

THE TORONTO CONSORT

**REQUEST FOR PROPOSALS (RFP)
FOR
THE TORONTO CONSORT'S DIGITAL STRATEGY**

April 23rd, 2019

Dear Proposer:

Proposals must be received no later than **4:00 pm, on Friday, May 3, 2019**. All responses must be in a sealed envelope and have "DIGITAL STRATEGY PROPOSAL, RFP RESPONSE" clearly marked on the outer most mailing envelope.

Mail or Hand Deliver To:
The Toronto Consort, office 206
427 Bloor Street West, Box 15
Toronto, Ontario M5S 1X7

Proposals will not be accepted after the date and time stated above. Incomplete packages that do not conform to the requirements specified herein will not be considered.

Thank you for your interest in working with The Toronto Consort on this project. We look forward to receiving your response.

Sincerely,

Adam Thomas Smith
Director of Audience Engagement and Education

THE TORONTO CONSORT

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FOR
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Primary Contact:

Adam Thomas Smith (he/him)
Director of Audience Engagement and Education
Email: adam@torontoconsort.org
Phone: 416-966-1045

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OPPORTUNITY

The Toronto Consort is looking to understand its current digital state, identify its digital gaps and consider what its digital future could include. Funding for this project is provided by the Canada Council Digital Strategy Fund, Special Initiative Grant. To fulfill the funding requirements, The Toronto Consort is looking to partner with a consultant, consultancy, or agency to conduct a three phase process that will develop our digital vision, guiding principles, priorities, and an action plan that fits our capacity, and available resources:

1. Digital Maturity Assessment:

- a. Helps measure our current use of digital, identifies strengths and areas of improvement. Sample questions:
 - i. How digital is The Toronto Consort?
 - ii. What does The Consort do well digitally?
 - iii. Where can The Consort make improvements digitally?

2. Digital Needs Assessment

Helps identify where we want to be and highlights the gaps between current state and where we want to invest. Sample questions:

- i. What should The Toronto Consort prioritize when it comes to digital?
- ii. How digital should The Consort be?
- iii. How does The Consort benefit from improving our digital skills?

3. Digital Strategic Plan

- a. A plan that outlines The Toronto Consort's digital goals and how to achieve them, with key sections:
 - i. Vision, Guiding Principles, Priorities (6 dimensions), Action Plan.

ABOUT US

The Toronto Consort is Canada's leading ensemble specializing in the music of the Middle Ages, Renaissance and early Baroque – roughly 1200 to 1675. Founded in 1972, the Toronto Consort is one of Canada's first professional period-music ensembles. Over the past four decades, The Toronto Consort has continued to expand listeners' appreciation through inventive programming that breathes life into period music.

Our concerts explore rarely-heard repertoire. We often work in collaboration with other artists, such as actors, dancers and visual artists, to produce concerts with dramatic and visual elements, which in many instances provide an historical context for our music. Each year The Toronto Consort offers a subscription series in Toronto, presented in the beautiful acoustic of the recently renovated 700-seat Jeanne Lamon Hall, at the Trinity-St. Paul's Centre in downtown Toronto. We also tour regularly, having been to Europe and Great Britain four times, and frequently across Canada and into the US.

Recently, the ensemble has been called upon to produce music for historical-drama TV series, including *The Tudors*, *The Borgias* and *The Vikings*, all produced by the cable network, Showtime. Also, The Toronto Consort recorded the soundtrack for Atom Egoyan's award-winning film *The Sweet Hereafter*.

THE TORONTO CONSORT ARTISTIC ASSOCIATES

Michele DeBoer	soprano
David Fallis	Artistic Associate
Ben Grossman	hurdy-gurdy, percussion
Katherine Hill	soprano, viola da gamba, nyckelharpa
Cory Knight	tenor
Paul Jenkins	tenor, harpsichord, organ
Esteban La Rotta	lutes, guitars
Alison Melville	flutes, recorders
John Pepper	bass
Laura Pudwell	alto

ADMINISTRATION

Michelle Knight	Managing Director
Adam Thomas Smith	Director of Audience Engagement and Education

BOARD OF DIRECTORS

Heather Turnbull	President
Harry Deeg	Treasurer
Frances Campbell	Secretary
Jason Bernardon	
Jennifer Bryan	
Tiffany Grace Tobias	
Anita Nador	
Andrew Whitehead	

