



Staff Report to Council

DATE: Monday, October 21, 2024

DEPARTMENT: Administration

SUBJECT: Arts and Culture Strategy Scope of Work

EXECUTIVE SUMMARY:

The development of an Arts and Culture Strategy is a key Council initiative, identified in the 2023-2027 Council Strategic Plan. An Arts and Culture Strategy will deliver a clear set of priorities and tangible actions that are feasible and advance community objectives towards the support and growth of arts and culture in the City of Langford.

The purpose of this report is to seek Council's endorsement on the general scope of work for a five-year Arts and Culture Strategy, prior to issuing a Request for Proposals (RFP) to retain professional consulting services, anticipated in late fall 2024. As there is a clear synergy between the Arts and Culture Strategy and the Placemaking Strategy, which is also identified in the Council Strategic Plan but not yet funded, the proposed scope includes incorporating early consideration of the role placemaking will play in the implementation of the Arts and Culture Strategy.

The targeted completion date for the Arts and Culture Strategy is the first quarter of 2026.

BACKGROUND:

Creating an Arts and Culture Strategy is a priority of Council, identified in the 2023-2027 Council Strategic Plan.

The objectives of the Arts and Culture Strategy are to:

- Develop a vision for arts and culture that is inclusive, diverse, and accessible.
- Increase awareness of the arts and culture sector in Langford by identifying organizations and artists that are active in the community.
- Engage the community and key partners on their needs and priorities with respect to arts and culture, including physical space needs.
- Clarify the roles and responsibilities of the City and its partners.

- Increase capacity and collaboration between the City and its partners.
- Support the integration of arts and culture into City-wide planning and place-making processes.
- Guide and support Council decision-making and City service delivery in a context of limited resources, to establish and maintain an engaging and prominent arts and culture scene.

The City plans to issue an RFP to retain professional consulting services for the development of a five-year Arts and Culture Strategy, with a targeted completion date of the first quarter of 2026.

The Successful Proponent will have to demonstrate extensive experience in arts and cultural strategy formulation, including community engagement, and the ability to deliver a clear set of priorities and tangible actions which are both feasible and advance community objectives towards the support and growth of arts and culture in the City of Langford.

COMMENTARY:

The purpose of this report is to seek Council approval of the proposed scope of work to allow staff to proceed with issuing an RFP to retain professional consulting services for the development of a five-year Arts and Culture Strategy:

Proposed Scope of Work

The Successful Proponent will undertake research, engagement, and analysis for the development of the Arts and Culture Strategy. The City of Langford expects the proponent to apply the lens of innovation, inclusivity, and equity when developing its proposal and is encouraged to propose alternative approaches or activities which may benefit the City and the community.

Background Research and Analysis

The Successful Proponent will:

- Review and evaluate the City's current policies, plans, and practices as they relate to arts and culture, including but not limited to the Official Community Plan, 2023-2027 Council Strategic Plan, 5-Year Tourism Strategy, Community Amenity Contribution Policy, and the financial support (cash and in-kind) provided to arts and culture organizations and events in the community.
- Gather baseline information on the arts and culture sector in Langford, including existing facilities, services, and programs, key partners, and community organizations. This information will be used to develop a high-level arts and culture Facilities Needs Assessment and Cultural Map.

- Review and analyze demographic information and community profiles as it relates to arts and culture in Langford.
- Identify and research current trends and best practices in relation to the arts and culture sector, including potential funding and governance models, as well as partnership and service delivery models.

During this phase, the Successful Proponent will need to devise a Workplan that outlines the background research required as well as a comprehensive Community Engagement Strategy.

Communications and Engagement

The Successful Proponent will engage with key partners including but not limited to: The West Shore Arts Council, the Victoria Conservatory of Music (Westhills location), Arts & Culture Colwood Society, Coast Collective, Inter-Cultural Association of Greater Victoria, CRD Arts and Culture support service staff, School District 62, West Shore Parks and Recreation, YM/YWCA, Juan de Fuca Performing Arts Centre Society, and The Langford Station artist vendors.

The community engagement process will articulate an inclusive community vision, identify the detailed needs and priorities for arts and culture services, programs, and facilities, and explore the role of public spaces and placemaking in advancing a robust vision for arts and culture in Langford. This may include the development of a Strengths, Opportunities, Aspirations, and Results (SOAR) Analysis.

The Successful Proponent will have access to the City's communications tools, such as "Let's Chat Langford" (the City's online public engagement platform), social media channels, City website, and digital signage. The City will provide administrative support for advertising, programming of content on Let's Chat Langford, coordinating venues, and other supports as needed.

At the conclusion of this phase, the Successful Proponent must develop an Engagement Summary, including a detailed analysis of data collected through the various engagement methods to be shared with the City. The Successful Proponent will share their approach to data analysis for transparency and accountability.

Draft Arts and Culture Strategy

A draft Arts and Culture Strategy will be completed by the Successful Proponent and reviewed with the project team, senior management, and Mayor and Council for comment and revisions prior to delivery of the final Strategy.

As a minimum, the draft Arts and Culture Strategy will contain the following:

- Executive Summary

- Introduction (e.g., definitions, community profile, overview of the planning process, linkages to existing plans and practices)
- Community Engagement Summary (e.g., overview of communications and engagement activities, key engagement findings, a SOAR analysis)
- High-level Arts and Culture Facility Needs Assessment
- Cultural Map
- Community Vision/Values Statements
- Goals, Strategic Directions, and Recommendations
- Implementation Plan/Action Plan which identifies priorities, phasing (short, medium, and long-term), roles, and relative estimated costs

Final Arts and Culture Strategy

Incorporating feedback on the draft plan, the Successful Proponent must finalize the Arts and Culture Strategy into a user friendly, visually appealing and accessible document.

FINANCIAL IMPLICATIONS:

The approved budget for the Arts and Culture Strategy is \$75,000.

LEGAL IMPLICATIONS:

None noted.

STRATEGIC PLAN ALIGNMENT:

Objective 3f | CREATE AN ARTS AND CULTURE STRATEGY

An Arts and Culture Strategy will set the path forward for Langford to become a destination for the arts and will highlight and celebrate the diverse cultures in Langford. It will also clarify the arts and culture space needs of Langford residents, with a focus on inclusivity, diversity, and accessibility.

OPTIONS:

Option 1

THAT Council endorse the Arts and Culture Strategy RFP scope of work as presented.

OR Option 2

THAT Council endorse the Arts and Culture Strategy RFP scope of work with the following modifications:

- a. _____;
- b. _____; and
- c. _____.

SUBMITTED BY: Donna Petrie, Senior Manager of Communications & Economic Development

Concurrence: Matthew Baldwin, RPP, MCIP, Director of Development Services

Concurrence: Leah Stohmann, RPP, MCIP, Director of Community Planning and Climate Change

Concurrence: Melisa Miles, Manager of Legislative Services

Concurrence: Wolfgang Schoenefuhs, Parks Planner

Concurrence: Katelyn Balzer, P.Eng., Director of Engineering and Public Works

Concurrence: Michael Dillabaugh, CPA, CA, Director of Finance

Concurrence: Marie Watmough, Director of Legislative & Protective Services

Concurrence: Braden Hutchins, Deputy Chief Administrative Officer

Concurrence: Darren Kiedyk, Chief Administrative Officer