

**National Gallery of Canada**  
**Request for Expression of Interest**  
**Exclusive Foodservice Provider**

Industry Consultation: November 9, 2015 at 2:00 p.m. Eastern Time

Responses Requested by: November 20, 2015 at 3:00 p.m. Eastern Time

## **Background**

The National Gallery of Canada (the “Gallery” or “NGC”) is requesting expressions of interest (“RFEOI”) from interested parties for the provision of exclusive foodservices (retail foodservice and catering) at the NGC. This RFEOI is intended to determine whether or not sufficient market interest exists to proceed to a competitive bidding process. In December 2015, the NGC plans on conducting a solicitation process for an exclusive foodservice provider.

Foodservice is part of the visitor experience. The Gallery seeks to obtain expressions of interest from the culinary industry with regard to providing an innovative, fresh, hot and cold, healthy–option foodservice to its visitors, members, staff, volunteers and onsite contractors. To that end, the Gallery will be holding an industry consultation, seeking information that will assist it in drafting the RFP requirements. This consultation will be held at the Gallery on Monday, November 9, 2015 at 2 p.m. We invite all interested parties to attend. Should you wish to attend, please RSVP Julie Peckham via email at [jpeckham@gallery.ca](mailto:jpeckham@gallery.ca) by end of business on Friday, November 6.

## **About the National Gallery of Canada**

The National Gallery of Canada was established in 1880, and is located in Ottawa, the Nation’s Capital. The Gallery is one of the world’s most respected art institutions — revered for its scholarship, applauded for its ability to engage audiences of all ages and all levels of artistic knowledge, and renowned for its exceptional collection of approximately 65,000 works of art. The Gallery’s Canadian collection is the most comprehensive and important of its kind in the world. Since 1988, the Gallery has been located at 380 Sussex Drive in a grand, light-filled structure of glass and granite, offering outstanding views of the Ottawa River and the Parliament Buildings.

The Gallery’s mission:

The strength of the National Gallery of Canada lies in its collection of art, especially Canadian art, and its accessibility to the public across the country. The collection opens the way for appreciation of the finest in artistic expression, and the works of art it contains reveal the past, celebrate the present, and probe the future. The collection must be expanded, preserved, interpreted, and used extensively by the public for pleasure and understanding, for research, and for the advancement of knowledge.

The Gallery’s values:

- **Accessibility:** Programs are developed with the public in mind — not only visitors to the Gallery, but all Canadians.
- **Excellence and Scholarship:** The Gallery builds upon the high standards it has attained over the years in all its endeavours, from research and acquisitions to exhibitions, publications and public programs.
- **Corporate Citizenship:** The Gallery meets its public policy and legal obligations.

- Leadership: The Gallery is a recognized leader in the national and international art-museum communities.
- Collaboration: The Gallery collaborates with the network of art museums in all regions of Canada and abroad, and with its partners within the Government of Canada.
- The Gallery's Workforce: The Gallery values its workforce, and creates a work environment in which people can maximize their potential and contribute fully to the success of the organization.

### Attendees, Visitors, Staff and Contractors

Foodservice outlets at the NGC are used by visitors, members, staff, volunteers, and onsite contractors. The table below shows attendance figures for the Gallery over the past five years (12-month periods ending March 31). Attendance is broken down into regular attendance (paid and unpaid attendance to the Gallery) and other attendance, which includes activities occurring during and outside Gallery operating hours, when attendees do not necessarily visit the exhibit spaces.

#### National Gallery of Canada Attendance — 12-Month Periods Ending March 31

12 Months Ending March 31	Attendance		
	Regular	Other	Total
2011	271,819	44,186	316,005
2012	308,532	38,358	346,890
2013	407,895	36,231	444,126
2014	216,925	20,466	237,391
2015	266,527	25,870	292,397

Attendance varies throughout the year, and is affected by holiday periods, special exhibitions, and days of the week. The table below shows total monthly attendance for the previous three years, and year-to-date (September 2015). Attendance for the Gallery's prime season, May through September, is shown separately.

