



Request for Qualifications

Arts & Culture Master Plan Park City & Summit County, UT

Request for Qualifications: Consultant for Park City/Summit County Arts & Culture Master Plan

Project Overview

The Arts Council of Park City & Summit County is seeking a highly qualified and experienced consultant to facilitate an Arts & Culture Master Plan for Park City/Summit County (“Arts & Culture Master Plan”). This plan will build upon, deepen, and ultimately replace our existing Countywide Cultural Plan ([Project ABC: Art, Beauty, Culture](#)). The purpose of the Arts & Culture Master Plan is to guide the future development and growth of our local Arts & Culture sector, ensuring that it aligns with our community’s vision and meets the needs and expectations of our sector. We are excited to invite interested consultants to submit their qualifications for consideration.

The selected consultant will work closely with the Arts Council’s executive director, staff, board, and existing planning consultant (Union Creative Agency) as well as the 30+ Arts & Culture nonprofits in our county, local artists, local governments, community organizations, and residents countywide.

Submissions will be accepted from businesses, individuals, partnerships, and nonprofit organizations. If you do not fit one of these categories please contact Jake McIntire, jake@pscarts.org to inquire about your eligibility.

Statement of Qualifications Submission

Consultants must provide a written Statement of Qualifications by March 18, 2024 at 5pm Mountain Standard Time. Proposals must be submitted via email to Jake@pscarts.org with the subject line: Arts & Culture Master Plan Statement of Qualifications. Late submissions will not be considered.

About the Arts Council of Park City & Summit County

Founded in 1986, the Arts Council of Park City & Summit County is one of the oldest independent Art & Culture nonprofit organizations in Park City. In the past three decades, we have advocated and secured significant funding for arts and culture. We have incubated numerous arts and culture organizations. We have built audiences for established and emerging artists. We have helped promote our world class cultural tourist destination. Most importantly, we have helped make art part of our community.

Our mission is to serve our Arts & Culture community by driving creative programming, providing valuable resources, and cultivating connections. We envision a community where Arts & Culture is critical, where creatives thrive, and where all people connect through the arts.

We are an umbrella nonprofit organization that conducts marketing, creative programming, public art activities, and policy/advocacy work. We serve as the state designated Local Arts Agency for Park City, North Summit, and South Summit/Kamas Valley and are the only organization with the sole mandate to advance arts and culture countywide.

Project Background

The Arts Council of Park City & Summit County led a cultural planning effort in 2017 called Project ABC: Art, Beauty, Culture. This effort resulted in the community's first countywide plan related to the Arts & Culture sector. The current cultural plan can be reviewed at <https://www.projectabcsc.com/roadmap>

Now, 5+ years after the adoption of the plan, our community is ready to embark on an updated planning process. This next iteration of the plan will update the existing plan, identify additional opportunities and priorities, and will re-engage our community's commitment to the arts.

About Summit County

Summit County is a rural county situated along the Wasatch Back in Northern Utah. It is home to picturesque natural beauty, vibrant small towns, a robust Arts & Culture community that includes 30+ arts nonprofit organizations, world renowned ski resorts, historic architecture, and globally recognized arts programs such as the Sundance Film Festival. Summit County is divided into three distinct regions: Park City / Snyderville Basin, North Summit, and South Summit. Park City / Snyderville Basin is the primary hub for tourism, outdoor recreation, and Arts & Culture activities/organizations. This area has a high population of part-time residents. North Summit and South Summit are more rural and place a greater emphasis on agriculture and open space. This area is made up of a string of small towns each with their own unique character, priorities, and opportunities. All of Summit County, but particularly North and South Summit are currently facing immense pressure from development that has the potential to permanently change these communities. The Arts & Culture Master Plan will assess the arts-related challenges and opportunities within and across these three regions and propose ways each area can cultivate/support Arts & Culture in ways that are cohesive countywide while providing space for the unique characteristics of each region and town therein.

There are several upcoming generational infrastructure projects that this Arts & Culture Master Plan may connect to including but not limited to Bonanza Park / Prospector Square, the Rail Trail, Park City and Deer Valley Resorts, and downtown/Main Street developments throughout Eastern Summit County.

Despite the robust Arts & Culture community in Summit County, the sector is in need of further planning, funding, policy, and governance structures to continue forward effectively and sustainably. Project ABC, Summit County's first Cultural Plan (adopted 2018) laid the groundwork for the next conversations and actions that this Arts & Culture Master Plan will support.

Project Roles and Responsibilities:

Arts Council of Park City & Summit County: The Arts Council will be engaged in the process from beginning to end. The Executive Director and members of staff will have an active role by providing input, support, and guidance as needed. The Arts Council's marketing manager and content specialist will provide support on the development of campaign branding, marketing materials, and documentation of the planning process.

Project Steering Committee: A project steering committee will be established prior to the start of the project. This committee will be composed of representatives from: Summit County staff and council, Park City staff and council, The Park City Chamber & Visitors Bureau, Arts & Culture nonprofit organizations, artists, community organizations, business associations, local resorts, and residents. This committee will meet at key milestones throughout the project (schedule to be determined) and will provide guidance and direction to the process. This committee will aid in the facilitation of community input sessions and gathering feedback. This committee will also endorse the plan at the conclusion of the process.

