

APPENDIX 'B'

**City of Thunder Bay**  
**MUNICIPAL CULTURAL PLAN**

**Terms of Reference**



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## 1.0 Introduction

The City of Thunder Bay is requesting the assistance of a Consultant team to develop a Municipal Cultural Plan. The Plan will consider specific public needs and provide the City with a focus for future cultural development. Its format and recommendations will be unique to Thunder Bay. The City of Thunder Bay recognizes the important role of arts and heritage in the community and is ready to proceed with a process to formally identify and address cultural needs and assets.

## 2.0 Background

The City of Thunder Bay was created on January 1, 1970 following the amalgamation of the neighbouring cities of Fort William and Port Arthur and the adjacent Townships of Neebing and McIntyre. Thunder Bay, a geographically large (328.5 sq km) and culturally diverse community with a population of just over 100,000 people, is situated at the western end of Lake Superior.

The City has a rich tradition of providing quality services to residents and visitors resulting in high levels of community satisfaction. The Recreation & Culture Division has been recognized as a leader in its field receiving a number of awards, including:

- 2007 Youth Friendly City Award (Parks and Recreation Ontario)
- 2006 Mainstreet Accessibility Award
- 2004 Thunder Bay's Kite Festival named one of the "Top 50 Ontario Festivals" by Festivals and Events Ontario.
- 2004 Festivals and Events Ontario Achievement Award for "Best Newspaper Insert" in the \$100,000 or less budget category for the Thunder Bay Summer Events tabloid, produced to promote Community Recreation's summer events.
- 2003 Cultural Capital of Canada, as named by Department of Canadian Heritage. The Cultural Capitals of Canada program publicly recognizes and rewards Canadian towns and cities that have demonstrated excellence in the field of arts and culture.
- 2000 Communities in Bloom National Awards Four Bloom Rating and mention for Tidiness Effort and Turf Areas.
- 1999 Peter F. Drucker Foundation Award for Canadian Nonprofit Innovation for the Community Recreation P.R.O. Kids initiative. PRO Kids, for children and youth up to 18 years of age, makes recreation and cultural activities in Thunder Bay more accessible to children and teens unable to afford program fees.

The City of Thunder Bay takes pride in its history of providing a high quality of life for its residents. Factors that indicate this quality of life include:

- Enhanced community safety and accessibility
- High-quality educational and training opportunities
- Inclusive relations between Aboriginal and non-Aboriginal people
- Improved recreational opportunities and a culturally rich and diverse arts scene
- Creation and maintenance of job opportunities
- Distinguished health services

There are a number of ways in which the City of Thunder Bay is meeting the cultural needs of its citizens with measurable indications that citizens are well-satisfied with the delivery of cultural services. These include, the development of cultural programs and facilities, award-winning festivals, public art, and recreational activities that appeal to the wide-ranging demographic that exists in Thunder Bay. The City of Thunder Bay addresses the cultural needs of its citizens while paying diligent attention to the diverse beliefs, values and traditions of its multi-cultural population.

As outlined in the attached Cultural Policy (2004/5), the term “culture” is complex with a wide range of definitions. For the purposes of this project, the word “culture” will be used to reflect all aspects of arts and heritage institutions, activities and related disciplines along with entrepreneurial activities. The cultural industry is growing in Thunder Bay, and contributes to the City’s status as a creative city.

In 1991, the City of Thunder Bay pioneered the cultural planning exercise through the creation of a Municipal Arts & Heritage Policy that formally recognized the important role arts and heritage play in the lives of people living in and visiting the region. Since then, the Community Services Department has continued to develop and make use of strategic planning policies, including the development of the Cultural Policy, and a process underway to review and update the Policy for Art in Public Spaces.

Over the past ten years, significant changes have occurred in the community with the emergence of new issues. These include, a changing demographic, and a decrease in the overall population, increased competition for financial resources coupled with limited new revenue potential, a demand for a broader range of services, the changing nature of volunteerism, new legislative standards and regulations, and a general increase in overall operating costs. There have also been notable changes in public attitudes towards arts and heritage with new and emerging cultural economic trends. The growing Aboriginal population presents an opportunity to develop a unique form of arts heritage that is currently under-developed. These trends must now be further investigated to effectively proceed with a cultural planning exercise.

### **3.0 Strategic Foundations**

**3.1** In the City of Thunder Bay’s New Foundation Strategic Plan, City Council identified as one of their goals:

*“ to be a leader in the provision of a balance of cultural, recreational and sports opportunities. These services will enhance the attractiveness and well-being of our community at a reasonable cost and be available to all.”*

Recently, City Council identified its top strategic planning directions. The following three are particularly relevant to the Community Services Department and this planning process:

- Making Thunder Bay More Clean, Green, Beautiful, and Proud;
- Ensuring Efficient, Effective and Accountable Government;
- Improving our Quality of Life.