### National Gallery Attendance by Month

Month	2012	2013	2014	2015
January	11,947	12,568	12,538	19,673
February	22,931	17,388	15,515	22,296
March	25,146	19,125	17,246	25,519
April	16,275	12,498	16,325	27,783
May	42,265	25,230	27,246	39,687
June	67,312	28,838	27,042	40,581
July	81,376	33,206	38,028	52,148
August	108,708	32,048	34,833	57,149
September	32,094	17,901	24,183	33,860
October	16,287	15,506	17,233	
November	18,571	15,774	18,448	
December	12,157	11,091	21,571	
Total	455,069	241,173	270,208	318,696
Total May to September	331,755	137,223	151,332	223,425

Daily attendance is not shown; however, Saturdays and Sundays are the most-visited days of the week by the general public and members. Attendance is also relatively significant on Thursday evenings, when the Gallery is open with no admission charge.

The Gallery currently has the equivalent of 226 full-time employees. On weekdays, an estimated 207 employees and contractors are onsite. On weekends, an estimated 14 employees are onsite, along with up to 31 on-call employees.

The Gallery also has 149 registered volunteers. Various volunteer groups meet regularly throughout the year, and often patronize the Gallery's foodservice operations.

#### **Foodservice Opportunity — Retail Foodservices**

At present, the Gallery has a single foodservice outlet: the Cafeteria des Beaux-Arts. This outlet, located on the second floor of the Gallery, has 188 indoor seats and an outdoor seating area, and offers views of the Ottawa River and Parliament Buildings. The Cafeteria, as its name implies, offers cafeteria-style service, and is supplied from the main kitchen, located one floor below the Cafeteria des Beaux-Arts.

Foodservice is also offered seasonally (peak summer period and during the holiday season) in the Great Hall (the Café). The Great Hall was renovated in 2013, but the Café did not resume service until Summer 2015. The Great Hall has a small, adjacent finishing-kitchen area.

Sketches, located on the main floor, originally operated as a cafeteria. The space has a kitchen; however, all equipment has been removed. Sketches is now used as a group lunchroom and offers vending machines.

The Exclusive Caterer will be able to change the service style in the Cafeteria des Beaux-Arts if desired. Further, another outlet could also be provided. The Gallery has identified Sketches, and/or co-location in

the Bookstore, as potential additional foodservice outlets. Seasonal concessions may be offered in other areas of the Gallery (e.g., the Great Hall, the Entrance Hall, outdoor areas, etc.). The Gallery may consider contributing towards the capital costs required to renovate current facilities and/or construct new foodservice outlet(s).

The Cafeteria des Beaux-Arts currently opens before the Gallery opens to the public, providing breakfast service to Gallery employees; it closes one half-hour before the Gallery. During the non-peak season, the Gallery is closed on Mondays; however, the outlet opens to serve employees, volunteers and onsite contractors. The Exclusive Caterer will be expected to provide service in at least one outlet from 7:30 a.m. on weekdays, as well as on Mondays when the Gallery is closed. The Exclusive Caterer will be able to change the menu offered on Mondays during the off season to accommodate the smaller customer base.

At present, staff, volunteers and contractors are offered a discount on food and beverage purchases. The Gallery recommends that a discount continue, but will allow the Exclusive Caterer to propose the discount rate. Members currently receive a 10% discount on foods and beverages; this policy will be expected to continue with the Exclusive Caterer.

The table below shows the retail foodservice revenues generated by the current caterer at the Gallery.

