



Purpose



The purpose of this report is to seek Council endorsement of the proposed Project Plan to develop the Arts and Culture Master Plan.



Project Overview



Process of cultural assessment, research, and community engagement undertaken to chart a course for Victoria's future cultural development.



Official Community Plan and Strategic Plan



Create a common vision, policy framework and action plan for arts and culture.



Cultural Planning Definition

Cultural planning is a process of inclusive community consultation and decision making that helps local government identify cultural resources and think strategically about how these resources can help a community to achieve its goals.



Project Overview

The planning process will be divided into three phrases, with completion in the winter of 2017:

Phase 1: Research and Analysis

Phase 2: Citizen Engagement

Phase 3: Plan Development and Adoption



Project Deliverables

- An inventory of cultural resources
- Develop and deliver a public engagement process to facilitate community dialogue, identify issues and opportunities, analyze the impacts of different options and seek feedback
- A Cultural Policy framework to guide future decision making in cultural development including vision statement, guiding principles, goals and strategic priorities.
- An Arts and Culture Master Plan that will include recommendations to implement the goals, timelines, budget and measurement tools to monitor, assess and evaluate progress.
- An Economic Impact Study



Project Scope

- Reviewing existing policies, plans and previous studies related to arts and culture.
- Identifying and assessing opportunities and gaps for cultural service delivery and articulate the City's role.
- Identifying opportunities and gaps in current cultural spaces and provide direction on future cultural spaces as per direction from the Official Community Plan.
- Analyzing and reviewing of arts and cultural grant programs delivered by the City.
- Reviewing the role of arts and culture in achieving civic goals tied to economic development, placemaking, and community wellness.
- Reviewing the role of arts and culture in achieving civic goals tied to animating public space, programming and permitting of civic squares and downtown revitalization.
- Review Royal and McPherson operating agreements and reporting structure.
- Exploring innovative ways to fund initiatives identified in the Arts and Culture Master Plan.



Phase One

Mapping and assessment of Victoria's cultural resources

Steering Committee Terms of Reference

Request for Offers (RFO) Cultural Planning consultant

Review existing City planning documents and best practices in North America.



Phase Two

Council approval of an Engagement Strategy

Engagement with citizens and stakeholders

Development City of Victoria Cultural Policy

Engagement on draft Cultural Policy and approval by Council



Phase Three

Draft Arts and Culture Master Plan

Engagement on Draft Master Plan recommendations

Council approval of Arts and Culture Master Plan



Guiding Principles



Active Engagement: To actively engage community stakeholders and City staff across all departments in the planning process by following the Core Values for the Practice of Public Participation.

Responsive: Ensure the Plan is flexible and responsive to changing internal and external factors in the community by building in mechanisms to deal with unforeseen circumstances.

Timely Completion: The development of the Plan is completed within the approved resources, timeline and budget.

Forward Thinking: The City is innovative and forward thinking in its approach.

Integrated Planning: The process is coordinated with other City plans including the Strategic Plan and Neighbourhood Plans.



Project Schedule

Quarter 1 2016 (January to March)

Terms of Reference:
Steering Committee

RFO: Cultural Planning Consultant

Background Research

Quarter 2 2016 (April to June)

Development of an Engagement Strategy and Council Approval

Project Initiation

Quarter 3 2016 (July – September)

Engagement Begins

Research and Analysis

Engagement on Draft Policy

Cultural Policy Adopted

Quarter 4 2016 (October-December)

Draft Arts and Culture Master Plan

Engagement – Review Draft Plan

Quarter 1 2017 (January - March)

Council Approval and Adoption

Implementation



Project Budget and Staff Resources

Total budget \$116,000 as a supplemental ask in 2016.

\$76,000 to hire a consultant and project expenses for engagement and communication.

\$40,000 for a contract programmer position to back-fill full time staff responsibilities.

An inter-departmental team approach will be taken and include representatives from the Community Planning Division, Parks, Recreation and Facilities, Citizen Engagement and Strategic Planning, with support from Finance, Legal Services and Legislative and Regulatory Service as needed.



Recommendation

That Council approve the Project Plan for the Arts and Culture Master Plan.