Local Governments: Although the project will be contracted by the Arts Council (an independent nonprofit organization) several local government agencies will be engaged in the process and will be expected to make a formal Resolution of Support of the final plan. The primary local governments who will engage in this project are Summit County and Park City Municipal Corporation. Each financially contributed to the project. Additional government agencies, departments councils, or committees that represent other cities and towns through Summit County may also be engaged in the process.

Union Creative Agency: Arts Council of Park City & Summit County has retained Union Creative Agency as a planning consultant to support and co-facilitate the Arts & Culture Master Plan. Union Creative Agency is a Utah-based stakeholder-centered design firm that infuses creativity, strategy, and culture into organizations and communities. They have developed Arts-centric Master and long-range plans for arts organizations, communities, and government agencies throughout Northern Utah.

Union Creative Agency's Principal, Jake McIntire, will be engaged throughout the process and will be available to the selected consultant. Jake McIntire facilitated the existing Project ABC

Cultural Plan and has been actively involved in Implementation Oversight since the plan was complete. Jake will bring additional Arts & Culture planning expertise to the consultant team and will ensure effective knowledge transfer between previous processes and the new plan.

Selected Consultant: The selected consultant will lead the project from beginning to end. They will be responsible for defining the scope of work (with Arts Council approval), executing the scope of work, developing/designing the final document(s), and presenting the final documents for approval/adoption.

Work Environment

This project will be conducted through a combination of virtual and in-person meetings and worksessions. The selected consultant is expected to make multiple in-person meetings throughout the process as well as conduct in-person site visits when appropriate.

Project Budget and Compensation

The Arts Council has a total budget of \$85,000 to hire a consultant for this project. This budget is inclusive of all consultant expenses including: travel, lodging, materials, etc.

Project Goals

- Engage the cultural community and reignite collective energy for Arts & Culture, unifying the sector.
- Connect and engage with a diverse cross-section of Summit County residents to ensure a broad range of voices and perspectives are reflected in the process and final plan.
- Create refreshed visibility for and prominence of Arts & Culture as a local priority.
- Assess, revamp, deepen, and clarify the Strategic Recommendations in the original Project ABC plan.
- Support the implementation of the [Summit County Sustainable Tourism plan](#) by fulfilling a key plan initiative (7.2).
- Set forth a new strategic vision for the cultural sector that accounts for all of the changes in our community since the original Project ABC plan was completed.
- Adopt and/or recommend systems, processes, policies, and funding mechanisms that build the capacity and opportunities of the cultural sector.
- Build momentum and energy that celebrates and anticipates future growth of the local Arts & Culture sector.
- Gain commitments from specific stakeholders (local government, developers, organizations, businesses, resorts) for the implementation and ownership of key Arts & Culture programs, policies, funding mechanisms, developments, initiatives, infrastructure, etc.
- Receive a formal adoption and/or Resolution of Support of the final plan from:
 - Arts Council of Park City & Summit County
 - Park City Chamber & Visitors Bureau
 - Summit County
 - Park City Municipal Corporation
 - Arts & Culture Master Planning Steering Committee

Anticipated Scope of Work

While the specific Scope of Work will be defined between the Arts Council and selected consultant, the items below serve as a starting point. Please identify any anticipated changes, exclusions, or additions to this Scope of Work within your submission.

- Project Management & Administration
 - Project manage the master plan with support from the Arts Council team. This includes having regular meetings, communicating progress, and delivering a final project within the agreed to timeframe.
- Existing Conditions & Cultural Plan Assessment
 - Assess the existing conditions of the Arts & Culture sector in Summit County. This includes reviewing existing documents such as Project ABC, The Chamber's Sustainable Tourism Plan, and relevant plans/documents from the County or local municipalities.
 - Audit progress on Project ABC with support from the Arts Council team to understand what needs to carry through into the Arts & Culture Master Plan
 - Conduct an Asset Mapping process that identifies and communicates key assets throughout Summit County that may influence the final Master Plan.
- Public / Stakeholder Engagement
 - Conduct a robust engagement process that requests and incorporates feedback from a multitude of stakeholders including: artists, arts nonprofits, businesses, community organizations/committees, residents, and visitors. The process will likely include a mix of interviews, surveys, focus groups, and open house meetings.
 - Creative, unique, and thoughtful engagement strategies will be highly encouraged.
- Research (connect to external plans, policy analysis, funding analysis)
 - Identify opportunities for the Arts & Culture Master Plan to connect to external plans and documents (building off of Phase 1).
 - Conduct a benchmark analysis of similar communities throughout the United States to identify potential precedence or inspiration that may inform the final Plan.
 - Conduct an analysis of existing policies and funding mechanisms related to Arts & Culture in Summit County. Identify preliminary opportunities to address gaps.
 - Review, engage with, and connect to related planning efforts that are running simultaneously and/or have been recently completed including but not limited to: Park City General Plan Update, Summit County General Plan Update, Park City Arts & Culture District Feasibility Studies, Park City Chamber & Visitors Bureau Sustainable Tourism Plan. The Arts Council will coordinate access to relevant plans and data.

