

Request for Quotation

Copyright Permissions and Licensing Specialist

Glenbow-Alberta Institute

Closing Date: 14:00MST on September 7, 2026



Photograph by Adam Borman, 2026

Glenbow

1. Invitation

Glenbow-Alberta Institute (“Glenbow”) invites qualified consultants to submit a non-binding quotation to provide copyright permissions & licensing services supporting the development of exhibition content for Glenbow’s reopening in late 2027 and as described in sections 4 and 5 of this Request for Quotation (RFQ).

The successful consultant will work closely with Glenbow's Collections & Curatorial team to identify, manage, and administer artist permissions, third-party licensing requirements, royalty obligations, and rights-related processes associated with upcoming exhibition content. The consultant will report to the Director, Collections & Curatorial.

The anticipated contract term is from October 2026 to June 2027. During this period, the successful consultant will support the identification and administration of artist permissions, third-party licensing requirements, royalty obligations, and related agreements associated with upcoming exhibition content. Work will involve collaboration with Glenbow's Collections & Curatorial team, participation in required project meetings, and periodic on-site review of physical records and archival documentation that are not available digitally.

The Copyright Permissions and Licensing Specialist will be engaged through Glenbow’s professional services agreement (PSA). Key elements of the resulting agreement are included as Appendix B – Resulting Contract.

- **Date Issued:** August 17, 2026
- **Proposal Deadline:** September 7, 2026
- **Budget: Up to \$25,000 CAD (inclusive of all fees and disbursements, exclusive of GST)**

2. Introduction and Background

Glenbow is one of Canada’s leading art museums – a nationally recognized innovator in arts, culture, and education, with a deep commitment to reconciliation and decolonizing museum practices. For nearly 60 years, Glenbow has played a vital role in Calgary’s arts and culture landscape. The museum’s diverse and expansive collection of over 250,000 works of art, objects, and cultural belongings – including the largest public art collection in Western Canada – sets it apart from other museums and galleries in the country.

Since September of 2021, Glenbow has been closed to the public as it undergoes a complete reimagination, renovating its 1970s building in downtown Calgary to create an open, accessible, and dynamic community hub. This transformation marks an exciting new chapter for the museum, driven by a mandate for radical accessibility. Thanks to the Shaw Family Foundation’s \$35 million donation, Glenbow will become the first major museum in Canada to offer free general admission – permanently removing financial barriers to access. In recognition of this transformative support, the building will be renamed the JR Shaw Centre for Arts & Culture.

Beyond free general admission, Glenbow is committed to fostering a welcoming and inclusive environment by prioritizing accessibility across its physical space, operations, and programming. This commitment to radical accessibility is central to Glenbow's vision for the future, ensuring all visitors can engage with art and culture without barriers.

As Glenbow prepares its reopening program, the management of artist permissions, third-party licensing requirements, and copyright obligations will play a critical role in supporting exhibition development and ensuring compliance with applicable legal, contractual, and artist compensation requirements. Effective rights management will be essential to the successful presentation of artworks, installations, photographs, digital media and other a/v assets, and collaborative projects across the museum.

To support this work, Glenbow is seeking a qualified Copyright Permissions & Licensing Specialist to manage artist permissions, third-party licensing requirements, royalty obligations, and rights-related processes associated with upcoming exhibition content.

3. Project Purpose and Objectives

- Glenbow's reopening in 2027 presents a critical opportunity to deliver a clear, engaging, and accessible interpretive experience for visitors. The permissions and licensing services engagement will:
 - Ensure exhibition content and related uses comply with applicable copyright and intellectual property requirements.
 - Support the identification, administration, and payment of required artist fees, third-party licensing fees, royalties, and related obligations.
 - Establish consistent processes, tracking systems and documentation for permissions and licensing activities.
 - Support Glenbow's curatorial team in managing artist agreements and rights-related documentation.
 - Recommend organizational procedures for permissions and licensing management that will inform the execution of these services.

4. Scope of Work

In Scope

- Identify and document applicable CARFAC-RAAV, ACTRA, Entandem, copyright, royalty, and other licensing requirements associated with exhibition content, artworks, installations, recordings, photographs, digital and a/v media assets, and community collaborations.
- Provide recommendations regarding compliance with the Copyright Act of Canada and other applicable copyright permissions, licensing, royalty, and intellectual property requirements associated with artist works, installations, and other exhibition content.
- Review and assess existing rights, permissions, licensing agreements, and related records.