PROJECT BACKGROUND

The Toronto Consort's, board, artistic and operational staff have identified the need to make the organization's digital vision a priority and imbed it into the organization's strategic plan. As Canada's leading early music ensemble specializing in repertoire from of the Middle Ages, Renaissance, and Early Baroque, The Consort is well positioned to create digital strategies that support the research, development, and presentation of our main stage and educational programming and recording. In an effort to expand our local and global audiences, while providing deeper and more meaningful opportunities for audience engagement, we are looking to create an effective digital footprint to build legacy and promote the enjoyment of this truly remarkable repertoire.

While the majority of our activities and services are not delivered digitally, we believe that there is an opportunity to identify and launch digital activities that will allow us to share our offerings (ie. concerts, education programs, lectures, and recordings) with a broader audience.

The Consort's current digital activities are limited: pre-concert lectures posted on YouTube, creation of limited video content, marketing social media posts, recordings available on itunes and music streaming services. In November 2017, The Consort partnered with Ludwig Van Toronto to live stream a concert on Facebook. During the live stream, we reached 2,000 viewers (compared to 600 in-person audience.) The results of the streaming opportunity opened up our internal discussion to further explore digital strategies.

The Consort has collected data on our existing customers via Environics Research, surveys, and Tessitura data collection. However, our engagement with our target audience is generalized across audiences. Through audience surveys and email newsletter content analysis, we believe that The Consort's audience is looking for ways to learn more about our offerings. Our content-rich emails have average open rates of 42% and a CTR of 16%, which are well above the industry average rates (16.36% open rate, CTR 6.29%). This leads us to believe that our audience is hungry for more digital engagement. The project would include conducting an audience survey to confirm this assumption. We believe education is a key component to attracting new audiences by providing the historical, visual art, and music connections that make us easier to find online and find potential audiences.

RFP REQUIREMENTS

1. Letter of Introduction
 - a. Provide a summary of why you or the agency is a good fit with The Toronto Consort.

2. About You
 - a. Tell us about yourself or the agency
 - b. Outline your relevant experience.
 - i. Consultants: please attached your resume.
 - ii. Agencies, please outline your services and how they will benefit The Toronto Consort
 - c. Biography/ies of yourself or team.

3. Examples of Relevant Experience
 - a. Provide examples, case studies, of previous relevant work

4. Budget Breakdown
 - a. Referring to the Schedule of Fees, breakdown the project budget

PROPOSED TIMELINE

This proposed timeline is the project outline included in the grant application. The Toronto Consort is open to discussion.

Request for Proposal Process

April 23, 2019 – RFP circulated

May 3, 2019 – RFP closes

May 3 – 10, 2019 – RFP proposal review

May 10 – Shortlisted applicants notified.

May 13 – 17, 2019 – Shortlisted applicants interviewed

May 27, 2019 – Notification of Selection

Phase 1 – Digital Maturity Assessment

June 10, 2019 – kick off meeting

June 17 – 21, 2019 - research (includes stakeholder interviews)

June 24 – 28, 2019 - review of Consort digital assets and data, industry research

July 2 – 19, 2019 – report draft

July 22 – report presented to staff

Phase 2 – Digital Needs Assessment

Aug. 12 – Sept. 16, 2019 - meetings and discussions to review the Digital Maturity Assessment

Sept. 23 – Oct. 28, 2019– draft potential opportunities, priority digital skills, identify digital goals, including potential audience surveys

Nov. 4 - Dec. 2, 2019 – internal review of potential opportunities, priority digital skills, digital goals with staff, board

Dec. 9 - Dec. 16, 2019 – edits to report

Phase 3 – Digital Strategic Plan

Jan. 13 - Feb. 17, 2020 - meetings and discussions to review the Digital Needs Assessment to identify where the organizations wants to be and how to get there

Feb. 24 – Mar. 23, 2020 - draft of the digital vision, guiding principles, priorities, action plan

Mar. 30 – Apr. 13, 2020 – internal review of draft of the digital vision, guiding principles, priorities, action plan with staff and board.

Apr. 20 - Apr. 27, 2020 - revision and final approval of digital strategic plan.

