



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

October 14, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair
Councillor S. Chu
Councillor D. Colley-Urquhart
Councillor J. Davison
Councillor J. Farkas
Councillor J. Magliocca
Mayor N. Nenshi, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
www.calgary.ca/watchlive*

*Public wishing to make a written submission may do so using the public submission form at the following link:
[Public Submission Form](#)*

*Public wishing to speak are invited to contact the City Clerk's Office by email at
publicsubmissions@calgary.ca. to register and to receive further information.*

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES

- 4.1. Minutes of the Standing Policy Committee on Community and Protective Services, 2020 September 09

5. CONSENT AGENDA

5.1. DEFERRALS AND PROCEDURAL REQUESTS
None

5.2. BRIEFINGS
None

6. POSTPONED REPORTS
(including related/supplemental reports)
None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. A New Direction for Public Art Q4 Update, CPS2020-1063

7.2. Accessing Previously Earmarked Funds for Community Action on Mental Health and Addiction, CPS2020-1027

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS
None

8.2. NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**September 9, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor G-C. Carra, Chair
Councillor S. Chu (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor J. Davison (Remote Participation)
Councillor J. Farkas
Councillor J. Magliocca (Remote Participation)
Councillor D. Farrell (Remote Participation)

ABSENT: Councillor E. Woolley (Council Business)

ALSO PRESENT: Acting General Manager K. Black
Legislative Advisor L. Gibb
Legislative Advisor D. Williams

1. CALL TO ORDER

Councillor Carra called the Meeting to order at 9:30 a.m.

2. OPENING REMARKS

Councillor Carra provided opening remarks and a traditional land acknowledgment.

ROLL CALL

Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell and Councillor Magliocca.

Absent for ROLL CALL: Councillor Woolley

3. CONFIRMATION OF AGENDA

Moved by Councillor Farkas

That the Agenda for the 2020 September 09 Regular Meeting of the Standing Policy Committee on Community and Protective Services be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Standing Policy Committee on Community and Protective Services, 2020 July 07

Moved by Councillor Farkas

That the Minutes of the Standing Policy Committee on Community and Protective Services held 2020 July 07, be confirmed.

MOTION CARRIED

- 4.2 Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2020 July 15

Moved by Councillor Farkas

That the Minutes of the Standing Policy Committee on Community and Protective Services held 2020 July 15, be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Farkas

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

5.2 BRIEFINGS

5.2.1 2020 SPC on CPS Workplan – Q3 Update, CPS2020-0997

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 School Safe Zones Bylaw Amendment, CPS2020-0901

A presentation entitled "School Safe Zones Bylaw Amendment Presentation to the Standing Policy Committee on Community and Protective Services", was electronically displayed and distributed with respect to Report CPS2020-0901.

Cameron Cote, Canadian Centre for Bio-Ethical Reform, addressed Committee with respect to Report CPS2020-0901.

Moved by Councillor Farkas

That with respect to Report CPS2020-0901, the Standing Policy Committee on Community and Protective Services refer, Councillor Farrell's proposed Motion as follows, and proposed amendments to Bylaw 29M97 to the Administration for further refinement that would allow exceptions for Advocacy Messaging by

student led organizations, reporting back to a Standing Policy Community and Protective Services Committee, no later than 2020 December:

"Moved by Councillor Farrell

That with respect to report CPS2020-0901, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council give three readings to the proposed amendments to the Temporary Signs on Highways Bylaw 29M97 to restrict advocacy messaging on public property near schools."

ROLL CALL VOTE:

For: (1): Councillor Farkas

Against: (5): Councillor Carra, Councillor Chu, Councillor Davison, Councillor Magliocca, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Farrell

That with respect to report CPS2020-0901, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council give three readings to the proposed amendments to the Temporary Signs on Highways Bylaw 29M97 to restrict advocacy messaging on public property near schools.

ROLL CALL VOTE:

For: (5): Councillor Carra, Councillor Chu, Councillor Davison, Councillor Magliocca, and Councillor Farrell

Against: (1): Councillor Farkas

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Farkas

That this meeting adjourn at 11:13 a.m.

MOTION CARRIED

The following item has been forwarded to the 2020 October 05 Combined Meeting of Council:

COMMITTEE REPORTS

School Safe Zones Bylaw Amendment, CPS2020-0901

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held, 2020 October 14 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

**Community Services Report to
SPC on Community and Protective Services
2020 October 14**

**ISC: UNRESTRICTED
CPS2020-1063
Page 1 of 4**

A New Direction for Public Art Q4 Update

RECOMMENDATIONS:

That the Standing Policy Committee on Community and Protective Services receive this report and associated attachments for the Corporate record.

HIGHLIGHTS

- To ensure continued transparency for the Public Art Program, this report provides an update on the status of the Request For Proposals (RFP) process and summarizes Administration's activities in pursuit of an external program operator.
- What does this mean to Calgarians? A New Direction for The City's Public Art Program aims to reduce barriers for Calgary's local artist community to participate, increase transparency for citizens and increase investment in the local creative economy. It also allows the successful proponent to seek private investment from other funding sources and leverage The City's investment in arts and culture.
- Why does this matter? Having a municipally-supported public art program fosters growth of Calgary's local artist community and supporting industries, invests in projects that tell the collective history of Calgary's citizens and places, and connects communities through public art initiatives.
- Originally scheduled to report back to the Standing Policy Committee on Community and Protective Services in Q2 2020 with an update on the selected proponent, posting of the RFP was delayed to ensure organizations impacted by COVID-19 have the opportunity to bid.
- The future financial model for an externally operated Public Art Program is described and outcomes of engagement leading up to issue of the RFP are summarized.
- The graduated transition plan or "Proof of Concept" for transitioning the Public Art Program to an external operator is also described.
- Most recent Council direction: *Direct Administration to report back through the SPC on Community and Protective Services with an update no later than Q1 2020 with the elements of the Request for Proposal and provide an update no later than Q2 2020 with the selected proponent and a timeframe for implementation and initiation of first projects as well as anticipated future reporting methods and schedules.*
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

In preparation for releasing the RFP, Administration conducted public and arts sector stakeholder engagement to gather input for the development of the RFP, worked to create a sustainable financial model to support an external organization and developed a transition plan to set the new operator up for success.

RFP Current Status

A public call for RFP selection panel members was posted on 2020 September 17 and will close on 2020 October 29. The call is asking for applications from members of the arts and culture community and the public to support the selection of the external organization through reviewing applications and participating in interviews. Interviews with selected RFP proponents will occur

**Community Services Report to
SPC on Community and Protective Services
2020 October 14**

**ISC: UNRESTRICTED
CPS2020-1063
Page 2 of 4**

A New Direction for Public Art Q4 Update

following the close of the RFP on 2020 November 19. Following interviews, a final successful proponent will be selected in December 2020. An update on the final outcome of the RFP will be provided to Council in Q1 2021.

Sustainable Financial Model

The financial model is based on a review of five North American cities, including Edmonton and Winnipeg. In alignment with best practices in North America, one per cent of all eligible capital dollars will continue to be granted to the external organization per the Public Art Policy.

The average annual operating grant for an externally operated public art program is between \$500K to \$1M. An annual operating grant of \$800K will support the organization that operates Calgary's public art program into the future. This grant will be made up of \$300K from the current Public Art operating budget and \$500K from the Public Art Reserve on an annual basis. Utilizing funds from the Public Art Reserve to support the arms-length organization will require an update to the Public Art Policy. These changes will be presented to Council in Q2 2021, following the final selection of the external organization in December 2020. The financial model is presented in more detail in Attachment 2.

Transition Plan (Proof of Concept)

The graduated transition plan moves oversight of project implementation from The City to the successful proponent over the course of three years. As part of the transition plan, initial projects will include implementation of previously committed projects that were suspended as part of the Public Art Program Review in 2017 (Attachment 3). The transition plan includes annual financial and Council reporting requirements as outlined in the Investing in Partnerships Policy:

- Year one: 70% City-run projects / 30% new provider-run projects and programs;
- Year two: 50% City-run projects / 50% new provider-run projects and programs;
- Year three: Full transition to the new provider with Administrative supports through The City of Calgary.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☒ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Administration conducted public engagement to understand Calgarians' expectations and priorities for public art in our city. Led by Art + Public UnLtd, engagement included multiple virtual engagement opportunities from March to June 2020. Nearly 3,000 Calgarians, including members of the former Public Art board, Public Art Alliance, local artists, Councillors and the general public provided input. Tactics included:

- One-on-one interviews with arts community stakeholders (March-May 2020)
- Five, hour-long online engagement sessions (March-June 2020)
- A month-long online survey (May-June 2020)

A New Direction for Public Art Q4 Update

Feedback from engagement revealed three key pillars summarizing participants' aspirations for the Public Art Program: the program should be engaging, relevant and accountable. Feedback was further categorized into guiding principles that could support each of the themes. Pillars and supporting principles formed the basis of the RFP. The full Community Engagement Report, including the pillars and supporting principles, can be found in Attachment 4.

IMPLICATIONS

Social

Public art is a major contributor to social capital and quality of life. Enhanced spaces created by public art encourage gathering and connection, which impacts the development of community and social cohesion. Additionally, the Public Art Program is an outlet for community stories, history and social issues to be shared through creative expression, which fosters an inclusive and diverse city.

Environmental

The Program has demonstrated the effective use of public art in helping educate citizens about critical environmental issues, such as the important role the Bow and Elbow Rivers play in the life of our city.

Economic

Investment in visual art yields direct economic benefit for local artists, fabricators, architects and engineers, and indirectly by raising Calgary's profile as an attractive place to live, work and play.

Service and Financial Implications

Cost savings

Transitioning the program to an external service delivery model provides a significant return of one-time capital funding, as well as a one-time and annual operating budget reduction without an impact to service levels. Simplifying procurement processes and streamlining communication will create efficiencies and a more locally accessible public art program. This model also allows the operator to leverage City funds to secure other funding sources.

Moving the Public Art Program to an external service delivery model allows for a reduction in operating budget and funding returned to the Corporation for other purposes. The estimated returned operating budget is \$350K annually; \$5.8M in one-time capital funding to be returned to the Utilities & Environmental Protection department and \$3.2M one-time funding from the Public Art Reserve to be returned to the Corporation for other uses. For details please see Attachment 2.

There is no opportunity cost associated with the transition of the Public Art Program to an external operator as the budget for public art is committed, regardless of the delivery mechanism.

RISK

There is a risk the successful proponent will not be able to sustain the standard of operations proposed by The City. This could result in project delays and gaps in community programming and engagement. The graduated transition plan is intended to provide support to an external operator and ensure accountability during the transition. The City will have the opportunity to

**Community Services Report to
SPC on Community and Protective Services
2020 October 14**

**ISC: UNRESTRICTED
CPS2020-1063
Page 4 of 4**

A New Direction for Public Art Q4 Update

provide institutional experience throughout the transition and ensure the new organization is adhering to Corporate reporting standards.