- Conduct reviews of all content requiring copyright approval or permissions. Some of these reviews may be on-site for physical and archival records maintained by Glenbow.
- Develop and implement a tracking system for artist representation, permissions, licensing requirements, and associated obligations.
- Develop payment schedules and tracking processes for royalties, artist fees, and licensing costs.
- Prepare and administer artist and rights-holder agreements.
- Advise Glenbow regarding agreement negotiations and licensing requirements.
- Document and formalize processes from initial artist and copyright holder engagement through permissions acquisition, agreement execution, and payment administration.
- Meet with Curatorial staff and Project Management team as required (virtually or in person). Meetings will likely occur more often at the start up of the project.

Out of Scope

- Legal services or provision of legal opinions.
- Formal legal review of contracts or agreements.
- Exhibition content development or curatorial research.
- Financial administration or processing of payments.

5. Key Deliverables

1. Recommend a process for obtaining permissions and licensing that is informed by best practices that will inform subsequent key deliverables.
2. Rights, permissions, and licensing assessment for applicable exhibition content.
3. Permissions and licensing tracking system.
4. Artist fee, royalty, and licensing payment schedules.
5. Template agreements and supporting documentation recommendations.
6. Documented permissions and licensing workflow and procedures.

6. Consultant Qualifications

Glenbow will evaluate submissions based on:

- Experience managing permissions, licensing, copyright, royalties, and artist agreements.
- Experience working within museums, galleries, cultural institutions, archives, publishers, or similar organizations.
- Knowledge of CARFAC-RAAV, ACTRA, Entandem, copyright licensing, and related rights management frameworks.
- Familiarity with the Copyright Act of Canada.
- Experience establishing tracking systems, workflows, and documentation processes.
- Relevant examples of similar work.
- Qualifications of key personnel.
- Ability to perform required on-site work in Calgary.
- Confirmation of ability to deliver within the \$25,000 CAD budget.

7. Submission Requirements

Please submit a single PDF (maximum 15 pages) that includes:

1. Completed and signed Quotation Form provided in Appendix A.
2. Executive summary, showcasing understanding of Glenbow and the Project.
3. Approach and methodology, including a statement that the proponent can complete the work outlined within the timeline proposed.
4. Relevant experience, including 3 references.
5. Team expertise and resume(s), if required.
6. Equity, accessibility, and inclusion statement.

8. Vendor Selection Process

Quotations will be evaluated and scored on the basis of the criteria set out below. The top-ranked respondent will be the respondent that achieves the highest total score. In the event of a tie, the selected respondent will be the respondent with the highest score on the non-price criteria.

Evaluation Criteria	Weighting (Points)
Relevant Experience and Qualifications	30
Approach and Methodology	20
References	20
Pricing	20
Schedule Compliance and Availability	10
Total Points	100

A shortlist of vendors will be selected for interviews. Glenbow will contact shortlisted vendors directly and invite them to participate in a virtual interview to further discuss their qualifications, approach, and alignment with project goals. Please see the Project Timeline below for more details.

9. Project Timeline

Timeline	Milestone
August 17, 2026	RFQ issued
September 7, 2026	Submission deadline
September 21-28, 2026	Vendor interviews
October 1, 2026	Consultant selected and onboarding starts
October 2026 – June 2027 (exact dates TBC)	Permission and licencing services duration

10. Submission Instructions

Please submit Statement of Quotation and supporting documentation via email to:

Attention: Christine Leppard, Director, Collections & Curatorial, Glenbow
cleppard@glenbow.org

Subject Line: CONFIDENTIAL – GLENBOW PERMISSION & LICENSING SPECIALIST RFQ

Closing Date: September 7, 2026

Before: 14:00 MT

11. Terms and Conditions

This RFQ does not constitute an offer to contract. Glenbow reserves the right to:

- Modify or cancel this RFQ at any time.
- Reject any or all submissions.
- Select a consultant without the lowest proposed fees.
- Request interviews or clarification.