To assist the Community Services Department meeting Council’s goals, a Municipal Cultural Plan will be developed to build on the foundation laid by the Council-approved Cultural Policy.

The Plan will enable the Department to further develop culture in Thunder Bay and provide a sustainable balance of opportunities that meets the needs and interests of community members. It is the next step in the implementation and review of the preliminary directions identified in the Cultural Policy, and will result in detailed directions for moving forward.

In addition to Council's strategic direction, the Community Services Department's Vision and a Mission Statements articulate our purpose and serve as the cornerstones for the Municipal Cultural Plan.

### **3.2 Community Services Department Strategic Plan**

#### **Vision Statement**

*Our community will be known for its vibrant, healthy lifestyle, spectacular environment, and welcoming people.*

#### **Mission Statement**

*We enrich our community's quality of life by providing a balance of social, health, cultural, recreation and sports services and facilities, in a cost effective, fair and accessible manner by:*

- *Promoting health and well-being*
- *Recognizing and respecting our diversity*
- *Exemplifying environmental stewardship*

### **3.3 Cultural Policy**

Cultural Services further acknowledges the benefits resulting from a vibrant cultural industry, as indicated in the Cultural Policy (2004/5). Cultural Services has outlined the following outcomes in the Policy:

- *Culture is a meaningful and tangible contributor to the quality of life of citizens.*
- *The Cultural Industry is an economic engine in Thunder Bay.*
- *Culture contributes to addressing population growth challenges.*
- *Visual aspects of the city are a source of community pride.*
- *Cultural activities foster social participation and community cohesion.*

## **4.0 Municipal Cultural Plan**

### **4.1 Purpose**

The purpose of the Municipal Cultural Plan is to identify community needs and priorities related to culture and recommend how these needs should be addressed and how services should be delivered.

With this purpose in mind, the City of Thunder Bay will develop an innovative approach to cultural development that reflects both the current and future needs of the community. The Municipal Cultural Plan process will engage community residents, partners and stakeholders in

determining what is appropriate for the future of Thunder Bay and suggest how the City should proceed with cultural planning. The Plan will cover two periods of time: immediate (1 – 3 years) and long term (4 – 10 years) and will, among other things, recommend a process for capital and operational decision making. Its format, inclusions and recommendations will be developed specifically for Thunder Bay, and must meet the needs and desires of the City and stakeholders. An off-the-shelf solution will not be accepted.

This Plan will reflect the vision and values and objectives of the City of Thunder Bay New Foundations Strategic Plan and will be guided by the Vision and Mission Statements of the Community Services Department.

## **4.2 Goals**

The Municipal Cultural Plan for Thunder Bay is expected to be completed over a 1 to 1.5 year period, beginning in 2009 and finishing by December of 2010. The process of municipal cultural planning will be ongoing.

### **Anticipated Outcome**

All documents and recommendations produced will be clear, concise and made accessible to the general public while representing and promoting a diverse cultural community, and cultural amenities and facilities. The documents will encourage cultural development and consultation in all aspects of the community.

The Plan will include specific recommendations for the municipality, community and stakeholders charged with the implementation of the Plan, and will be a roadmap for culture in Thunder Bay over the next 10 years with measurable outcomes of achievement which the community can celebrate. The public-friendly plan will be used to foster a positive sense of place and develop civic pride throughout the community, while effectively communicating information about Thunder Bay's cultural resources.

## **4.3 Relevant Policies and Principles**

Implementation components of the plan will have regard for the following principles, policies, and documents:

- Equity
- Fairness
- Accessibility
- Provision of a balance of services
- Balance in distribution of services and facilities
- Relevant recommendations of the Mayor's Task Force on Civic Pride (principally the Clean, Green and Beautiful Policy)
- Community Development
- Diversity Policy
- Thunder Bay Children's Charter
- City of Thunder Bay Code for Volunteer Involvement
- Public Art Policy
- Cultural Policy
- Relevant recommendations of the draft Recreation and Parks Master Plan
- Community and Cultural Funding Program

## **5.0 Project Administration**

### **5.1 Municipal Cultural Plan Steering Committee**

The Community Services Department will strike a Municipal Cultural Plan Steering Committee comprised of targeted stakeholders. The role of this Committee is to assist in the development of the Municipal Cultural Plan by representing the broad interests of the community through the provision of feedback to the consultant throughout the planning process.

### **5.2 Technical Advisory Group**

The Technical Advisory Group is comprised of senior administrative staff. The lead Administrative contact for this project will be the Supervisor – Cultural Services. Through the Administrative lead, the Technical Advisory Group will provide direction to the Consultant, monitor progress of the plan, and provide a liaison between the Consultant, Steering Committee, the public, and City Council.