PROPOSED SCHEDULE OF FEES

Project budget is fixed. All budget fees must include incidentals (travel, accommodation, printing, telephone, etc.). The Toronto Consort has a separate budget for room rentals and survey software.

Project Phase	Budget	Instalment 1	Instalment 2
Professional services fees - external			
Consultant - Phase 1 – Digital Maturity Assessment	\$5,400	50% on June 10, 2019	50% on July 22, 2019
Consultant - Phase 2 – Digital Needs Assessment	\$10,800	50% on August 12, 2019	50% on Dec 1, 2019
Consultant - Phase 3 – Digital Strategic Plan	\$15,000	50% on January 13, 2020	50% on April 20, 2020

APPENDIX



Digital Maturity Assessment

What is it?

A *Digital Maturity Assessment*:

- Helps you measure your current use of digital
- Identifies your digital strengths and areas for improvement

What are the benefits?

- You can see a snapshot of **where you use digital**
- You can understand **how you use digital**
- You can learn about **areas you might want improve digitally**

If you ask these questions:

- How digital is my organization?
- What is my organization doing well with digital?
- Where can we make improvements in digital?

Start with a Digital Maturity Assessment!

What should it assess?

- It measures how your organization performs in key digital areas.
- It often looks at 8 main categories of digital use (see table below).
- You might focus on a few specific categories or add others, depending on what's important for your organization.

Key Digital Categories

 Vision	The goals you have for the digital future of your organization
 Activities and Services	How you use digital to perform activities or deliver services to your target audience
 Target Audience	How you use digital to get information about your target audience (the groups of individuals that you serve), their digital expectations, preferences, and behaviours
 Engagement	How you use digital channels to reach out to your target audience
 Development	How you build digital activities and services to suit your target audience's needs
 Technology	How you currently use technology for processes and activities, and the type of technology you use
 People and Organization	How you enable your people to use digital tools and encourage new technology in your organization
 Security	How you protect your digital information with clear processes that you update regularly

Digital Maturity Assessment: EXAMPLE

Have a look at the example assessment below. It measures a fictional organization’s maturity level across 8 digital categories.

Things to think about before you read through:

- You don’t need to be at an advanced level for every category! You can choose which categories you want to focus on.
- Where you focus your time and effort depends on the goals of your organization.

Digital Maturity Level

Legend
 Where you are today

● **To discover** Skill not yet developed
● **Preliminary** Skill under development
● **Moderate** Skill developed
● **Advanced** Skill fully developed

Category	Description	Level	Level	Level	Level
Vision	Preliminary: Digital vision somewhat developed; strategic plan refers to digital, but not as a priority		△		
Activities and Services	Moderate: Activities and services are often delivered digitally			△	
Target Audience	To Discover: Data is not collected on the target audience	△			
Engagement	Preliminary: Engagement is heavily paper-based and generalized across audiences (i.e., not customized)		△		
Development	Preliminary: The voice of the audience is sometimes considered when developing or changing activities and services		△		
Technology	Moderate: Processes and delivery often use technology; advanced technology is sometimes used			△	
People and Organization	Advanced: Employees excellent with digital tools; new technology is always encouraged in the organization				△
Security	To Discover: Processes are somewhat in place to protect information	△			

What comes next?

Once you’ve worked with a consultant to develop your Digital Maturity Assessment:

- You have a better idea of your organization’s current state using digital.
- Take the time to consider the categories where you can do better in digital and how that will help to advance the priorities of your organization – these may be investments worth making.

- Think about a [Digital Needs Assessment](#) next – this will help you figure out your goals for the future of digital in your organization.



Digital Needs Assessment

What is it?

A *Digital Needs Assessment*:

- Helps you identify where you want to be with your digital skills
- Shows you the gap between your current and desired digital skills (and where you might want to invest)

What are the benefits?

- You can **see the opportunities** for your organization
- You can **identify the digital skills** that will help your organization deliver results
- You can start to **identify your digital goals**

What should it assess?

- It will measure the gap between where you are today digitally and where you want to be.
- It often looks at 8 main categories of digital use (see table below).
- You might focus on specific categories or add categories, depending on what's important for your organization.

If you ask these questions:

- What *should I prioritize* when it comes to digital?
- How *digital* should my organization be?
- How can my organization *benefit* by improving digital skills?

Start with a Digital Needs Assessment!