Proponents shall disclose any actual or potential conflicts of interest, including existing business relationships with Glenbow or any known participants involved in the project.

Proponents shall treat all information received through this RFQ process, and any subsequent contract award, as confidential and shall not disclose such information to any person or organization without the prior written consent of Glenbow.

All submitted materials become the property of Glenbow and must be treated as confidential.

Appendix A - Quotation Form

Respondent Information

Please fill out the following form, naming one person to be the contact for this RFQ response and for any clarifications or communication that might be necessary.	
Full Legal Name of Respondent:	
Any Other Relevant Name under which the Respondent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone:	
Company Website (if any):	
Respondent Contact Name and Title:	
Respondent Contact Phone:	
Respondent Contact Email:	

Non-Binding Price Quotations

The respondent will provide the Scope of Work for the following pricing in Canadian dollars (CAD):

Fees for Permissions and Licencing Services (inclusive of all disbursements)
\$

Signature of Respondent

Name of Respondent

Date

Appendix B – Resulting Contract

Priority of Documents

The documents listed below form part of and are incorporated into this Contract. If there is a discrepancy between the wording of one document and the wording of any other document that appears on the list, the wording of the document that first appears on the list shall prevail over the wording of any document that subsequently appears on the list.

- a. The Contract document including appendices
- b. The Supplier's dated proposal

Basis of Payment

Once selected as the successful Proponent, the Contractor shall be paid a firm fixed price (to be determined) for each phase for the services to be provided in accordance with the Statement of Work, GST, extra.

Method of Payment

The successful Proponent will be paid via EFT (Electronic Funds Transfer). As a result, the successful Proponent will provide adequate banking information, including a void cheque to accounts.payable@glenbow.org.

Payment will be provided mid-month or end of month for services rendered, provided that:

- a. Invoices are submitted in accordance with the invoicing instructions contained herein; and
- b. All direct expenses are pre-approved by Glenbow and supported by invoices, receipts, or vouchers.

Invoicing Instructions

Invoices shall be submitted on the Contractor's own invoice form and shall be prepared to show:

- a. total payable, based on the Basis of Payment herein; (Note: The GST amount and the GST identification number are to be shown separately)
- b. the date;
- c. the name and address of the Contractor;
- d. quantity and description;
- e. project title "Copyright Permissions and Licensing Specialist"; and
- f. copy of invoice for direct expenses.

Invoices are to be emailed (preference) to cleppard@glenbow.org and accounts.payable@glenbow.org or mailed as follows (if needed):

Christine Leppard
Director, Collections & Curatorial
Glenbow
823 1 Street SE
Calgary, AB T2G 0P3

Limitation of Expenditure

No increase in the total liability of Glenbow or in the price of Work will be authorized or paid to the Contractor unless such changes, modifications, or interpretations have been approved, in writing, by Glenbow, prior to their incorporation into the Work. The Contractor shall not be obliged to perform any Work or provide any service that would cause the total liability of Glenbow to be exceeded, unless an increase is authorized by Glenbow.

Replacement of Personnel

When specific persons have been named in the Contract as the persons who must perform the Work, the Contractor shall provide the services of the persons so named unless the Contractor is unable to do so for reasons beyond its control.

If at any time the Contractor is unable to provide the services of any specific person named in the Contract, it shall provide a replacement person with equal or better qualifications and experience. The Contractor shall, within 5 working days, give notice to Glenbow of:

- a. the reason for the removal of the named person from the Work;
- b. the name, qualifications, and experience of the proposed replacement person.

Glenbow may order the removal from the Work of any such replacement person and the Contractor shall immediately remove the person from the Work and shall secure a further replacement.

The fact that Glenbow does not order the removal of a replacement person from the Work shall not relieve the Contractor from its responsibility to meet the requirements of the Contract.

Work Environment

The Contractor is responsible for providing their own work site and providing resources and equipment such as computer equipment, Internet connection, workstations, etc. The Contractor must be available to attend either teleconference calls or meetings (based on the geographical location of the Contractor in relation to Glenbow) throughout the project duration and other meetings as requested by Glenbow. In-person meetings will be held at Glenbow located at 823 1 Street SE, Calgary, Alberta. The Contractor will be responsible for their own travel and accommodations costs and arrangements, if required.