



AGENDA

ARTS COMMONS ADVISORY COMMITTEE

March 12, 2019, 1:00 PM

LEGAL TRADITIONS COMMITTEE ROOM

Members

Councillor D. Farrell, Chair

Councillor E. Woolley

Councillor S. Keating

City Manager, G. Cole

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
None
4. CONFIRMATION OF MINUTES
None
5. POSTPONED REPORTS
(including related/supplemental reports)
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 Arts Commons Advisory Committee – Proposed Guiding Principles, ACA2019-0339
 - 6.2 Arts Commons Advisory Committee – Working Groups, ACA2019-0340
 - 6.3 Arts Commons Transformation Project - Progress Report, ACA2019-0338
7. ITEMS DIRECTLY TO COMMITTEE
 - 7.1 REFERRED REPORTS
None
 - 7.2 NOTICE(S) OF MOTION
None

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

9.2 URGENT BUSINESS

10. ADJOURNMENT

Members of Council may participate remotely, if required.

**Community Services Report to
Arts Commons Advisory Committee
2019 March 12**

**ISC: UNRESTRICTED
ACA2019-0339**

Arts Commons Advisory Committee – Proposed Guiding Principles

EXECUTIVE SUMMARY

The Terms of Reference for the Arts Commons Advisory Committee were approved by Council on 2019 February 25.

Pursuant to the Terms of Reference, this report contains the Guiding Principles for the work to be undertaken by the Arts Commons Advisory Committee Working Groups to advance the development of the Arts Commons Transformation Project.

ADMINISTRATION RECOMMENDATION:

That the Arts Commons Advisory Committee approve the proposed Guiding Principles (Attachment).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 February 25 Council approved C2019-0293 *Arts Commons Advisory Committee Terms of Reference*, with the first scheduled meeting of the Committee on 2019 March 12.

On 2019 February 04 Council adopted Verbal Report C2019-0162 establishing the Arts Commons Assessment Committee and appointing Councillors Farrell, Wooley, and Keating to the Committee, and directed Administration to return with Terms of Reference for the Committee.

On 2019 January 28 Council received C2019-0135 *Consideration of Unfunded Long-Term Projects*. The Arts Commons Transformation Project was identified as one of the four major unfunded projects for Council consideration.

On 2017 February 13 Council approved CPS2017-0094 *Investing in Partnerships Policy*. This policy provides a guideline of 35% share investment in partner capital requests.

On 2016 April 25 Council received CPS2016-0297 *Cultural Municipal Sustainability Initiative Program Update and Recommended Projects for Funding*, providing an update on all cultural capital projects related to the Cultural Municipal Sustainability Program since the start of the fund, and approving three projects ready to proceed to construction at that time.

On 2011 September 19 Council approved CPS2011-48 *The Calgary Centre for Performing Arts – Seed Funding*, where an MSI contribution of \$25 million towards the renovation of the Calgary Centre for Performing Arts was approved in principle, of which \$2.5 million was approved for release towards feasibility planning and design. In that report, Council also approved exploring the use of lots adjacent to Olympic Plaza for this purpose.

At the 2008 February 19 Special Meeting of Council, Council approved CPS2007-74, *Updated Culture, Parks, Recreation Infrastructure Investment Plan (CPRiIP) and Emergency Response Infrastructure Investment Plan (ERiIP)*, approving 5 per cent (up to \$165 million) of Municipal Sustainability Initiative (MSI) funds towards culture-related infrastructure projects.

**Community Services Report to
Arts Commons Advisory Committee
2019 March 12**

**ISC: UNRESTRICTED
ACA2019-0339**

Arts Commons Advisory Committee - Proposed Guiding Principles

On 2008 November 24, Council received CPS2008-91, *Calgary Arts Development Authority's (CADA) Strategic Plan and Arts Spaces Investment Process* for information. The report represented CADA's initial list of projects recommended for municipal investment, including \$25 million for the EPCOR Centre for Performing Arts (now the Arts Commons).

On 2007 April 4, Council received for information CPS2007-20 the *Calgary Arts Development Authority's Cultural Spaces for the Arts Strategy and Capital Plan* where research showed that among other things, Calgary lagged significantly behind other Canadian cities in performing arts seats per capita.