Key Digital Categories

 Vision	The goals you have for the digital future of your organization
 Activities and Services	How you use digital to perform activities or deliver services to your target audience
 Target Audience	How you use digital to get information about your target audience (the groups of individuals that you serve)- their digital expectations, preferences, and behaviours
 Engagement	How you use digital channels to reach out to your target audience
 Development	How you build digital activities and services to suit your target audience's needs
 Technology	How you currently use technology for processes and activities, and the type of technology you use
 People and Organization	How you enable your people to use digital tools and encourage new technology in your organization



Security

How you protect your digital information with clear processes that you update

Digital Needs Assessment: EXAMPLE

The example below measures a fictional organization's needs across 8 possible categories.

For each category, there are four maturity levels where an organization can be: *To Discover*, *Preliminary*, *Moderate*, and *Advanced*.

You don't need to be advanced in every category. You may choose which categories are important to your organization.

Legend

- △ Where you are today
- ▲ Your goal for the future
- The gap

Digital Maturity Level

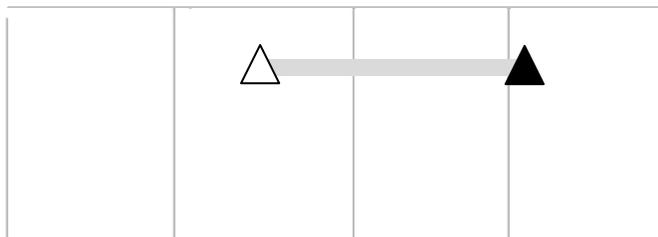
- **To discover**
Skill not yet developed
- **Preliminary**
Skill under development
- **Moderate**
Skill developed
- **Advanced**
Skill fully developed

Current State

Future Goal

Vision

Preliminary:
Digital vision somewhat developed; *strategic plan* refers to digital, but not as a priority



Advanced:
Digital vision is clearly outlined; *strategic plan* outlines how digital plays an important role

Activities and Services

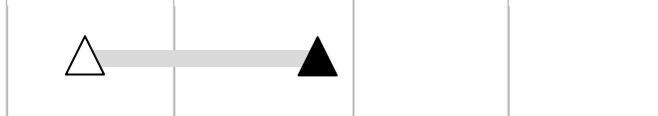
Moderate:
Activities and services are often delivered digitally



Advanced:
Activities and services are nearly always delivered digitally

Target Audience

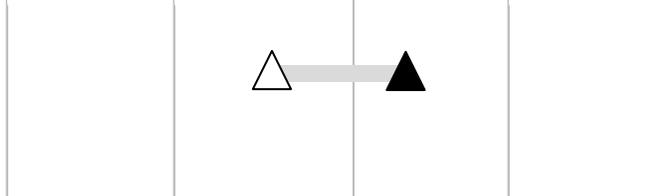
To Discover:
Data is not collected on the target audience



Moderate:
Data is captured on the target audience

Engagement

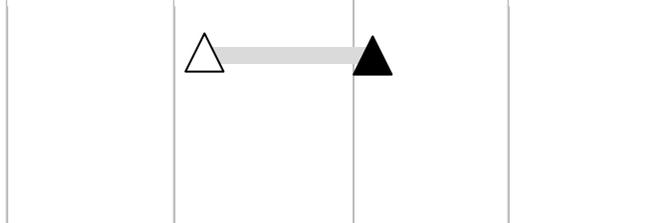
Preliminary:
Engagement is heavily paper-based and generalized across audiences



Moderate:
Engagement is often using digital channels and often tailored to different audiences

Development

Preliminary:
The voice of the audience is sometimes considered when developing activities and services



Moderate:
The voice of the audience is often considered when developing or changing activities and services

Technology

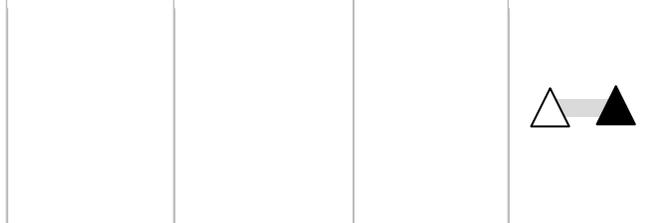
Moderate:
Processes and delivery often use technology; *advanced technology* is sometimes used



Moderate:
Processes and delivery often use technology; *advanced technology* is sometimes used

People and Organization

Advanced:
Employees excellent with digital tools; *new technology* is always encouraged in the organization



Advanced:
Employees advanced with all digital tools; *new technology* is always encouraged

Security

To Discover:
Processes are not in place to protect data or information



Preliminary:
Processes are somewhat in place to protect information

The consultant can help you understand what your future state might be.
Together, you may consider your *capacity*, *resources available*, the *benefits*
and the *cost* in order to set your goals.