A second wave of COVID-19 could prevent local organizations from completing their bid or impact the successful proponent's ability to deliver the program. This would further delay implementation of new projects and impact investment in the local creative economy. To ensure Calgary's artist-run centres, galleries and art institutions are supported, Administration will adjust timelines as appropriate, keeping Council apprised of any changes.

ATTACHMENTS

1. Background and Previous Council Direction
2. Public Art Future Funding Model and Financial Implications
3. Previously Committed Public Art Projects
4. Community Engagement Report

Department Circulation

| | | |
|-----------------|--------------------------------------|------------------------|
| General Manager | Department | Approve/Consult/Inform |
| Dan Limacher | Utilities & Environmental Protection | Approve |

Background and Previous Council Direction

Per Notice of Motion C2019-1263 (Independence and Governance in Delivering the City of Calgary Public Art Program), Administration retained third-party consultant ART + PUBLIC UnLtd to evaluate The City's Public Art Program and provide recommendations for future operations. On 2019 November 18, Council approved the Consultant's recommendations to move to an independent, arms-length model and directed Administration to proceed with a competitive selection process to secure a Program Operator.

Context

Administration reviewed previous research, including best practices for successful Public Art arms-length operations, and conducted an internal continuity needs assessment of the current program. Previous stakeholder engagement also contributed to building the foundational elements as part of the search for a suitable operator.

Previous Council Direction

On 2020 April 6, Council adopted the summary of elements that will be used to develop the Request For Proposal as presented in Attachment 1 CPS2020-0335.

On 2019 March 18, Council approved Amendments to the following Administration Recommendations That with respect to Report CPS2019-0014, the following be adopted:
That Council:

1. Direct Administration to complete the transfer of previously-approved budgets to a Corporate Public Art program: capital activity 446510; and
2. Direct Administration to report back to Council through the SPC on Community and Protective Services no later than Q1 2020 on a public art workplan and strategy for 2020 – 2022, and review the suspension of the Public Art Policy at that time

On 2017 September 13, Council approved NM2017-32, Amendments to the Corporate Public Art Policy, directing Administration to report back with a progress update in Q1 2018 and again in Q2, 2018 with recommendations on a new process including the following:

- a) Best practices around fully engaging the public with the public policies, practices and The Public Art Policy Management Framework.
- b) Mechanisms for the prioritization and allocation of tax dollars for art funding during economic downturns and Council engagement.
- c) How to accommodate concept submissions from artists that foster and enhance local, regional, national, and culturally appropriate artists.
- d) How Council can be briefed on short-listed submissions by the Public Art Board, and how, in turn, the public can be engaged for their feedback.
- e) Who will make the selection of a successful candidate and how it will be communicated back to the public and to Council.
- f) When and how the suspension of the Corporate Public Art Policy should be lifted.
- g) Report back on the outcomes/progress of the 2014 Notice of Motion.

Council also directed Administration to suspend all new public art projects scheduled for RFP until Q2, 2018. At the same time, Council recognized that there were many art projects that had been tendered and contracted in accordance with current Council approved policy and process, and would, therefore, continue to completion.

On 2013 December 16, Council approved NM2013-34, directing administration to undertake a review of the Public Art Policy, including:

- developing options for a sliding scale of percentage funding based on the amount of capital budget for projects, including consideration of placing a maximum dollar amount for any capital project;
- developing options for greater public participation including but not limited to changing the composition of project selection juries, the method of selection of the project jury, as well as increasing opportunities for input by the general public into the selection process for the public art;
- developing a strategy to help build local capacity of artists to compete for public art projects locally, nationally and internationally;
- amending the policy for greater flexibility in the use of a portion of public art funding for the restoration and/or enhancement of on-site heritage assets;
- amending the policy for greater flexibility in incorporating public art as functional components of the infrastructure; and
- developing a strategy for pooling of funds in locations with a high public benefit or for long-term creation of large iconic or monumental pieces of public art at key locations within the city.

Additional Council direction on this Notice of Motion included:

- reiterate that all City business units must comply with the policy in the development of capital projects;
- The City of Calgary lobby the provincial government that any new capital funding programs for municipalities allow for greater flexibility, as per the Policy, to pool funds for greater public benefit; and
- Administration consults with members of Council and brings a report to Council no later than 2014 May.

As a result of the investigation and analysis into the six areas, five amendments were made to the Corporate Public Art Policy, as follows:

1. Changing the public art allocation to a sliding scale with a cap instead of a consistent 1% across all capital projects.
2. Simplifying the eligibility requirements for capital projects to include public art.
3. Amending the description of public art to clarify that it can be functional.
4. Adding that the Policy allows for the use of a portion of the public art allocation for specific projects to be used to restore on-site heritage assets as determined on a case by- case basis.
5. Adding that private sector donations toward public art will be accepted.

In addition, Administration undertook a number of changes and additions to the public art process that were identified as opportunities for improvement that surfaced during the review and did not require Policy amendments. These were captured in a Public Art Policy Management Framework that serves as an operational guide for all City staff.

Public Art Future Funding Model and Financial Implications

Future Funding Model of the Arms-Length Organization

Operating Grant

| | |
|---|------------------------|
| Annual Contribution from City of Calgary Operations | \$300K |
| Annual Contribution from Public Art Reserve | \$500K |
| Total | \$800K (Annual) |

2019 – 2022 Capital Grant

| | |
|--|--------------------------|
| One-Time Contribution from All City Departments (Unrestricted) | \$2.7M |
| One-Time Contribution from Utilities & Environmental Protection Department (Must relate to Self-Funding) | \$2.5M |
| Total | \$5.2M (One-time) |

Notes:

- The Public Art Reserve will remain in place within The City of Calgary with the purpose to support the operations of the arms-length organization, as well as the conservation and maintenance of the Public Art Collection.
- The Public Art Collection will remain within the care of The City of Calgary. During engagement, Calgarians expressed the importance of maintaining The City of Calgary's Public Art collection which is made up of over 1200 pieces, is over a century old, and valued at over \$25M.
- The Public Art Policy will remain in place within The City of Calgary. Every business cycle approximately one per cent of all eligible capital project funding will be pooled for the creation of public art. The amount contributed to the pool will vary depending on the amount of funding available for capital funding. The full capital funding amount will be provided to the arms-length organization.
- Utilizing funds from the Public Art Reserve to support the arms-length organization will require an update to the Public Art Policy. These changes will be presented to Council on or before 2021 Q2, following the final selection of the external organization in 2020 December.

Reduced Operating

| Fund | Description | Total |
|------------|---|--------|
| Operations | The current Public Art Operating budget is made up of a combination of both operating and capital dollars. Up to 60% of the annual Public Art Budget is funded from capital projects, including labour costs, artist fees and other project support, like engagement. These funds will be returned to the corporation for other purposes. | \$350K |

Returned Funding

| Fund | Description | Total |
|---------|--|--------|
| Capital | As per the Public Art Policy, one per cent of all Capital projects contributes to the creation of public art. The total Capital dollars saved here were all contributed by the Utilities & Environmental Protection (UEP) Department. These funds will be returned to UEP for their purposes | \$5.8M |

| Fund | Description | Total |
|--------------------|---|---------|
| Public Art Reserve | The Public Art Reserve was created in 2012 to secure the conservation of the public art collection, invest in programming and save for an “iconic” work of art as per the Public Art Policy. The total dollars listed here are contributions made from the “iconic” works stream and the programming stream of the Public Art Reserve. This funding will be returned to the corporation for other purposes. | \$3.2M* |

* The Conservation and maintenance stream of the Public Art Reserve will remain in place to ensure the care of the collection, worth over \$25M, is sustained.

Previously Committed Public Art Projects

| Project Title | Engagement | Available Budget |
|---|---|--|
| Genesis Centre | <ul style="list-style-type: none"> An artist was selected and The Wishing Well was then created based on community engagement Wishing Well was removed in 2014 due to safety concerns | \$100K |
| West LRT | <ul style="list-style-type: none"> Engagement sessions were held in throughout the summer of 2014 | \$3.1M (includes 400K for Westbrook Station) |
| Anderson Pedestrian Bridge | <ul style="list-style-type: none"> T'suu T'ina Nation was engaged between 2016 and 2017 | \$100K |
| Flanders Ave Interchange | <ul style="list-style-type: none"> Engagement with the surrounding community was conducted in 2016 | \$175K |
| Bend in the Bow | <ul style="list-style-type: none"> Engagement was conducted between 2016 and the summer of 2017 | \$2M |
| Total of Previously Committed Projects | | \$5.5M |

- These projects are considered “committed” as they have one per cent of Capital funding assigned to them as per the Public Art Policy. Additionally, each project has had community and stakeholder engagement where ideas were generated, and commitments were made.
- As part of the Proof of Concept phase, these projects will become part of a three-year work plan developed with the successful proponent of the public art program. The projects listed are in no consequential order.
- It should be noted that Green Line funding is not included in this summary, as per Notice of Motion C2018-1445 on Public Gardens, directing Administration to utilize the 1 per cent Public Art funding (\$4M) towards integrating modern public gardens into the Green Line.

ART + PUBLIC UnLtd

The City of Calgary: Public Art Program Community Engagement Report

Date: July 15, 2020

Prepared by: ART+PUBLIC UnLtd

Table of Contents

| | |
|--|----|
| Project Overview | 3 |
| Future Program Pillars + Guiding Principles | 5 |
| Our Engagement Process | 12 |
| Overview of Stakeholder Interviews + What We Heard | 15 |
| Overview of Community Engagement Sessions + Key Insights | 18 |
| Overview of Digital Survey + Findings | 28 |

Project Overview

ART+PUBLIC UnLtd was engaged in February 2020 by The City of Calgary through a competitive Request for Proposal process to support the investigation, and transition of its public art program to an external service provider. Our team supported The City through an engagement process and are now in the midst of the development of a procurement document to deliver on The City's Public Art Policy and aspects of the Civic Art Policy.

This document provides an outline of recommended future program pillars and guiding principles that emerge directly from key insights and findings across all engagement activities, an overview of which is provided in subsequent chapters.

Background on the New Direction for the Public Art Program:

The City of Calgary's Public Art Program has faced significant controversy, leading to City Council calling for a freeze on the program in 2017, which has been in place for the past 2+ years. Local economic and political context has contributed to ongoing challenges facing The City's Public Art Program. The program has come under severe scrutiny by public, media and some Councillors, in particular over concerns that a couple of high profile public art projects were deemed inaccessible, poor value for investment and were considered to have been implemented without adequately transparent decision making process and community engagement.

ART+PUBLIC UnLtd was engaged by The City from October 23 to November 6, 2019 to provide an overview and synthesis of recommendations for the future governance of The City of Calgary's Public Art Program as directed by Council in a Confidential Notice of Motion, passed September 30, 2019. Our scope in this first phase of work saw reviewing past and current research; conducting a review of comparable models in other jurisdictions; a review of local external organizations who may potentially have the skills and scope to deliver a public art program; conducting a risk and opportunity analysis around the use of an external delivery model; and providing recommendations around future governance of the program.

