



WHISTLER ARTS COUNCIL
REQUEST FOR PROPOSALS
FIVE YEAR STRATEGIC PLAN

An Open Call to: Individuals, consulting companies and others with expertise in arts and culture planning

Submission Deadline: 4PM on Friday, December 19, 2014

Table of Contents

A. INTRODUCTION	2
Background	2
B. PROJECT.....	3
Description	3
Budget	3
Steering Committee.....	3
Stakeholders	3
Timeline.....	4
Relevant and Guiding Documents	4
C. SUBMISSION REQUIREMENTS	4
Proposals.....	4
Deadline and submission details	4
Next Steps	5
D. ABOUT WHISTLER ARTS COUNCIL	5
E. LIMITATIONS.....	5

A. INTRODUCTION

The Whistler Arts Council (WAC) is seeking proposals from qualified parties to develop a new Five Year Strategic Plan. The current strategic plan, *“Our Vision, Desired End Result & Areas of Focus 2005-2015”* expires in 2015 and the Board of Directors intends to introduce a new plan at its AGM in May of 2015.

Background

WAC has come a long way since the current Long Term Strategic Plan was written in 2005. Many of the goals that seemed unreachable in 2005 have come to fruition, some have partially materialized and some goals proved either not practical or their time has passed.

Over the past few years Whistler has invested significant time and resources into determining how arts and culture will impact the future of Whistler. *“Whistler 2020 Moving Towards a Sustainable Future”* is our community’s shared vision and plan for continued success to the year 2020 and beyond. It contains arts and culture components that play a significant role in the future success of Whistler. Its faith in the power of arts and culture has been demonstrated through the many large scale events such as the 2010 Winter Games cultural programs, Crankworx and the Whistler Ski and Snowboard Festival as well as evolving events like the Whistler Children’s Festival, Whistler Readers & Writers’ Festival and the Whistler Film Festival.

A number of other resort-wide strategies and plans have been completed in the last 2-3 years that are contributing to continuous change and involvement of WAC. *“A Tapestry of Place - Whistler’s Cultural Tourism Development Strategy”* was adopted by the community March 15, 2011. The intent of the strategy is to enable the Resort Municipality of Whistler (RMOW) and its community partners, which steward Whistler’s resort industry, to grow cultural tourism and build a cultural tourism economy. The plan is based on place-based cultural tourism and recognizes the requirement that Whistler’s local culture be nurtured and developed to create the Whistler-specific content that a place-based initiative needs. One of its key recommendations was the drafting of a Community Cultural Plan to support this.

In 2012 the RMOW entrusted WAC with the development of a Community Cultural Plan. On September 3, 2013, Whistler council received the *“Whistler Community Cultural Plan”* Final Report and directed municipal staff to use the plan to guide the evaluation and pursuit of arts, culture, and heritage opportunities in Whistler. One of its key recommendations was that the community retain a cultural resource to coordinate the implementation of recommendations from both this plan and the Cultural Tourism Development Strategy. WAC has engaged a Community Cultural Officer who reports to its ED.

WAC has been a significant ongoing contributor to the success of Whistler over the years and the completion of these strategies and plans sets the stage for WAC to firmly take a seat at the community table as a partner in the future of Whistler. WAC has played a significant role in the resort community over the years, and these developments mark major milestones and significance for the organization. Taking on a broader community role was one of the goals of the *“2005-2015 Long Term Strategic Vision”*, the guiding document for WAC over the past ten years.

WAC has undergone significant growth and change since 2005. In 2002 the organization hired its first professional staff member, the Executive Director (ED). Currently, WAC is led by an ED with fifteen dedicated and talented professional staff. The achievement of goals that seemed out of reach in 2005 indicates that we can be bold in our visioning for the next five years.

The Board of Directors, in recognition of the organization’s capable and professional staff, is adjusting its role to focus on governing the organization and working in partnership with the ED whose focus is management and operations. Committees of the board have been streamlined to align with the board’s role in governance, finance, executive oversight and succession and the board and committee meeting schedules are being reviewed to provide best practices in governance.

B. PROJECT

Description

The project proponent will work with WAC and key stakeholders to develop a five year Strategic Plan for the years 2016 through 2020.

The new plan will respond to WAC's role in bringing the community together to deliver on the aspirations embedded in the Community Cultural Plan. It will review and affirm or renew the organizations vision, purpose and desired end results by 2020. The new plan will be crafted with language that is clear and easy to read, that is definitive and not vague or general in nature.

The proponent will work with a Steering Committee to review engagement results, progress, next steps and drafts of the plan. The development process is to incorporate a stakeholder engagement framework that includes early input to understand expectations, concerns and interests and subsequent testing of the draft plan with stakeholders. It will tailor the method and level of engagement with each stakeholder group to ensure meaningful response and input into the planning process.

The Steering Committee will be available to meet with the successful proponent as needed throughout the project.

It is expected that the initial stakeholder engagement and a review of key documents will be used in the preparation of the preliminary draft. The proponent should plan a review and revision of the preliminary draft with the steering committee. The proponent will test the preliminary draft plan with a second round of stakeholder engagement and subsequently develop the final draft for review with the steering committee. The proponent should plan to be available to discuss the final draft at the board review and complete any resulting revisions shortly thereafter. At this point the consultant's role is complete.

Budget: \$10,000, including any relevant taxes to complete the project.