What comes next?

When you work with a consultant to develop your Digital Needs Assessment:

- You'll have a better idea of where you want to be in the future when it comes to digital!
- Think about your digital needs: How big is the distance from where you are to where you want to be? What factors influence where you set your goals?
- Now that you understand where your digital gaps exist, you can prioritize opportunities for the future and create a plan – think about a [Digital Strategy](#) next.



Digital Strategy

What is it?

A *Digital Strategy* is:

- A plan that outlines your digital goals and how you will achieve them
- A living, evolving document
- A document to help you make choices for your organization

A *Digital Strategy* is not:

- A rigid document that stays the same over time
- A marketing, web, or social media strategy
- A series of goals with no plan to achieve them

If you ask these questions:

- How can I *achieve my digital goals*?
- Where should I be *focusing my digital efforts*?
- What do I need to do to *get started*?

Consider developing a Digital Strategy!

What are the benefits?

- You can identify **where you want to be**, and **how to get started**.
- You can better **meet your goals** by knowing your priorities and plan.
- You can make informed decisions on how to **build a stronger organization**.

What should it cover?

- Anything covered in your digital strategy should align with the ultimate mission of your organization. It should improve what you already do.
- It will typically cover: vision, guiding principles, priorities, and action plan (see table below).

Vision					
How you want to use digital to support 'what you aspire to be' as an organization					
Guiding Principles					
The beliefs and values that guide your decision-making when it comes to your digital vision					
Priorities					
The goals you have for digital – what you want to focus on within your organization.					
<i>Consider these six dimensions when you are thinking about your priorities.</i>					
Activities and Services	Audience	Channels	People	Process	Technology
The way you use digital to deliver activities and services	The groups of individuals that you serve	The digital platforms used to deliver your services	Your employees, who help to deliver and manage digital	The policies and procedures that help to enable digital	The underlying technology within your organization

Action Plan

The steps you will take to achieve your priorities for each of the six dimensions in Priorities

Digital Strategy: EXAMPLE

Your Digital Strategy builds on your Digital Maturity and Needs Assessments. It helps you prioritize your digital goals and allows you to create a plan to achieve them.

Have a look at the example strategy below. Remember that **you** are in control of your strategy. You make the choices and decide what your priorities are. Work closely with your consultant to ensure that your strategy is a useful tool for your organization.

Example organization: Small local art gallery

Vision

Facilitate the sharing of artistic works of local artists with the general public, by using digital in a way that best supports visitor learning and engagement.

Guiding Principles

Community-centric: We care about the needs and preferences of each visitor.

Empowering: Our employees and local artists have the tools and training they need to share artworks with the public.

Accessibility: Services are accessible and will work for everyone.

Priorities

Activities and Services	Audience	Channels	People	Process	Technology
Develop new digital activities and services	Customize the experience of our visitors at our gallery	Use digital channels to improve how we promote local artists	Encourage our staff and local artists to think digital-first	Measure and understand the benefits of using digital	Use digital to deliver a better overall experience for our visitors

Action Plan

Activities and Services	Audience	Channels	People	Process	Technology
Develop programming that is delivered online for those who can't be in the gallery	Divide our audience into different groups, based on their preferences, needs, and behaviours	Create a gallery on our website where visitors can see current exhibitions	Give rewards to employees who think of new ways to use digital	Actively track and record results of digital, and analyze results	Make a digital reservation system for our visitors to schedule their visits for events

What comes next?

Once you've worked with a consultant to develop your Digital Strategy:

- You've now outlined your priorities and have a plan to achieve them.
- As you put together your plan to achieve your goals (and as you begin to execute that plan), *you should consider*: your **capacity**, **resources available**, **benefits** and **costs**.
- Your next step is to start applying the steps outlined in your action plan.