This first phase of work built a comprehensive knowledge of the challenges facing the Public Art Program moving forward. Through this process we gained a deeper understanding of the local and internal context, conducted background research, developed a risk/opportunity analysis for future scenarios and drafted a report with recommendations that were accepted by Council in November 2019. This report recommended that:

- The public art program be delivered by an external service provider;
- The City procure an external provider through a competitive process; and
- The process for procuring an external service provider includes a process for stakeholder and community engagement regarding what makes a successful public art program for Calgary.

In February 2020, ART+PUBLIC UnLtd was selected through a competitive Request for Proposal process to guide the transition of The City of Calgary's

Public Art Program, ensuring successful future governance and thriving new projects.

Future Program Pillars + Guiding Principles

ART+PUBLIC UnLtd has considered the key insights and findings across all engagement activities, as outlined in the following sections of this document, including the stakeholder interviews, online community engagement sessions and the public digital survey. The following program pillars and guiding principles are informed by all three layers of research, and were developed to clearly reflect what most Calgarians want for the future of The City of Calgary Public Art Program. These principles will inform the evaluation criteria to select the most qualified external organization to operate the program.

Reviewed across the depth and breadth of our engagement process, a successful public art program should be underpinned by three main pillars: a public art program that is **Engaging, Relevant** and **Accountable**.

Each of these pillars is supported by guiding principles, which should be reflected both in internal operations and the external program, and come directly from our extensive consultation across different sectors of Calgary's art and general public, who together make the primary audience for the program.

Engaging

Public art is an important part of a dynamic urban centre and Calgarians are looking for more ways to be involved in the public art of their city. The guiding principles of an engaging public art program should include:

1. A Strong and Coherent Vision

There is a need to develop and communicate a strong vision for the program, one that maintains its mission to serve the public. This vision should be bold, optimistic and forward looking.

2. Fostering Strong Relationships with Local Communities

Calgarians want to be regularly involved and informed about the public art collection and consulted with in matters related to the public art program. The program should build in meaningful opportunities for community members to work with artists, and input on the development of some art projects.

3. Communications

Communications at various stages of program and project delivery are important to build trust and support for public art. There are numerous milestones in project development that can be employed to bring people along on a project. Additionally, It's important that Calgarians have opportunities to learn about existing public art through activities like tours and school programs.

4. Learning and Advocacy

The program should find meaningful and deliberate ways to engage with and educate the public about public art. This could include youth learning opportunities and address more broadly the need to build an audience for public art that explores critical issues beyond the prevailing question of public art's place in the city.

5. Build on Past Successes

The City of Calgary has had a leadership role in successfully embedded artistic/civic collaboration— artists and arts organizations working with the City as partners— is something that should be carried forward into the future program.

6. Create a Vibrant Sense of Place and Go to Where The People Are

Responses overall suggest a broadly-held belief in the ability for an exceptional public art program to “put a city on the map”, and to create a sense of place that sets the city apart in a global context. A component of the program should be dedicated to commissioning landmark works that will become destinations.

The past program was challenged by restrictive siting policies tied to funding. The easing of these restrictions should enable thoughtful planning for future projects with respect to identifying opportunities for art that is accessible, interactive, and engaging.

Relevant

A robust and resilient public art program must resonate with Calgarians, and support cultural understanding across different publics. The guiding principles of a relevant public art program should include:

7. Commit to Equity, Diversity and Inclusion

The cultural diversity of Calgary needs to be better reflected in all aspects of the program, across staffing, committees, artists, community engagement and the themes explored in the commissioning process. A refresh of the program at this time allows for intentional commitments to equity, diversity and inclusion to be embedded in both the operations and the program. This may include a diversity and inclusion mandate that directly addresses inequalities as it pertains to issues of race, gender, etc.

8. Amplify Indigenous Voices, Communities, and Artists

There is a strong call among participants to center Indigenous voices and stories in the program, to provide meaningful platforms for Indigenous artists and to play an active and purposeful role in weaving Indigenous histories and contemporary placemaking into future art opportunities.

9. Build A Dynamic and Varied Program

The public art program will have a mandate to produce a dynamic program that provides a range of visitor experiences, encompassing temporary and permanent installations, and small to large scale projects. As well, the program will want to provide opportunities for

artists at different stages in their careers, explore different ways of implementing art in public, and identify different opportunities for artists to influence and play a role in the building and animation of the city. Examples to consider are The City's artist in residence and mentorship programs.

Calgarians are looking to public art to perform in different ways within the city. Some mentioned the need for public art that is bold, risk-taking and challenging, while others sought fun, joyful, and inspiring experiences. Others noted their interest in public art that is interactive, participatory and functional. At the core of these qualities is a need to have a program that responds, and continues to be responsive, to a wide range of audiences for public art.

10. Foster A Dynamic Mix of Local and International Talent

Calgarians want to promote opportunities for local artists and see programs that are geared towards career development for local talent. The new program should support and empower local artists, and play a role strengthening the local arts community more broadly in the city (i.e., through collaboration, mentorship, access to resources). However, it is recognized that a dialogue between local and international artists is essential to the growth of local artists and to Calgary's public art audience, and that fostering this dialogue through international commissions and opportunities will ensure one is not isolated from the other.

Accountable

Calgarians want to see a public art program that is accountable to the public. The guiding principles of an accountable public art program will include:

11. Financial Responsibility

Calgarians are looking for confidence that public funds will be managed carefully and spent in a way that will deliver programs for which Calgarians see a return on investment. Further, knowing that the public money will be given to a third party to manage, there is a need for spending to be well and regularly accounted for and reported on. A clear spending and reporting process will need to be articulated between The City (who is providing funds) and the third party organization (who is delivering the program). The establishment of a new program should be structured with a view towards minimizing funds spent on overhead and administration, and have targets for spending within Calgary (through fabrication etc).

12. Transparency

Lack of transparency has been a recurring issue, which has led to a lack of trust on the part of the public. As above, under Communications, the new program administrators will need to proactively communicate decision-making for the commissioning of artists and projects and program expenditures. As well, it is also important to communicate the value and significance of commissioned works.

13. Autonomy

The current transition is a positive move forward to depoliticize the public art program. This autonomy will allow for greater nimbleness and adaptability around procurement and communication processes, and should enable the future public art program to deliver a spectrum of programming (in scale, duration, media, etc).

14. Best Practice Standards

Applying contemporary best practices of artist selection, project development, implementation and collection management will be essential to upholding all other principles in this section.

Our Engagement Process

We designed a three-tiered engagement approach that would ensure we reached a broad section of Calgarians, arts community members, stakeholders and staff throughout this process. This includes in-depth stakeholder interviews to support our research phase, virtual community engagement sessions open to all Calgarians and a widely circulated digital survey. These three activities offered a range of engagement opportunities, from more involved participation like the engagement sessions, to a lighter touch, less time consuming digital survey.

- 1 Stakeholder Interviews
- 2 Virtual Community Engagement Sessions
- 3 Digital Survey

Combined, our engagement process reached 2746 Calgarians including local artists, members of the Public Art Alliance, members of the Public Art Board, City of Calgary staff, various public art program consultants and experts, City of Calgary Councillors, members of the Moh'kinsstis Public Art Guiding Circle and community members.

By The Numbers

33

Stakeholders
interviewed

68

Participants in online
engagement sessions

2645

Survey responses

First we conducted a series of stakeholder interviews, both one-on-ones and group interviews for in-depth input from a range of internal and external voices. We spoke to thirty-three (33) stakeholders in this research phase. Our objectives for these conversations were to learn about what public art means to Calgary and the potential for this transition, establish priorities for the values of the program, identify key issues to address and set ambitions for this next chapter. These interviews are part of the research phase of our work, which also included research into existing models, city structures and administrative opportunities. These interviews informed the design of our public engagement approach.

We then designed an in-person community stakeholder engagement session for the arts community and general public. Due to the COVID-19 pandemic, we re-designed the session to be virtual and hosted five (5) sessions online. The community engagement sessions were led and facilitated by Christina Bagatavicius, Community Engagement Specialist, working with the A+P team. The sessions were focused on informing Calgarians on this transition, getting their feedback on values for the public art program and providing an opportunity for The City to listen and learn from participants.

Running in conjunction with the design and facilitation of the engagement sessions, we designed and circulated a digital public survey. The objective of the survey was to create an engagement opportunity for those who couldn't attend a virtual session and to reach a broader group of Calgarians to input on the process. The survey focused on respondents' interest in public art, what values they want the future program to possess, what goals a successful program should focus on, and gave an opportunity to sign up for more information and leave final comments to be considered.

These engagement activities were our opportunity to help build understanding and support on this new direction and collect public feedback, which will be taken forward to help inform the values and principles that will shape the evaluation of proponent proposals through the procurement process. We're thankful for Calgarians' time and sharing of opinions and learnings. We've listened across these engagement opportunities to differing concerns in communities, promoted productive discussions across participants, and have reflected our key insights in this document.

Overview of Stakeholder Interviews

The purpose of these interviews was to support our overall information gathering process and research phase with insights from those closely connected to the public art program, subject matter experts and specialists in the field. This chapter provides an overview and synthesis of what we heard through the stakeholder interviews ART+PUBLIC UnLtd conducted March - May 2020. The key insights that emerged from these conversations helped us to learn about what public art means to Calgary, the potential for this transition to bolster program strengths and identify challenges to address in this process. These insights shaped the design of the public digital survey and virtual community engagement sessions.

Overall, we spoke with 33 stakeholders consisting of:

- City of Calgary Staff
- Members of the Public Art Board
- Public Art Alliance
- Public Art Consultants and External Practitioners
- Local Artists
- City Councillors

We asked questions around local context, values and vision, community, proponent qualifications, and hopes for the future.

What We Heard

The following are key discussion points that emerged from stakeholder interviews:

1. **Transparency:** Stakeholders referred repeatedly to a lack of transparency in program delivery over the course of several years. This has led to a lack of trust that really came to a head in the decision to transition the program to a third-party service provider; there is a need to rebuild that relationship and improve transparency.
2. **Autonomy:** The majority of stakeholders view the transition as a positive move forward to depoliticize the public art program.
3. **Build on past successes:** Consider the program's rich history, strengths and challenges when building out the future direction for the program. There is an opportunity to build on the expertise and collaborative relationships within The City and beyond. In particular, stakeholders mentioned the significant achievements and relationship-building that came out of the Artist in Residence program hosted by the Utilities and Environment Protections (UEP) department of The City. This program became WATERSHED+, an artist-led program of commissioning, exhibition and events that engaged the public in numerous ways around the the city's waterways and infrastructure. Stakeholders noted that this practice of embedded collaboration was something that should be carried forward into the future program.