- Gap Analysis & Opportunity Assessment
 - Identify strengths and opportunities related to Arts & Culture in Summit County. Assess what strengths should continue to build and where additional resources need to be identified.
 - Identify and assess Arts & Culture opportunities. These may include: facilities, infrastructure, resources, programs, developments, venues, public art, etc.
- Define Priority Initiatives & Projects
 - Define, prioritize, and communicate initiatives and projects that should be implemented within Summit County.
 - Create an opportunity map that highlights key projects and opportunities for facilities, public art, organizations, districts, etc.)
- Develop Goals, Objectives, and Strategies
 - Establish goals, objectives, and strategies – or something of similar nature – that lay the roadmap for the Arts & Culture sector in Summit County. These should include key metrics to measure success/progress and identified leaders/partners when appropriate.
 - Goals, objectives, and strategies should, at a minimum, address plans for funding, facilities/venues, policies, governance structures, Arts & Culture sector support (artists, nonprofit organizations, creative businesses/makers), public art, and establishment of districts and/or clusters.
- Develop Plan
 - Create the Arts & Culture Master Plan document that is professionally designed for both digital and print viewing.
 - Provide editable design files of the final plan to allow the Arts Council to make future changes as needed.
- Present Plan to Stakeholders and Gain Endorsement/Adoption/Resolution of Support
 - One-to-three (1-3) presentations to key stakeholders to gain endorsements, adoption, and/or Resolutions of Support of the plan. A minimum of one (1) of these should be in-person.

Statement of Qualifications Requirements

Interested applicants should submit a Statement of Qualifications with the following information. Incomplete SOQs will not be considered.

Letter of Interest: Describe your firm or team's interest in this project and working with the Summit County community.

Firm Overview: Describe your firm. Include details such as location, expertise, relevant past clients/projects, operating structure, and operating/planning philosophy.

Team Profile: Outline key personnel who will be involved in this project. Include information about each key team member's background and anticipated role. Include resumes in this section or at the end of the SOQ document.

Similar Projects: Provide up to 5 examples of similar projects this firm/team has successfully completed. Include an overview of each project along with client contact information for a reference we may contact about the project. When possible, include information about the implementation of the project and how it has been a success.

Project Understanding & Approach: Describe your understanding of our needs and an overview of your anticipated approach. Given that this is an SOQ and not a proposal, this does not need to be in-depth but should communicate your overarching approach to this work and notes of any specific elements, processes, tools, or structures you anticipate using.

Also note any concerns, exclusions, additions, or changes to items outlined in this RFQ such as timeline, scope of work, project goals, etc.

Community Engagement Approaches / Philosophy: Describe your firm's approach to Community Engagement. Include the processes, facilitation tools, structures, etc. that your team uses for this work. Also include information about how your team incorporates community feedback into the final plan.

Note any specific examples of engagement work done in rural communities and/or in communities with split identities.

Budget: Outline how your team anticipates using the \$85,000 budget based on the information available at this time. A final budget will be agreed upon between the Arts Council and the selected consultant.

Timeline: Outline your anticipated timeline for the project based on the information available at this time. The Arts Council anticipates a timeline between 8-12 months but is open to alternative timelines. A final timeline will be agreed upon between the Arts Council and the selected consultant.

Review Process

- RFQ released: February 16, 2024
- Optional virtual information session: February 28, 2024 1pm-2pm Mountain Standard Time
 - Zoom meeting link:
<https://us02web.zoom.us/j/88974195958?pwd=dHlsbml0Y3pkdJkVEIXUFRYU095UT09>
- Questions/Answer deadline: March 8, 2024 (responses will be shared by March 12, 2024)
 - an FAQ / informational page will be available at
<https://www.pcscarts.org/arts-culture-master-planning>
- SOQ due: March 18th by 5:00 pm Mountain Standard Time (email PDF to jake@pcscarts.org)

- Selection Committee reviews SOQs: March 19–March 22
- Interviews and/or Technical Proposals may be requested from finalists: March 25–March 29
- Selected Consultant and Arts Council negotiate finalized scope of work, timeline, project terms, contract details: April 1–12
- Anticipated project kick-off: April 15, 2024

Selection Committee & Evaluation Criteria

The selection committee will be made up of representatives from the Arts Council (staff and/or Board), Union Creative Agency, Summit County, Park City Municipal Corporation, the Park City Chamber & Visitors Bureau, local arts nonprofit organizations, and local artists.

SOQs will be evaluated based on the following:

- Team details and key personnel
- Relevance and quality of experience
- Community engagement approach
- Project Understanding and Approach
- Budget alignment
- Anticipated timeline

Relevant Resources

- [Project ABC](#)
- [Arts Council of Park City & Summit County](#)
- [Arts Council Strategic Plan](#)
- [Park City Chamber & Visitors Bureau – Sustainable Tourism Plan](#)
- [Summit County](#)
- [Park City Chamber & Visitors Bureau](#)
- [Summit County Public Art Board](#)
- [Park City Public Art Advisory Board](#)