## **6.0 Key Objectives and Deliverables**

To develop a comprehensive Municipal Cultural Plan for Thunder Bay that will form the foundation for policy and program decisions, resource forecasting, strategic investments in culture, and community cultural development.

The consultant must recognize and address Thunder Bay's unique needs throughout the entire planning process. Several factors, including the City's changing demographics, shifting economy, and geographic location, must be taken into consideration before recommending future cultural development strategies. The Plan will be linked to, and integrated with, other plans, policies and processes in the municipality (i.e. The 2007-2010 Strategic Plan and other plans associated with economic development, downtown revitalization, recreation & parks, tourism).

### **6.1 Process & Reports**

A qualified consultant will be hired to complete the following:

- Use and build on the information collected through the current cultural mapping project.
- Employ a creative and thorough process for public consultation including representation from all cultural sector stakeholders (artists, organizations, businesses, interest groups, service clubs, educational institutions, general public, etc). This process may include focus groups, open houses, and meeting presentations.
- Create draft working reports, a draft final report, a final report, and executive summary of the municipal cultural plan and present these to the municipality, stakeholders and community as required.

The plan is to be completed in two stages as follows:

### **Stage 1 – Community Assessment & Visioning**

1. Assessment of current strengths, emerging trends, resources, current & future growth, demographics, possible partnerships, community and neighbourhood redevelopment strategies (SWOT Analysis based on existing mapping, statistical data and other data).
2. Review of existing municipal policies, plans, programs and procedures that relate to culture throughout municipal departments.
3. Review of current staffing levels, roles, responsibilities, and administrative structure of the Cultural Services Section of the Recreation & Culture Division and associated advisory committees.
4. Evaluation of implementation status of Cultural Policy
5. Cultural Identity mapping
6. Community & stakeholder consultation

### **Stage 2 – Plan Development**

The second stage includes the preparation of the overall plan, identification of tangible projects and partnerships and future recommendations for cultural development in Thunder Bay. Several factors must be taken into consideration. Specifically:

*Where are we now? > Where do we want to be? > How do we get there?*

The plan will identify:

- How the development of culture contributes to the vitality, diversity and overall quality of life in Thunder Bay in both economic and social terms. This should also include information on how culture and cultural development contributes to attraction and retention of youth and professionals, and how culture is linked to the developing knowledge economy in Thunder Bay.
- Community needs that represent the total cultural community including amateur and professional cultural organizations, the professional cultural community, stakeholder groups and the public.

It will include recommendations on:

- A shared vision and overall planning framework to support cultural development
- Strategic and integrated planning of cultural resources to support economic and community development.
- Strategies and actions for moving forward such as:
  - Marketing strategies throughout the cultural sector and related industries to achieve increased awareness of cultural facilities, programs and events.
- Roles and responsibilities of the municipality, stakeholders and program/service providers, including internal structure and implementation costs.
- Revisions to existing policies & procedures related to and/or impacted by the Plan
- Monitoring and evaluation.

Governance, implementation and integration will be addressed and anticipated associated resource needs will be provided, taking into consideration existing capacity and resource limitations.

## **7.0 Project Timelines**

### **Timeline**

Stage 1 – late 2009 to early 2010

Stage 2 – 2010

Time is of the essence for this project. It is anticipated that the final plan will be completed by December 31, 2010. The Consultant will be required to commence work immediately upon receiving authorization from the City.

Anticipated milestone dates for the project are as follows:

- Proposal due date – September 30, 2009
- Award of contract – October 9, 2009
- Project start up meeting – October 23, 2009
- Stakeholder meetings – December 2009
- Steering Committee meeting, Interim report and Community Open House– December 2009
- Stakeholder meetings – April 2010
- Steering Committee meeting, draft final report and Community Open House – October 2010
- Steering Committee meeting, presentation of final report to City Council and Community Open House – November/December 2010

## **8.0 Meetings and Reviews**

### **8.1 Technical Advisory Group**

The Consultant shall maintain regular contact with the Technical Advisory Group through the administrative lead. The Consultant will inform the Technical Advisory Group, in writing, of progress on the study components on a monthly basis or as otherwise may be required in these Terms of Reference, or, as may be requested by the Consultant. In addition, the Consultant may be requested to provide progress updates via conference call at regular intervals throughout the process.

### **8.2 Steering Committee**

A minimum of 5 meetings will be required with the Steering Committee to review progress on the Municipal Cultural Plan. Whenever possible, these meetings will be scheduled to coincide with other meetings (public consultations, etc) to minimize travel costs and to maximize the use of consultant time while in Thunder Bay.