4. **A Strong and Coherent Vision:** There is a need to develop and communicate a strong vision for the program, and to retain its mission to serve the public. There is a perceived lack of alignment within The City on how to implement public art. Stakeholders believe that the transition should allow for thoughtful planning.
5. **Diversity and Inclusion:** Stakeholders believed that diversity and inclusion need to be embedded in the program—reflected in the selection of artists and the hiring of staff. Build out a more accessible procurement process with a defined diversity and inclusion mandate (e.g. Indigenous, queer, immigrant communities).
6. **Arts Community Support:** The program should continue to support and empower local artists, and strengthen the local arts community in the city (e.g. through collaboration, mentorship, access to resources).
7. **Learning and Advocacy:** The program should find meaningful ways to engage with and educate the public about public art (e.g. address lack of public support with public art funding; lack of knowledge of public art collection and types of public art). Public engagement is seen as crucial by stakeholders. The program needs to feel valuable and relevant to garner the support of Calgarians.
8. **Best Practice Standards:** Calgary needs a full and varied public art program that is internationally current, while locally responsive and relevant. Applying best practices of artist selection, project development, implementation and collection management, will allow for some projects within the program to focus on attracting renowned

talent while others may have more of an emphasis on strong community involvement. Overall, the result is a program of the highest calibre in terms of opportunities for both artists and the public.

Overview of Community Engagement Sessions

The goal for the online community engagement sessions was to have conversations with Calgarians on how to make the City of Calgary Public Art Program successful and thriving. These online sessions were interactive and collaborative, focusing on prioritizing values and discussions around key issues that the public felt were missing after reviewing the work to date. Participants' input from these sessions will inform the procurement process to find the most qualified external organization to operate the future work of the program. This was also a key opportunity for the City to share to the public about the transition and actively listen to community members' insights and concerns.

By The Numbers

97/100

Total sign-ups for
the sessions

68

Total attendees

8-17

Range of participants
per session

We hosted a total of five (5) one-hour online sessions:

- Tuesday, June 16, 2020, 12:00 - 1:00 P.M.
- Wednesday, June 17, 2020, 5:00 - 6:00 P.M.

- Thursday, June 18, 2020, 9:00 - 10:00 A.M.
- Monday, June 22, 2020 11:00 A.M. - 12:00 P.M.
- Monday, June 22, 2020, 5:00 -6:00 P.M.

Participants were invited through The City of Calgary's communications channels (including email newsletter, social media posts on Facebook, Twitter and Instagram, a news release to local media), content on The City of Calgary website and ART+PUBLIC UnLtd's outreach emails to local community groups and organizations. In order to brief participants on the project in advance of the sessions, a 'backgrounder' document was provided with information on the new direction for the public art program. Additionally, participants were given a short presentation on the engagement process during the session.

Facilitation Approach

These one-hour community engagement sessions were designed and facilitated to encourage listening, discussion and feedback using a variety of digital tools on Microsoft Teams and Mentimeter. Each session kicked off with an interactive icebreaker activity (i.e., "How are you feeling today?"), a land acknowledgement, and a short introduction to set the goals and expectations for the session. ART+PUBLIC UnLtd provided a brief presentation on the project, which was followed by a 10-minute Q&A led by Jennifer Thompson, Manager of Arts & Culture at The City of Calgary. Attendees were then invited to participate in two interactive group exercises, and were able to view the results in real-time; these on-screen results were used as a starting point for group discussions. Throughout the session, participants were given opportunities to speak using a chat box and/or through video chat by using the hand raised feature.

Defining Values

The first of these exercises asked participants to prioritize three values from a longlist of values that emerged from initial research and stakeholder interviews. These values include:

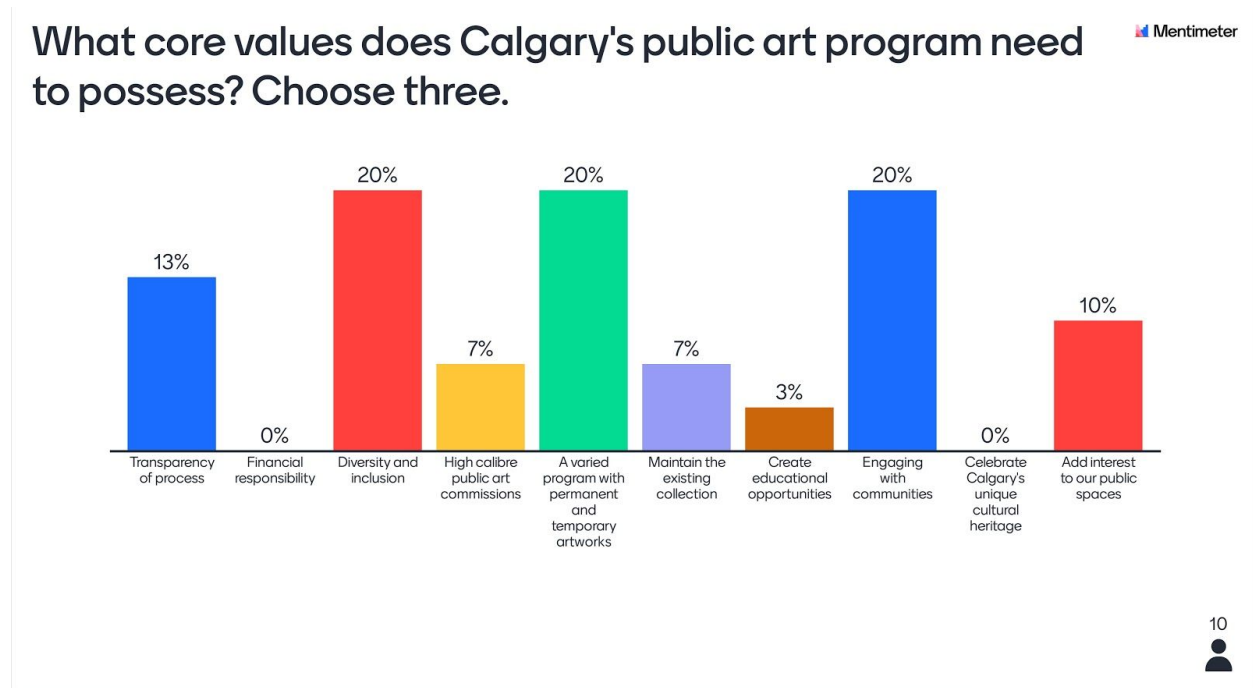
- Transparency of process
- Financial responsibility
- Diversity and inclusion
- High calibre Public Art commissions
- A varied program with permanent and temporary art works
- Maintain the existing collection
- Create educational opportunities
- Engaging with communities
- Celebrate Calgary's unique cultural heritage
- Add interest to our public space

Participants were prompted to answer a multiple choice question on the web-based tool Mentimeter. Each participant chose the top 3 values they believe should be at the core of the public art program.

Across all of the sessions, the top three priorities were:

- 1. A varied program with permanent and temporary artworks**
 - 5 of 5 groups chose a varied program in their top three
- 2. Diversity and inclusion**
 - 3 of 5 groups chose Diversity and Inclusion in their top three
- 3. Engaging with communities**

- 3 of 5 groups chose engaging with communities in their top three



Example of values polling activity.

What Is Missing?

In the next activity, we asked participants if there were any values missing from the presented list. Participants used the Mentimeter tool to add values they would like to see in this list. Results were aggregated in real-time, and visualized in a dynamic “word cloud.” Participants were also invited to discuss and elaborate on their responses.

Overall, a significant number of responses were centered on inclusion—particularly with Indigenous communities—and engaging the local community. Another common thread is the need for public art to be “where the people are”. Participants were vocal about their dislike with the

current sites for public art in the city. Participants also stated that they would like public art in the city to be fun, interactive, and engaging; others expressed that there is an opportunity for the program to be more risk-taking, bold, and challenging.



Feedback from one group for the What Is Missing activity.

Key Insights from the Community Engagement Sessions:

ART+PUBLIC UnLtd synthesized the data from the two main activities, as well as the input from the chat and the transcription of the conversations across all of the sessions. The following are key insights that reflect what resonated most strongly with participants.

1. Build A Dynamic and Varied Program

Participants expressed the need for a rich and dynamic program that provides a range of visitor experiences, encompassing temporary and permanent installations, and small to large scale projects. Participants also elaborated on the many qualities they looked for in public art. Some mentioned the need for public art that is bold, risk-taking and challenging, while others sought fun, joyful, and inspiring experiences. Others noted their interest in public art that is interactive, participatory and functional, which was a critical response to existing public art installations that were deemed inaccessible to the public. At the core of these qualities is a need to have a program that is relevant and engaging to today's audiences—one that responds, and continues to be responsive, to a wide range of audience needs for public art. Although there is a sense that the program cannot appeal to the majority of public tastes, many participants also noted that the program should always strive to be innovative and forward-thinking—to be unafraid to push boundaries and to never “play it safe.”

- “There is a message here to go big, bold, inspiring, and risk-taking.”
- “Take risks and engage.”
- “There should be an element of inspiration—art to beautify the space and enjoy where we live.”

2. Amplify Indigenous Voices, Communities, and Artists

Across all five of the online sessions, we heard that meaningful engagement of Indigenous artists and Treaty 7 First Nations communities is critical for the public art program. There is a strong call among participants to center Indigenous voices and stories in the program, and to be a platform for Indigenous artists.

- “Indigenous heritage is unique ... Let’s celebrate it.”
- “Treaty 7 participation needs to be ongoing ... The relationship needs to be built ... There hasn’t been any gift exchange ... when we speak of traditions. The art program should call for Treaty 7 artists first, and every program should include an Indigenous artist.”
- “How do we make sure the land acknowledgements impact people? How do we engage people better?”

3. Commit to Equity, Diversity and Inclusion

Participants expressed a need for the program to deepen its relationships with BIPOC and immigrant communities in Calgary, and to institutionalize equity, diversity and inclusion throughout the program. Acknowledging the significance of the Black Lives Matter and Indigenous Lives Matter movements, many participants called for BIPOC leadership. Others noted the need for gender equity, and for greater representation of women artists for the commissions coming out of the program. The program should also commit to diversity and inclusion in its public mandate, and should be made actionable, accountable, and transparent in areas such as staffing and commissioning. The cultural diversity of Calgary needs to be better reflected in all aspects of the program, across staffing, committees, artists, community engagement and the themes explored in the commissioning process. It was noted that the phrase ‘diversity and inclusion’ can feel inadequate or empty if it is not paired with actionable and transparent processes.

- “Diversity needs to be very intentional and needs to be a priority. Build it into the program.”
- “As an immigrant, some of us don’t always connect with [public art]. So we need to share context and create new entry points for people.”

- “The senior level board and managers need to reflect the diversity of this city.”
- “The processes we run in the future should allow for a diverse group of artists to participate, not just artists with extensive portfolios.”