Steering Committee

Keith Bennett, Chair, Board of Directors
Doti Niedermayer, Executive Director, Whistler Arts Council
Anne Popma, Community Cultural Officer

Key Stakeholders

Resort Municipality of Whistler (RMOW)

Contact: Jan Jansen, General Manager, Resort Experience
John Rae, Manager, Strategic Alliances

Tourism Whistler

Contact: Barrett Fisher, President

Whistler Blackcomb

Contact: Michelle Leroux, Public Relations & Communications Manager

Whistler Chamber of Commerce

Contact: Val Litwin, CEO
Sue Adams, Chair of the Board

Whistler Arts Council

Contact: Doti Niedermayer, Executive Director
Anne Popma, Community Cultural Officer
Board of Directors & Staff

The Point Artist-run Centre

Contact: Stephen Vogler

Alliance for Cultural Tourism (ACT)

Contact: John Rae, Manager, Strategic Alliances, RMOW

Other stakeholders will be identified by the steering committee at the commencement of the project.

Timeline

It is expected that the RFP release and assessment process will be completed by end December 2014. The following is a schedule and table of milestones. The proponent should develop their own in order to meet the critical milestone of an April 22, 2015 review of a final draft by the board of directors.

RFP release	Friday, November 21, 2014
RFP response deadline	December 19, 2014
Project commissioned	Monday, January 5, 2015
Preliminary draft	February 12, 2015
Completed draft	March 20, 2015
Board review	April 22, 2015
Annual General Meeting	May 20, 2015

Key Documents

- ♦ Whistler Community Cultural Plan
- ♦ A Tapestry of Place – Cultural Tourism Development Strategy
- ♦ Our Vision, Desired End Results & Areas of Focus 2005 – 2015 (Current WAC LTSP)
- ♦ Vision and Programming Plan for Maurice Young Millennium Place

Related Documents

- ♦ RMOW Learning & Education Task Force Report
- ♦ Economic Partnership Initiative Report
- ♦ RMOW Recreation and Leisure Master Plan
- ♦ BC Arts Council Strategic Plan 2014-2018

C. SUBMISSION REQUIREMENTS

Proposals: Submissions should respond to the following requirements for information:

- ♦ A description of the approach to be used in developing the plan
- ♦ Proponents timeline
- ♦ Resources or technology to be used
- ♦ Fee proposal
- ♦ Relevant experience and history
- ♦ Three references
- ♦ Resumes for key personnel
- ♦ Contact information of lead for this project

Deadline and submission details

Deadline: Friday, December 19, 2014 at 4:00PM

Email pdf to: Doti Niedermayer, Executive Director – dniedermayer@artswhistler.com

Mail/Deliver: Whistler Arts Council, c/o Maurice Young Millennium Place
4335 Blackcomb Way, Whistler, BC V0N 1B4

Next Steps

The RFP's will be distributed and reviewed by the steering committee in December and shortlisted to three proponents. Interviews with shortlisted proponents to confirm proposal scope and details are scheduled for the first week of January. WAC reserves the right to not proceed for any reason. See section E. Limitations.

D. ABOUT WHISTLER ARTS COUNCIL

WAC has been integrating the arts into the daily life of Whistler since 1982 with a mandate to build and integrate the arts into the fabric of the community. WAC is a registered charity that leverages strategic government and business partnerships to increase arts and culture opportunities, cultural tourism and community engagement. WAC produces numerous annual festivals, events and programs. It operates Maurice Young Millennium Place, Whistler's home for arts and culture featuring a 250-seat theatre, meeting spaces and public art gallery. WAC also works with key community stakeholders and independent event producers to incorporate the local arts community into Whistler events and festivals.

E. LIMITATIONS

Any Respondent making a submission in response to this RFP does so fully accepting the following provisions:

This RFP is a request for proposals only. The information contained in this RFP is intended for information purposes only to assist interested parties in assessing whether or not to respond to such request. No representation or warranty express or implied, is made by WAC or any of its agents, as to the accuracy or completeness of such information. Neither WAC nor its agents will be responsible for, and hereby expressly disclaim, any and all liability for any errors, omissions or inaccuracies in connection therewith. In its response to this RFP, the Respondent must disclose to the Client, any potential conflict of interest that might compromise this process. If such a conflict of interest does exist, WAC may, at its discretion, refuse to consider the response in question.

The Respondent must also disclose whether it is aware of any WAC employee or Board of Directors member has a financial interest in the Respondent and the nature of that interest. If such an interest exists or arises at any point leading to the selection of the successful Respondent, WAC may, at its discretion, refuse to consider the response, or proceed with the Respondent any further in this process unless and until the matter is resolved to WAC's sole satisfaction. All information provided by or obtained at any time from WAC or its agents in any form in connection with this RFP that is not publicly available (i) must be treated in a highly confidential manner; (ii) is not to be used for any other purpose other than responding to this RFP; (iii) must not be disclosed to any other person without the prior written authorization of WAC; and (iv) shall be returned to WAC immediately upon the request of WAC.

This exercise is not a request for tenders. This is a request for proposals only and no legal obligations will arise hereunder in any circumstances. WAC reserves the right to amend the scope of this RFP, and to carry out discussions with one or more prospective Respondents at any time, or from time to time, for the purpose of attempting to finalize an acceptable agreement, at all times without recourse against WAC and its agents, should no such agreement be concluded.

WAC may proceed as it determines in its sole discretion, including to discontinue or invalidate this RFP and including to re-issue or proceed with a further RFP and WAC will not be responsible for any losses or costs incurred by any Respondent as a result thereof. WAC has the right not to respond to any report or request made by a Respondent and not to distribute copies of any reports or requests received from a Respondent and responses thereto, to the other Respondents. Where WAC, in its discretion, considers that such report or request necessitates a change to this RFP, WAC will prepare and issue an appropriate addendum to this RFP. WAC reserves the right to terminate this RFP at any time for any reason.