, deficiency, ambiguity, error, inconsistency or omission contained therein. Any Proponent who has questions as to the meaning of any part of this RFP described herein must make a written enquiry requesting clarification, interpretation or explanation prior to the "Request for Clarification" deadlines provided in the RFP schedule. Questions must be submitted via email to Inez.Shiwak@nunatsiavut.com.

- 5.4 Proposals must be written in Inuttitut or English.
- 5.5 Proponents must provide a fixed rate proposal.
- 5.6 Tax will be in the form of HST (NL).
- 5.7 NG reserves the right to request clarification and negotiate modifications with Proponents.
- 5.8 The cost of preparing and submitting the Proposal is solely the responsibility of the Proponent.
- 5.9 This RFP can be cancelled at any point.
- 5.10 Any Proposal that is accepted may be accepted in whole or in part.
- 5.11 If deemed necessary by the NG, responses to any questions and/or any additional information will be issued by the NG in the form of an addendum, which shall form part of this RFP. Any addenda issued will be posted on the NG website at www.nunatsiavut.com. It is the responsibility of the Proponent to ensure that it has received any addenda issued prior to the Proposal Submission Date. Upon submitting a Proposal, a Proponent shall be deemed to have received notice of all addenda that have been issued.
- 5.12 All Proposals shall be opened in Happy Valley-Goose Bay, Labrador.
- 5.13 The NG may not accept the lowest or any tender submitted.

6. Evaluation Criteria for Proposals

The NG will evaluate each proposal received in response to this RFP using the following criteria:

- a) Completeness, thoroughness, and relevance of the Proposal submitted in response to this RFP
- b) Relevant experience of the firm
- c) Relevant experience and knowledge of key personnel
- d) Price of services
- e) References, including the contact information of former clients.
- f) Inuit Content as outlined in the Nunatsiavut Government's *Procurement Act* and
- g) Other criteria may be applicable.

The NG reserves the right to discuss any and/or all proposals, and to request additional information from the proponents.

The NG may not accept the lowest-cost or any proposal, and the NG reserves the right to cancel this RFP. Any proposal that is accepted may be accepted in whole or in part.

In addition to the evaluation criteria outlined above, the NG will evaluate all proposals received on the principle of value for money, which includes an evaluation of Inuit content and the application of the Inuit content factor. The *Procurement Act* will be used to determine the Inuit Content Factor of the submissions and the weighting of the points assigned in this category. **It is the responsibility of Proponents to show, in their proposal, a calculation of the Inuit Content Factor for the proponent, even if the Proponent's score is '0'.** The Inuit Content evaluation form is located in Appendix 1.

APPENDIX 1

Inuit Content Factor Calculation (section 17 Nunatsiavut Procurement Act)

a) A maximum of 20 points related to the percentage of Inuit ownership of the supplier calculated as 0.5 points per 1% of Inuit participation in excess of 50% of the ownership and control of the supplier with 0 points being awarded to a supplier that is not at least 50% owned and controlled by Inuit or Inuit Businesses.	/20
b) A maximum of 10 points related to the physical location of the head office and operating offices of the supplier where 10 points is awarded to a supplier having both its head office and principal operating office in an Inuit Community and 6 points is awarded to a company having an operating or a head office in an Inuit Community and 4 points is awarded for a head office or operating office elsewhere in Labrador.	/10
c) A maximum of 10 points related to training for Inuit calculated as 0.1 point per 1% of all training money spent by the supplier on the training of Inuit	/10
d) A maximum of 20 points related to the percentage of the supplier's employees who are Inuit calculated as 0.2 points per 1% of employees who are Inuit.	/20
e) A maximum of 10 points related to the proportion of wages paid to Inuit by the supplier calculated as 0.1 point per 1% of payroll paid to Inuit.	/10
f) a maximum of 10 points related to the percentage of goods and services purchased by the supplier from Inuit Businesses in relation to the procurement calculated as 0.1 point per 15 of the value of all purchases obtained from Inuit Businesses.	/10

g) A maximum of 10 points related to the commitment by the supplier to utilize Inuit Businesses as sub-contractors calculated as 0.1 point per 1% of the value of all sub-contracts awarded to Inuit Businesses.	/10
Total (out of possible 90)	/90