4. Foster a Strong Relationship with Local Communities

Participants called for more community engagement and involvement with the public art program. Many believe that community engagement strengthens the work. Some mentioned mentorship opportunities and resources for the arts community, youth learning opportunities and, more broadly, the need to build a more knowledgeable audience through education activities. Communications are also seen as important to inform and engage Calgarians about public art, and to amplify the power of storytelling. Participants expressed concerns regarding transparency and accountability, noting that improving communications could build trust and increase visibility with local communities. The new administrators would need to be able to communicate why certain artists and projects are commissioned, as well as the importance and value of the work.

- “It could be a great time to invest in community engagement on a very real level.”
- “Transparency and community engagement needs to happen during the process of creating a new work.”
- “If the community is involved, everyone has an option to participate and there may be less negative feedback from community members ... I want to be more involved.”
- “Have artistic intent at the site. Give the story in the form of a placard. This might help with interpretation.”

5. Foster A Dynamic Mix of Local and International Talent

There is a tension between participants who want a focus on commissioning local artists only, and others who see international commissions as important for the visibility and strength of the program. Overall, participants want to foster local talent and support the local economy, but an appropriate balance of local and international commissions needs thoughtful planning and communication.

- “I think balance is key in terms of local artist pieces and also some larger artists with worldwide exposure.”
- “Work with organizations to help provide local artists the skills and tools they require to meet the criteria needed for public art installations.”
- “We need to support local artists so that they can grow.”

6. Meet People Where They Are

Many participants noted the challenge of poor siting with past commissions tied to capital and infrastructure projects and funding requirements, resulting in works that are not placed in accessible or walkable public spaces. Participants noted that public art pieces have the potential to enrich public spaces, and expressed the need for the thoughtful planning of locations for new commissions. Projects should reflect a significant site-specificity with respect to the selection of landmarks, stories and points of connection with the immediate surroundings of the project site. Some asked questions around the feasibility of moving existing works. Many also noted that public art installations should be sensitive to the scale and landscape of the environment, and should be placed “where people are” at a “human scale.”

Within this conversation, a participant noted that ongoing programming around public art could further strengthen its connection to a particular site. The intellectual and physical access to sites have been an issue in the past.

- “The requirement of having art at the site of infrastructure was flawed. Opening it up to place the art into the communities for whom the infrastructure is created will open up the possibilities for community engagement.”
- “What’s been most criticized in the past is the location of the works. The public has not understood the selection of location, and the location selection has been disappointing ... I want more thought put towards choosing the site well.”
- “I enjoy the art that you can ... walk by as opposed to the large art pieces next to a highway.”
- “Ongoing programming at the sites of public art, not just install, open, done.”

Overview of Digital Survey

The objective of the digital survey is to reach a broader group of Calgarians, and to provide another platform for local Calgary residents—especially for those who were not able to attend a virtual session—to input on the process. The survey focused on respondents' interests in public art, what values they want the future program to possess, and what goals a successful program should focus on. The survey also gave respondents an opportunity to sign up for more information, and ample room for open and additional feedback. For the purposes of this document we have provided a high level overview of responses from key questions. The survey was open from May 20 - June 30, 2020.

Respondent Information & Survey Distribution

2645

Number of responses

100%

Completion rate

18

Number of questions

Focus of Questions:

A mix of multiple choice, sliding scale and short answer questions focusing on:

- Responding to draft values for the public art program
- Prioritizing goals for the program
- Add additional comments and concerns to be considered

Set Up & Survey Logic:

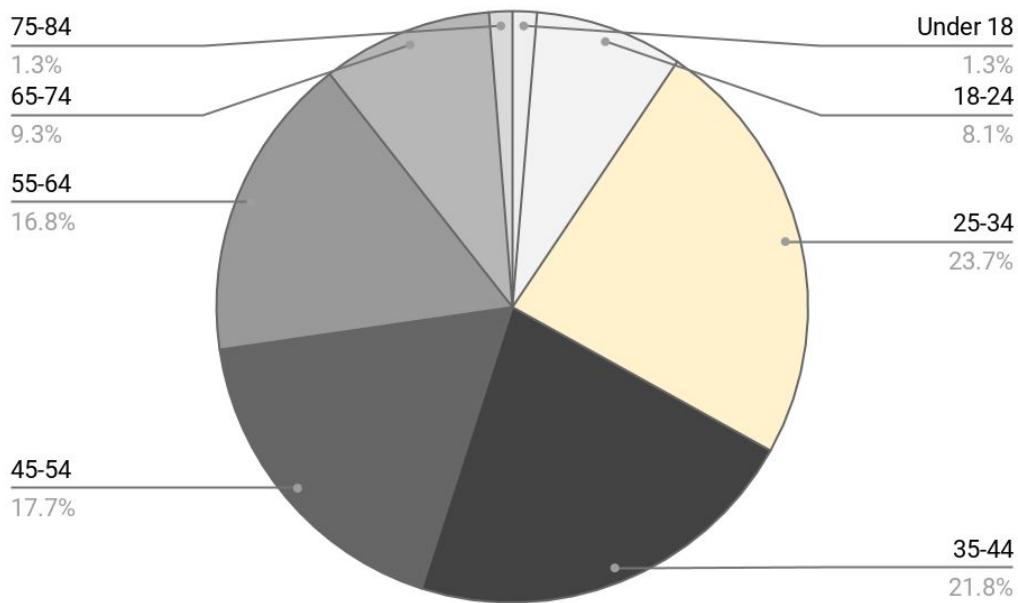
- Contributors were kept anonymous
- We used Survey Monkey and allowed for people to input their email address if they want to stay up to date via The City of Calgary's email list
- The survey was circulated through The City of Calgary's communications channels, as well as via ART+PUBLIC UnLtd's outreach emails to community organizations in Calgary.

Respondent Profile Overview:

We asked some optional questions to better understand who we reached through this survey and to get a sense of their interest in public art.

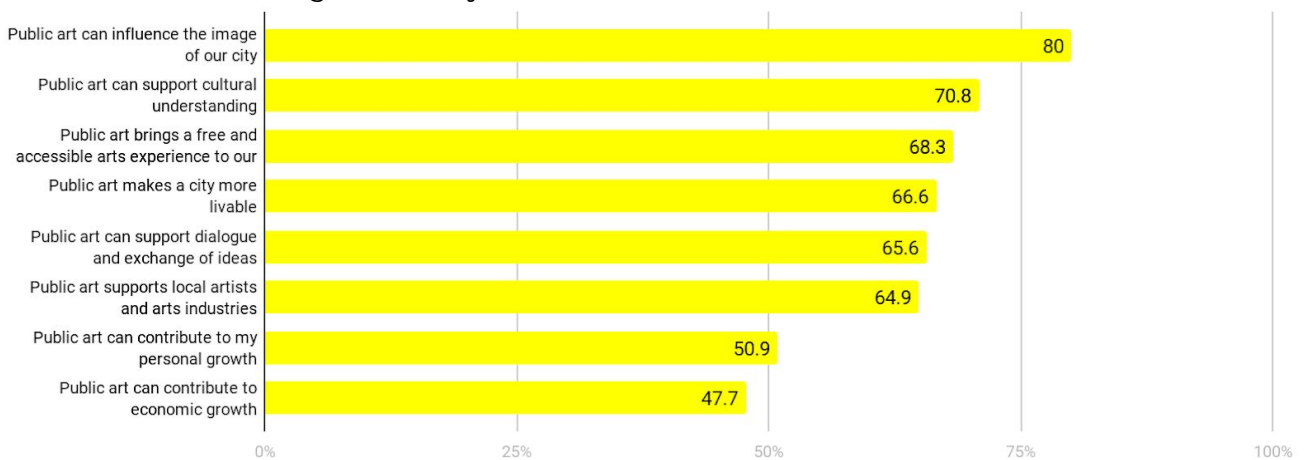
- 88% have heard about The City of Calgary Public Art Program
- 58% visit public art in Calgary
- 65% go to see public art outside of Calgary
- 27% identify as artists or arts and culture workers
- 23% have attended a City of Calgary public consultation session before

Age of Respondents



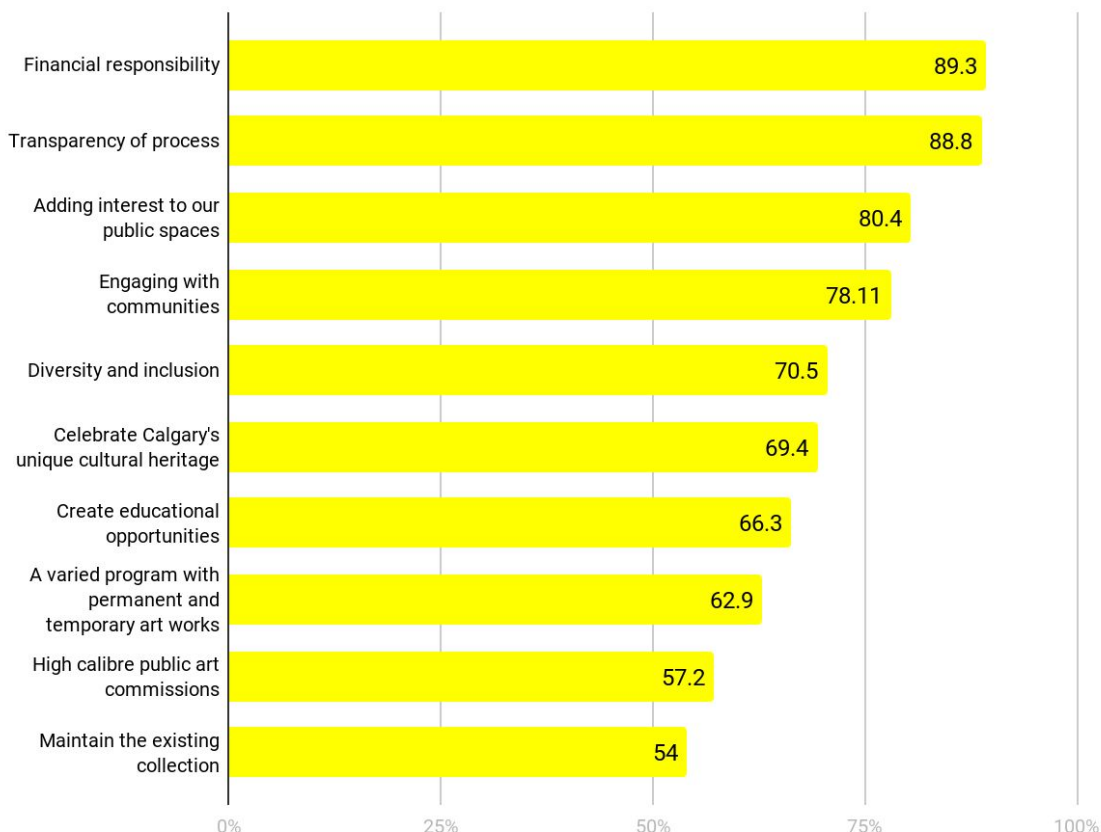
Views On Public Art*

Out of 8 statements centered on the value of public art, 80% of respondents believe public art can influence the image of our city.