### **8.3 City Council**

The Consultant can also expect a minimum of 1 meeting for each of City Council and the general public to review and provide comments on preliminary recommendations of the Municipal Cultural Plan prior to their refinement and the final presentation meeting with City Council.

### **8.4 Proposed Milestone Meetings**

At a minimum, the Consultant can expect to meet with the Technical Advisory Committee and Steering Committee for the following purposes:

1. Initial orientation and discussion prior to commencing work.
2. Prior to the completion of the interim report to review draft.
3. Prior to presentation of interim information and plans to the general public and City Council.
4. Prior to completion of the final draft of the report.
5. Prior to the final presentation of the cultural plan to City Council.

### **8.5 Minutes of Meetings**

Minute taking and reporting at all meetings will be the responsibility of the consulting team.

## **9.0 Proposal Submission**

- 9.1 Proposals submitted for consideration by the City shall include, at a minimum, the following components:
  - 9.1.1 A proposed study outline and program indicating, in detail, an understanding of and consistency with these terms of reference.
  - 9.1.2 A description of the proposed consultation program and proposed schedule of meetings for stakeholders, staff and public and other interested parties.
  - 9.1.3 Identification of the proposed phasing of the program.
  - 9.1.4 A proposed timetable for completion of the project.
  - 9.1.5 A description of the study team, indicating personnel and relevant experience and including proposed allocation of personnel by task, per diem rates and an estimate of the number of hours each will contribute to the identified program components.
  - 9.1.6 The total number of person hours required to complete the individual program tasks.
  - 9.1.7 The upset limit project costs including details of expected disbursements, including, but not limited to, travel, telephone, mileage, printing of interim and final reports. GST shall be extra, and PST shall be extra. (where applicable).

- 9.1.8 The upset limit includes the printing of 50 copies of the final document inclusive of any maps and attachments along with:
- a) 2 master copies of the final document (with maps and attachments), unbound and suitable for reproduction purposes;
  - b) 2 editable copies of the final document (with maps and attachments) in digital form;
  - c) 2 editable digital copies of all digitized maps in a format compatible with the City of Thunder Bay GIS system along with two (2) full size hard copies of all maps and attachments in the final document;
  - d) 2 copies of each of any supporting documents in digital format.
- 9.2 The delivered products resulting from the Cultural Plan are to be owned by the City of Thunder Bay as public documents and are, therefore, subject to the provisions of The Municipal Freedom of Information and Protection of Privacy Act.

## **10.0 Available Information**

- 10.1 The City will supply to the Consultant all relevant background information in its possession (a list of which is contained in Attachment A) once an award of contract has been made and the study program, methods and data needs are established.
- 10.2 Mapping and related digital information are important elements of the study. The City of Thunder Bay has a variety of mapping information available in its Geographical Information System (GIS) which will be provided to the successful consultant for use on this project. This information may be subject to a “user agreement” that will dictate the terms of its use.

## **11.0 Proposal Review**

The Technical Advisory Group will read, review, and evaluate each proposal and make a selection on the basis of the evaluation criteria listed below:

- Demonstrated understanding of Terms of Reference
- Quality of the proposal
- Detailed work program
- Consultant deliverables
- Cost breakdown
- Innovation

## **Attachment “A”**

### **Background Information to be supplied**

The following background information will be provided to the successful consulting team. Every effort has been made to supply as complete a list as possible; however, should additional information become available through the course of the study it will be provided in a timely fashion.

#### **General**

- Vision and Values (ACT) of the City of Thunder Bay
- Building on the New Foundation (Strategic Plan 2007-2010)
- Official Plan
- Community Services Department Mission and Strategic Plan
- Clean Green and Beautiful policy (Mayor’s Task Force)
- Cultural Policy (2005) & Cultural Policy Study
- Cultural Mapping Database and GIS Map
- Overview of Economic Factors that Impact upon Arts and Heritage (2004)
- Community Economic Development Commission 2008-2010 Strategic Action Plan
- Policy for Art in Public Spaces and draft revisions
- Accessibility Plan
- Draft Recreation and Parks Master Plan
- City of Thunder Bay Code for Volunteer Involvement
- Business plans, etc. from other relevant cultural organizations/institutions to be provided upon request
- Administrative Structures & Advisory Committees’ Terms of Reference
- Advisory Committees’ Terms of Reference
- Waterfront Development Plan
- Heritage Advisory Committee Terms of Reference and Designated/Registered Properties information
- 2008 Our Quality of Life Report

#### **Financial**

- Budgets
- Staffing/rates of pay
- Ontario Municipal Benchmarking Initiative (OMBI) / MPMP data
- Recreation Pricing Policy
- Corporate User Fee Policy
- Corporate Community Partnerships Policy
- Community & Cultural Funding Program Policy & Program Documents
- Event Grants Policy