#### **National Gallery Retail Foodservice Revenue**

<b>12-Month Period Ending March 31</b>	<b>Cafeteria des Beaux-Arts</b>	<b>Café (Great Hall)</b>	<b>Total</b>
2011	\$ 517,133	\$ 122,872	\$ 640,005
2012	\$ 569,415	\$ 213,864	\$ 783,279
2013	\$ 712,663	\$ 292,760	\$ 1,005,423
2014	\$ 480,561	\$ -	\$ 480,561
2015	\$ 540,752	\$ -	\$ 540,752
2016 (year-to-date September)	\$ 366,280	\$ 39,539	\$ 405,820

*Note: The Great Hall closed for renovations in the summer of 2013. The Café did not reopen until the summer of 2015.*

#### **Foodservice Opportunity — Catering**

The NGC holds numerous events (internal, Foundation and private rentals) in a variety of public spaces throughout the Gallery. In some cases, internal and Foundation events are held in the exhibition spaces. For the most part, private rentals occur in the public spaces summarized in the table below. Prior to renovations in the Great Hall during the summer of 2013, the number of events held at the Gallery totalled over 230 per year, although not all events required catering. The NGC makes no guarantees with respect to the number of events, or catering revenue.

## National Gallery of Canada Rental Spaces

Space	Area (square metres)	Capacity by Event Type		
		Reception	Dinner	Theatre
Great Hall	810	880	450	520
Cafeteria des Beaux-Arts	397	250	250	n/a
Main Entrance Foyer <sup>1</sup>	297	400	n/a	150
Water Court Foyer	260	400	180	200
Auditorium (fixed seating)	440	n/a	n/a	399
Lecture Hall (fixed seating)	130	n/a	n/a	91
Seminar Rooms A & B	40	n/a	n/a	35
Sketches	126	120	80	90
Permanent Collection Galleries	n/a	n/a	n/a	n/a
Special Exhibition Galleries	n/a	n/a	n/a	n/a

<sup>1</sup> Only available for rent with the Great Hall or Water Court Foyer.

The Exclusive Caterer will hold the liquor licence at the Gallery.

The Gallery is committed to prioritizing its own public programming, while offering its exceptional public spaces for private functions. Ideally, private functions will maximize profitability in a way that does not negatively impact resources and the visitor experience. The NGC and the Exclusive Caterer will work together to offer premier spaces and services to its rental clientele.

The current caterer at the Gallery does not have exclusivity. The table below summarizes catering revenues realized at the NGC over the past four 12-month periods and year-to-date (September 2015).

### National Gallery of Canada Catering Revenue (generated by all caterers)

12-Month Period Ending March 31	Catering
2012	\$ 872,877
2013	\$ 1,104,471
2014	\$ 211,064
2015	\$ 401,599
2016 (year-to-date September)	\$ 102,099

Note: The Great Hall closed for renovations in the summer of 2013.

### Submission Instructions

The timing for the RFEOI is as follows:

Issue of Request for Expression of Interest	November 2, 2015
Industry Consultation Session	November 9, 2015 at 2:00 p.m. in the Cafeteria des Beaux-Arts
Request for Expression of Interest Submissions	November 20, 2015 at 2:00 p.m.

In the event that the Gallery decides to proceed with this opportunity, the RFP process for Exclusive Caterer at the NGC will begin in December 2015.

Interested parties are invited to respond to this RFEOI by submitting a letter to the NGC that includes a brief statement of the nature of their interest in the Gallery's requirement. Responses should include a statement of interest, as well as any other information or suggestions on how to make this opportunity attractive to the culinary industry. There will be no evaluation, ranking, or selection of vendors as a result of this RFEOI. In addition, there is no requirement that a vendor participate in the RFEOI; nor will it be used to pre-qualify or screen vendors for a subsequent competitive bidding process, should any such process be held.

If a subsequent competitive bidding opportunity is issued, the Gallery is under no obligation to advise any vendor responding to this RFEOI.

Submissions should be made to:

Julie Peckham  
Deputy Director Administration and Chief Financial Officer  
National Gallery of Canada  
380 Sussex Drive  
Ottawa, Ontario  
K1N 9N4

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