Core Values*

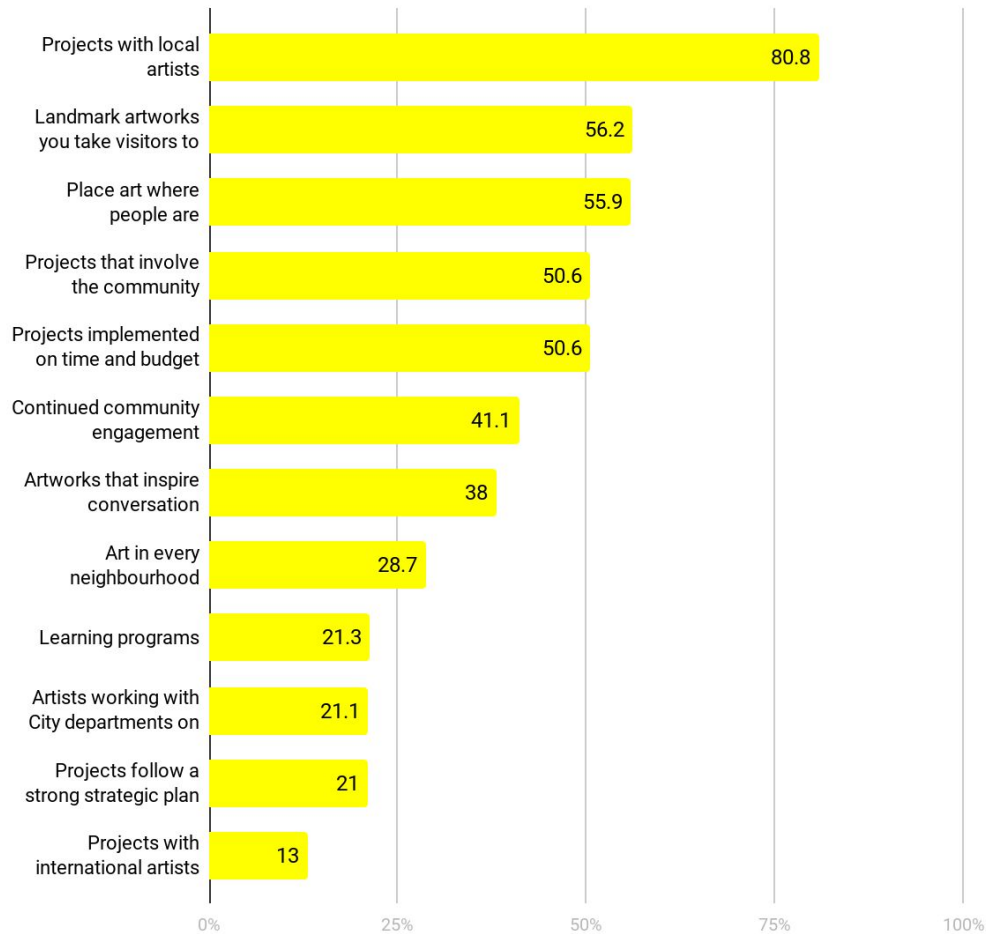
Financial responsibility, transparency of process and adding interest to our public spaces came out most strongly as the core values that respondents' felt the public art program needs to possess.



* Note: Data shown is an aggregate of "strongly agree" and "somewhat agree" responses.

Goals and Objectives

When asked to select their top five goals for a successful public art program for Calgary, respondents rated projects with local artists, landmark artworks you take visitors to see, place art where people are, projects that involved the community and projects implemented on time and budget as priorities out of 12 options.



Education and Outreach Considerations:

- 85.5% somewhat and strongly agree Calgarians should be regularly involved and informed about the public art collection
- 66.3% somewhat and strongly agree activities like tours, school programs and travelling exhibitions are important
- 64.63% somewhat and strongly agree it's important that Calgarians have educational opportunities to learn about public art

Key Findings from the Digital Survey:

1. The Importance of Fiscal Responsibility

In addition to the feedback within the survey structure, a number of respondents felt strongly enough about the importance of financial responsibility that they left additional comments about this aspect. The big ticket price associated with the couple of particularly problematic pieces that contributed to major public backlash, political intervention and program freezing, has really highlighted within Calgary a need to ensure that the public art program delivers value for taxpayer investment. These comments have not indicated that the money should not be spent, but instead that it should be managed carefully and spent in a way that will deliver programs for which Calgarians see a return on investment. Further, knowing that the public money will be given to a third party to manage, there is concern that the spending be well and regularly accounted for and reported on. This includes having a program that is able to deliver projects without excessive funds spent on administration, sees funds spent in Calgary (through fabrication etc) and creates a program at a calibre that attracts people to Calgary, as artists, as educators, as visitors.

- “PLEASE, take a look at the budget of how much these "public art" projects cost. Between the NE "blue ring", the rocks at win sport & "convergence" (3 of many) city council has justified spending over 1.89 million while also cutting things such as fire, medical and police.”
- “I appreciate art and recognize that it has value. I believe that we have to reimagine the program to support local artists while being fiscally responsible. Some of the past projects have been ridiculous in costs that many can be better spent to support other programs, like homeless, food insecurity... continue the program but on a smaller scale and use local artists to keep costs in check.”

- “I believe the vibrancy and international draw of our city can be maintained without spending on additional art installments. Fiscal responsibility is strongly needed.”

2. Focus on Supporting Local Artists and Economy

There were a number of comments emphasizing a strong desire to see the public art opportunities and related funds stay within the Calgary community and economy. This was expressed through comments about ensuring Calgary-based or Albertan artists are awarded commissions, or programs are designed to highlight local artists, as well as efforts made to ensure that works are fabricated within the city or province.

- “Public art in Calgary is too often created by artists from outside of Calgary or Alberta.”
- “It is important to have artwork by local and Indigenous artists on display at all times.”
- “Please do more programs with LOCAL ARTISTS. We have one of the top art and design universities and thus have a huge pool of amazing LOCAL talent!”

3. Create a Vibrant Sense of Place

Survey comments overall suggest a broadly held belief in the ability for an exceptional public art program to “put a city on the map”, to create a sense of place that sets the city apart in a global context and draws people. This was indicated in comments referring to landmark works that would draw visitors, exciting art opportunities that would draw local and international artists to create work, and overall, a leading program that attracts local and international talent, both directly and indirectly (with public art having the

ability to brand a place as leading edge, therefore drawing talent in other industries who want to live in an exciting place with a dynamic cultural environment and streetscape). Respondents also noted the power of public art to make the city more livable and vibrant.

- “Calgary is beautiful as it is but if focused on in the correct way it could become a destination for culture and art alongside all the other things that bring people to this city.”
- “The public art program has really made the city more liveable in recent years. I love going to different parts of the city to explore public art and I believe it makes our city a better place.”
- “Celebration of local and international artists is also important.”

4. Learn from Siting Issues in the Past

The strict adherence of site definition that characterized the implementation of Calgary’s Percent for Art program prior to freezing, has been modified at this point and the future program operator will be able to site work more meaningfully. However, the previous rules have stood out in people’s memory as particularly problematic, primarily as this rendered works inaccessible to the public.

- “Please no more abstract blue rings in the middle of nowhere.”
- “Place art where people are (ie. walkable public spaces), not along underpasses and freeways. The 1% art allocation does not need to be tied to every site, it should be shifted to areas where people can access.”
- “The biggest problem with the program has been the requirement that art be placed at the site of the project from which the funds for the art are derived. How am I supposed to really experience Bowfort Towers,

which is all about materials and the interplay of light and shadow from various angles? I can't actually visit it."

5. The Current Economic Climate

There were a number of comments indicating a concern for spending any money on public art within the current economic climate and recent events with the novel COVID-19 pandemic. Some respondents felt that now is not the time for The City to focus on public art, wanting a stronger focus on creating jobs and helping people in a time of crisis.

- "When a city is in good economic growth, an art program is great. When a city has been suffering from a bad economy for years, an art program becomes a horrible misuse of funds."
- "Art is not essential at this point and time."
- "Put the lines for art towards helping people in this time of crises ... Now is not the time to spend money on art."

6. A Need for More Public Art in the City

A number of respondents finished off their survey with additional comments about the need for more public art in the city. Participants noted the value that public art brings to a city and its citizens, and discussion about offering a diversity of opportunities for artists to influence and play a role in the building and animation of the city.

- "Public art promotes the feeling of community within our city."
- "Public art is integral to a thriving city. Art that is accessible to all is critical in a world where significant disparities exist."

- “Let's be an impressive city, not a boring one. We MUST have public art for our souls.”

7. Community Engagement, Transparency and Accountability Are Key to the Program's Success

In addition to the feedback within the survey structure, a number of respondents felt strongly enough about transparency, accountability and community engagement that they left additional comments about this aspect. A number of respondents felt that too often, the process of public art commissioning did not involve the public in decisions around what public art opportunities are, how artists are selected, how project budgets are managed, what artworks mean, and other elements of public art delivery.

- “Transparency is important to a point. Certainly tax payers need to have input into work that is paid for by tax dollars and need to know how decisions are made regarding what work is commissioned. However, as an art professor I do not tell my plumber how to fix my toilet. I want transparency with regard to what he is doing and why, but I need to trust his expertise.”
- “Community engagement might help people understand the projects better.”
- “I think it is vital to the culture and community of the city that we continue to promote public art. This can be achieved through greater public engagement for those that don't understand the benefits and see it predominantly from a fiscal perspective.”

Acknowledgements

ART+PUBLIC UnLtd would like to thank The City of Calgary team, led by Jennifer Thompson, Manager of Arts & Culture. We would also like to extend our gratitude to City Councillors, the dedicated and talented staff at The City of Calgary Public Art Program, the Moh'kinsstis Public Art Guiding Circle, Calgary's Public Art Alliance, the vibrant arts community that continues to enrich the city, and local community members, all of whom generously contributed to the project through community engagement sessions, interviews, and an online survey.

In addition to Jennifer Thompson at The City of Calgary, we would also like to acknowledge our close collaboration on the community engagement sessions with Jennifer Brown, Senior Strategist, Arts and Culture, Rowena James, Public Art Project Coordinator, and Jennifer Storm, Communication Strategist, whose contributions helped create a thoughtful and welcoming environment for meaningful dialogue with the public.

The ART+PUBLIC UnLtd team consists of:

Rebecca Carbin, Principal

Sagan MacIsaac, Senior Associate

Michael Esteras, Associate

Christina Bagatavicius, Bespoke Cultural Collective, Community Engagement Specialist and Facilitator for Community Engagement Sessions

For more information visit: <https://engage.calgary.ca/>

Accessing Previously Earmarked Funds for Community Action on Mental Health and Addiction

RECOMMENDATIONS:

The Standing Policy Committee on Community and Protective Services recommends Council authorize Administration to expend the remaining \$8 million of the previously earmarked Community Action on Mental Health and Addiction funds that were committed to support community-based programs with:

- a. Up to \$3 million being allocated in 2021 to maintain programs currently-funded through the Prevention Investment Framework with a Mental Health and Addiction lens that are demonstrating positive outcomes, and
- b. The remaining \$5 million to be invested as per the original Notice of Motion over the next three years in alignment with the Community Action on Mental Health and Addiction strategy and in accordance with existing funding processes.

HIGHLIGHTS

- This report seeks authorization to access the remaining earmarked funds for the Community Action on Mental Health and Addiction (CAMHA) that are committed to support community-based programs.
- What does this mean to Calgarians? COVID-19 delayed the completion of the Community Action on Mental Health and Addiction strategy and implementation plan but the need for preventive mental health and addiction programs is ongoing and has only increased with the isolation, financial pressures and stress associated with the pandemic.
- Why does this matter? The investment of up to \$3 million in 2021 towards existing programs that are showing positive results will prevent any service gaps and disruptions that could be created if these programs suddenly cease to operate at the end of 2020.
- Previous directions to expend the earmarked funds were granted on an annual basis. Authorizing Administration to expend the remaining earmarked funds will reduce administrative burden, cut red tape and provide flexibility to invest in community programs that are in alignment with the Community Action on Mental Health and Addiction strategy enabling timely responses to community need.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

In July 2018, Council earmarked \$25 million from the Fiscal Stability Reserve for Crime Prevention and the development and implementation of a new Mental Health and Addiction Strategy by 2023. Of the \$25 million, \$15 million was earmarked for community programs through the Prevention Investment Framework and the remaining \$10 million for seed funding of initiatives resulting from the strategy.

Ahead of the development of the Community Action on Mental Health and Addiction Strategic Framework, Council approved the Prevention Investment Framework with a Mental Health and

Accessing Previously Earmarked Funds for Community Action on Mental Health and Addiction

Addiction lens (Attachment 2) in 2018 October. The investments made in community-based programs through this framework, were initially made on a one-time basis in 2019 while the Community Action on Mental Health and Addiction strategy was under development. Following the development of the Community Action on Mental Health and Addiction Strategic Framework, it was determined that the investments were aligned with the framework and funds were once again allocated in 2020 to the programs that were demonstrating positive outcomes and results.

It was expected that the investments for 2021 would be made in alignment with the implementation of the Community Action on Mental Health and Addiction strategy. However, due to COVID-19, the completion of the strategy has been delayed until Q2 2021. Even in the absence of the full strategy, it is important to maintain investment in the community-based programs that are demonstrating results as the compounding impact of the pandemic on mental health is clear.

The most recent 2020 Citizen's Perspective Survey Report found a higher proportion of Calgarians perceive COVID-19 as a greater threat to their mental health than their physical health; 25 percent reported their mental health has worsened. The Distress Centre has been fielding an increase in calls since the start of the COVID-19 pandemic, with almost 25 percent more suicide related calls up to mid-August 2020 compared to the same time period last year. As well, 95 people died from unintentional opioid poisoning in Calgary from April to June 2020, which is more than double the number of people (45) who died from unintentional opioid poisoning in the first quarter of 2020.

This demonstrates continued demand for prevention programs with a mental health and addiction lens. Since the funding framework (Attachment 2), evaluation plans and earmarked funds are already in place, approving this recommendation will allow Administration to invest in programs that are showing positive outcomes while the Community-based Stewardship Group and other partners finalize the upcoming strategy and implementation plans.

The 18 programs that would be considered for funding in 2021 were funded in 2020. A list of the funded programs is included as Attachment 3. These programs provide support to Calgarians experiencing vulnerabilities leading to mental health and addictions issues. The remaining \$5 million would be invested as per the original Notice of Motion (i.e. the Community Services Prevention Investment Framework, The City's necessary FCSS contributions, and other short term initiatives in areas, such as Crime Prevention Through Environmental Design) over the next three years in alignment with the Community Action on Mental Health and Addiction strategy, and in accordance with existing funding processes.

Next Steps:

Funding for 2021 will be made available for the programs currently funded through the Prevention Investment Framework with a Mental Health and Addiction lens (Attachment 3) that continue to demonstrate progress and positive outcomes. Funding decisions will be based on year-end reports, financial reports and information gathered as part of Administration's ongoing partnership with each organization. Final allocations will be approved by appropriate signing authorities within Administration.

Future funding will be made available for new and existing programs in alignment with the implementation of the Community Action on Mental Health and Addiction strategy for the next three years.

**Community Services Report to
SPC on Community and Protective Services
2020 October 14**

**ISC: UNRESTRICTED
CPS2020-1027
Page 3 of 4**

Accessing Previously Earmarked Funds for Community Action on Mental Health and Addiction

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

Mental health and addiction issues result in social costs for individuals, families, and communities. Timely access to approved funds allows Administration, other orders of government and community partners to continue to work together to respond to Calgarians through programs that adhere to the Prevention Investment Framework with a Mental Health and Addiction lens.

Environmental

Not applicable.

Economic

Mental health and addiction issues result in economic costs for individuals, families, and communities. Efficient access to funds that invest in prevention programs with a mental health and addiction lens can reduce costs associated with social disorder issues and spending on touch points to the justice system and related social services. In addition, investments that increase Calgarians' wellbeing and resiliency will contribute to a healthy workforce that is required to relaunch and rebuild the economy.

Service and Financial Implications

No anticipated financial impact to The Corporation

There are no operating budget requests associated with this report therefore there is no financial impact to The Corporation. Funds were previously earmarked through the Fiscal Stability Reserve in 2018. Approving Administration to expend the remaining funds in alignment with the Prevention Investment Framework with a Mental Health and Addiction lens, supports Council's priority of a well-run city. It also prevents transactional delays that may result in service disruptions to programs that promote safe and inspiring neighbourhoods and a prosperous city.

RISK

There is a risk of providing continued funding to programs if they are not effective. To mitigate this risk, distribution of funds and adherence to contracts are carefully assessed by Administration informed by continuous evaluation of financial and year-end reports against intended program goals.

**Community Services Report to
SPC on Community and Protective Services
2020 October 14**

**ISC: UNRESTRICTED
CPS2020-1027
Page 4 of 4**

**Accessing Previously Earmarked Funds for Community Action on Mental Health
and Addiction**

ATTACHMENTS

1. Background and Previous Council Direction
2. Prevention Investment Framework with a Mental Health and Addiction lens
3. 2020 Programs funded through the Prevention Investment Framework with a MHA lens

Department Circulation

| | | |
|-----------------|------------|------------------------|
| General Manager | Department | Approve/Consult/Inform |
| Not applicable | | |

Background and Previous Council Direction

Beginning in July, 2018 Council has provided direction regarding Community Action on Mental Health and Addiction. Recognizing the urgency of mental health and addiction issues being experienced by Calgarians, Council earmarked \$25 million for the development and implementation of a new Community Action on Mental Health and Addiction Strategy. Of that, Council allocated up to \$3 million to support community-based programs and services in 2019 through the Prevention Investment Framework with a Mental Health and Addiction lens. In July 2019, Council approved another year of funding through the Prevention Investment Framework with a Mental Health and Addiction lens for programs demonstrating impact as the Community Action on Mental Health and Addiction strategy is being developed. The table below provides an overview of the funding related Council directives.

Prevention Investment Framework with a Mental Health and Addiction Lens Council Directives

| DATE | DIRECTION | DESCRIPTION |
|------------|--|---|
| 7/30/2018 | Notice of Motion: Community Action on Mental Health and Addiction, C2018-0956 Combined Meeting of Council | <p>That with respect to Notice of Motion C2018-0956, the following be adopted, as amended:</p> <p>NOW THEREFORE BE IT RESOLVED THAT Council earmark up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addictions Strategy over the next five years, with \$15 million allocated to the Community Services Prevention Investment Framework, The City's necessary FCSS contributions, and other short term initiatives in areas, such as Crime Prevention Through Environmental Design, and that the remaining \$10 million be earmarked to seed funding for initiatives resulting from the strategy described below, subject to adoption of a governance and decision-making framework;</p> <p>AND FURTHER BE IT RESOLVED THAT Council direct Administration to report, as follows:</p> <ol style="list-style-type: none"> Guidelines for awarding initial 2019 funds from the fund using the Prevention Investment Framework with the addition of a mental health and addiction lens, no later than 2018 October to the Standing Policy Committee on Community and Protective Services |
| 10/15/2018 | Revised Prevention Investment Framework with Mental Health & Addictions Lens, CPS2018-1096Regular Meeting of Council | <p>That with respect to Report CPS2018-1096, the following be adopted:</p> <p>That Council approve the revised Terms of Reference for the Prevention Investment Framework, to provide guidelines for awarding 2019 funds, as directed in Notice of Motion C2018-0956.</p> |

7/29/2019

Community Action
on Mental Health
and Addiction
Strategic
Framework,
CPS2019-0755
Combined Meeting
of Council

That with respect to Report CPS2019-0755, the following be adopted:

That Council:

1. Reaffirm its commitment to maintaining the \$15 million funding designated towards community-based projects that meet the criteria of the Prevention Investment Framework with Mental Health and Addiction Lens, noting that \$3 million has been disbursed since October 2018;
2. Authorize Administration to allocate up to \$3 million of the previously earmarked funds for 2020, to maintain current programs funded through the Prevention Investment Framework with Mental Health and Addiction Lens that are demonstrating positive results;
3. From the additional \$10 million funding commitment that was made by Council in 2018 for programs arising from the Mental Health and Addiction Strategy, authorize Administration to allocate \$1 million to take immediate action in testing promising initiatives through a fast pilot process that leverages private and philanthropic investment to address gaps and barriers, as deemed appropriate by the Mental Health and Addiction Stewardship Group;

Prevention Investment Framework with Mental Health and Addiction Lens

Terms of Reference

Background

In 2017 November, City Council directed Administration to develop a strategy for the use of “...\$3 million in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low-income programs and crime prevention...”. The Community Services Prevention Investment Framework, which intentionally links the prevention work across Community Services and Calgary Police Service, guided the allocation of these funds to high-performing programs delivered by City business units and community organizations.

On 2018 July 30, through Notice of Motion C2018-0956, Council “...earmarked up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addictions Strategy over the next five years, with \$15 million allocated to the Community Services Prevention Investment Framework ...”.

The Framework terms of reference have been revised to incorporate a mental health and addiction lens, to better respond to the issues identified through the Notice of Motion. The Framework is built on a foundation of nationally, provincially and locally recognized prevention-focused strategies, including, but not limited to:

1. *The Calgary Police Service Crime Prevention and Reduction Continuum*, a set of strategies to address education, prevention, early intervention, treatment and enforcement;
2. *Crime Prevention through Environmental Design* principles and strategies used to create safer communities and improve quality of life;
3. *The Crime Prevention through Social Development* approach which guides the investments made through The City's *Crime Prevention Investment Plan* by focusing on the early identification and mitigation of the root causes of crime;
4. *The Canadian Municipal Network on Crime Prevention*, a community of practice which aims to increase investment in effective, evidence-based and collaborative crime prevention strategies in municipalities;
5. *The Social Sustainability Framework* and supporting research briefs that guide the prevention investments made through *Family and Community Support Services* (FCSS) to prevent social isolation and neighbourhood decline, two precursors to a wide-range of social issues;
6. *Creating Connections-Alberta's Addiction and Mental Health Strategy* that includes a five-tier model for integrated service delivery;
7. *Valuing Mental Health*, a blueprint for the mental health and addictions sector in Alberta, which identifies prevention as one of its four priority pillars.

Purpose

The purpose of the revised Prevention Investment Framework (Framework) is to guide decision-making for funding programs and services that contribute to the prevention of mental illness, addictions and crime.

The Framework builds on the existing knowledge base on effective preventive programs, services and strategies that increase protective factors and reduce risk factors for Calgarians who, due to a variety of circumstances, find themselves at-risk of mental illness, addiction and other related issues such as crime. It aims to (1) enhance resources to high-impact programs to optimize their reach, (2) address gaps in preventive programs and services and (3) invest in spaces to maximize the value of community to support the Framework's outcomes.

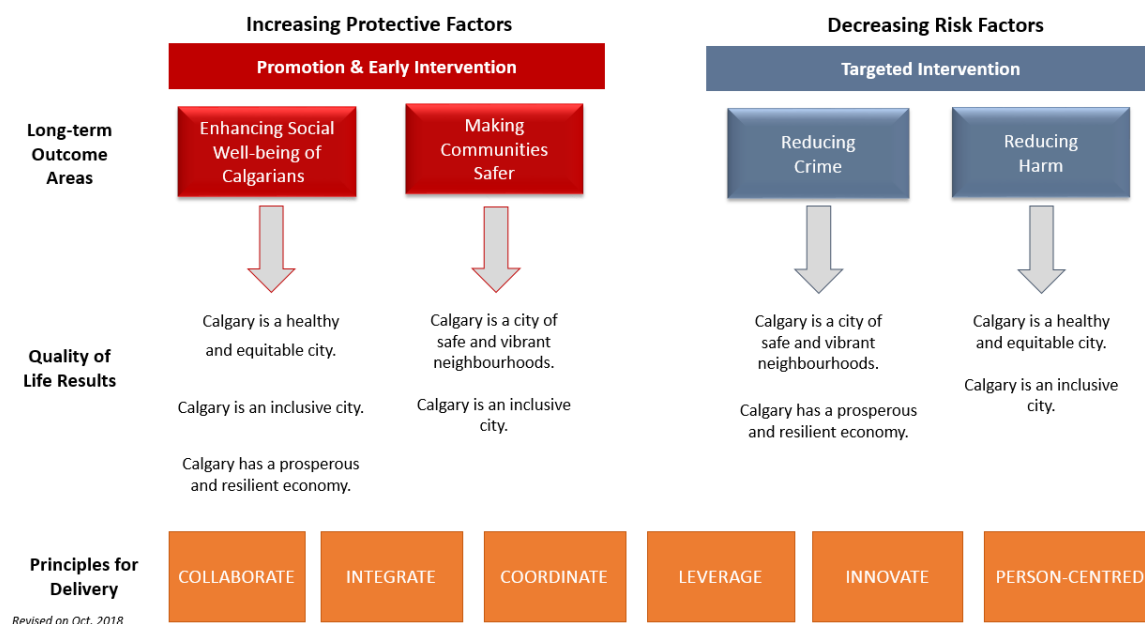
Guiding Principles for Delivery

The FRAMEWORK is guided by the following action-oriented principles:

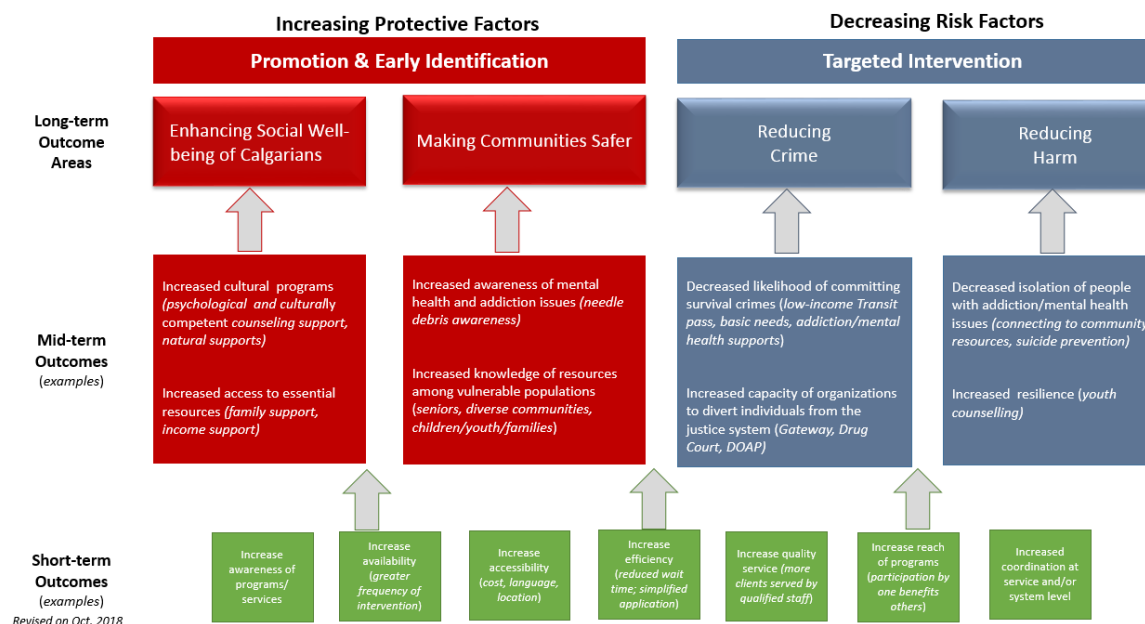
- Collaborate across business units, the Corporation and community
- Integrate service delivery for the greatest impact
- Coordinate for maximum effectiveness and efficiency
- Leverage existing partnerships, services and resources
- Innovate to achieve what has not been achieved to date
- Person-centred care for maximum benefit for Calgarians and their families

The diagrams below indicate the desired short- to long-term outcomes, the principles that will guide the overall implementation of the Framework, and sample projects/initiatives that could contribute to improved mental health/addiction outcomes for Calgarians.

Prevention Investment Framework with Mental Health and Addiction Lens



Prevention Investment Evaluation



Eligibility Requirements

Funds will be available through a call for funding proposal process for non-profit organizations registered in Alberta, operating within Calgary city limits, and with proven record for effective program delivery. Proposal must demonstrate how projects will achieve:

- Enhanced social wellbeing of Calgarians
- Safer Communities
- Reduced Crime
- Reduced Harm

Funding Recommendations and Decision

Funding applications will be reviewed by Administration, in consultation with other community experts in funding for mental health, addiction and crime prevention. Final funding recommendations will be made by Administration and approved by appropriate signing authorities. Information about all funding allocations will be provided to Council by memo and will be posted on calgary.ca.

2020 Programs funded through the Prevention Investment Framework with a Mental Health and Addiction Lens

| Organization | | Project Name and Description |
|----------------------------------|--|---|
| Outcome Area: Reduced crime | | |
| 1 | Calgary Alpha House Society | DOAP 2.0: Building relationships with downtown businesses on Stephen Avenue and in East Village, as well as coordinating access to medical, shelter, housing and addiction programs |
| Outcome Area: Reduced harm | | |
| 2 | Aboriginal Friendship Centre of Calgary | First Contacts: Indigenous Outreach Program at the Iitaohkanitsini'kotsiio'p Hub: Providing assistance to Indigenous people experiencing opioid and substance abuse crises via Indigenous Hub at SORCe |
| 3 | McMan Youth, Family and Community Services Association | Journeys - Addiction Supports for Women: Providing integrated supports to pregnant or parenting women with addictions to reduce risk factors |
| 4 | RESET Society of Calgary | Exploitation Intervention & Transition (EXIT) Program: Facilitating and supporting safe exit from sexual exploitation and/or sex trafficking for women and their children |
| Outcome Area: Enhanced wellbeing | | |
| 5 | Alexandra Community Health Centre | Youth Mental Health and Addictions Integration: Providing an integrated support to youth aged 12 to 24 years to prevent serious mental health and addictions issues and concurrent problems in adulthood |
| 6 | Autism Calgary Association | Telling Their Stories: Strengthening Mental Health for individuals and families living with Autism Spectrum Disorder through one-on-one Adult Talk Support |
| 7 | Big Brothers Big Sisters Society of Calgary and Area | Mentoring for Mental Health: Increasing resilience of children and youth at risk of, or who are currently experiencing poor mental health |
| 8 | Calgary Catholic Immigration Society | Centre for Refugee Resilience Family Therapy: Providing counselling and case management for refugee families through a client-centred and culturally -responsive approach |
| 9 | Calgary Immigrant Women's Association | Supports for Immigrants and Refugees with Mental Health and Addiction Issues: Promoting help-seeking behaviour among immigrant women and their families, and connecting them to community resources |
| 10 | Centre for Sexuality Society | LGBTQ Counselling and Support: Addressing the immediate and longer term challenges faced by LGBTQ community members through counselling and natural support development |

| Organization | | Project Name and Description |
|--------------|---|--|
| 11 | Canadian Mental Health Association - Calgary Region | Increasing Social Connections: Providing an integrated mental health and substance use supports that strengthen community-based mental health solutions and empower individuals and families |
| 12 | Carya Society of Calgary | Act Out: Providing early intervention, skill-development program for grade 8 students and bridging them to Carya's continuum of support for youth and families |
| 13 | Closer to Home Community Services Society | Community Connections - Mental Health and Well-being: Increasing knowledge of resources, social-emotional coping skills and social supports that mitigate mental health through the Teaching Family Model and parent support groups |
| 14 | Distress Centre Calgary | Enhancing Online Crisis Support: Providing accessible, no-cost crisis intervention services that empower community members to make independent choices that enhance their quality of life |
| 15 | Hull Services | Bridging the Gap: Providing services to young adults who are experiencing mental health concerns, issues with well-being, and barriers to service to help them access services, learn new skills and strengthen their support network |
| 16 | Punjabi Community Health Services Calgary Society | Mental Health and Addiction Prevention Outreach for South Asian Community: Increasing awareness around mental health conditions, symptoms, coping strategies, and resources |
| 17 | Societe de la petite enfance et de la famille du sud de l'Alberta | Supporting Mental Health in French: Supporting Francophone families through workshops and activities to promote awareness of mental health issues |
| 18 | Wood's Homes | Exit Youth Hub and Outreach Addictions Specialist: Providing immediate on-site intervention, community prevention and diversion addictions support to vulnerable and at-risk youth |