In 2003 June, Council approved CPS2003-45 *Interim Process for Reviewing Community-owned Culture, Parks and Recreation Capital Projects*. This policy provided a guideline of 35% City share investment (up to 50%) in community-driven capital projects.

BACKGROUND

The renovations and expansion proposed in the Arts Commons Transformation Project will support the organization's operational sustainability into the future by broadening revenue streams, addressing the changing needs of tenants, meeting the growing demand, and addressing critical lifecycle and safety issues.

The proposed improvements respond to the needs of Arts Commons' resident companies by addressing long-standing functional deficiencies including a growing demand for performing spaces, a rehearsal space shortfall, and life-cycle maintenance requirements. Technology upgrades will enhance and diversify the use of space, and improve the public's engagement, entertainment and learning experiences. The project will also improve accessibility into and within the facility, and these renovations will provide an opportunity to re-face the building along Stephen Avenue. The result will be a facility that is more appealing and welcoming to the public, and the work will support the public realm improvements contemplated in the Civic District Public Realm Strategy (Centre City Plan).

In 2011 Council approved in principle \$25 million in funding from the Cultural Municipal Sustainability (MSI) Program for the cost of the project including seed-funding for the development of a viable plan for the facility. Since 2011, Arts Commons has continued to fine-tune its vision and plans for redevelopment and expansion, and has actively pursued funding from other sources for the project.

Arts Commons is currently making progress on multiple funding fronts. Their two key focuses are fund development for the project and project development work to ensure the project is ready to commence once funding is confirmed.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The work of the Advisory Committee and development of the project should be anchored in Guiding Principles. The Attachment contains the proposed Guiding Principles for approval that will move the project forward through the development, assessment, and implementation stages.

Community Services Report to
Arts Commons Advisory Committee
2019 March 12

ISC: UNRESTRICTED
ACA2019-0339

Arts Commons Advisory Committee - Proposed Guiding Principles

Stakeholder Engagement, Research and Communication

Administration worked with Arts Commons and the Calgary Municipal Land Corporation to develop the Guiding Principles.

Arts Commons, Calgary Municipal Land Corporation, Calgary Arts Development Authority, resident companies of the Arts Commons, external stakeholders, and many City Business Units will be engaged during the project development and investigative work ahead.

Strategic Alignment

Developing Guiding Principles aligns with a Well-Run City by supporting the Arts Commons Transformation Project to be open, responsive, accountable and transparent, delivering excellent services at a fair price. We will work with our government and community partners to ensure we have the tools we need to achieve results.

Social, Environmental, Economic (External)

The Triple Bottom Line forms part of the assessment framework.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts associated with this report.

Current and Future Capital Budget:

There are no current and future capital budget impacts associated with this report.

Risk Assessment

The assessment of the project will adhere to The City's Integrated Risk Management Policy (CC011). Approving clear, agreed upon guiding principles ensure that all members of the Committee have clarity on expectations for how this work is carried out.

REASON(S) FOR RECOMMENDATION(S):

Council Report C2019-0135, Consideration of Unfunded Long-Term Projects and the subsequent establishment of the Arts Commons Advisory Committee provides the impetus and opportunity to help make this project ready to proceed based on its benefit to the community and an assessment of its viability. Principles to guide the remaining work through the final stages of development, assessment, and implementation are presented.

ATTACHMENT(S)

Attachment 1 – Proposed Guiding Principles

**Arts Commons Advisory Committee
Proposed Guiding Principles
March 12, 2019**

Project Development:

- Alignment with Council priorities and City strategies, plans, research and policy.
- Inclusive approach that is responsive to community needs.
- Stakeholder engagement to finalize functional program.
- Engagement of District stakeholders to foster collaboration and align with the Centre City Plan.
- Ensure Arts Commons' has the operational capacity to undertake the project.

Financial:

- Provides value for money.
- Has sufficient funding and is substantially leveraged.
- Obtains land required.
- Financial plans in place that support long term operational sustainability.

Evaluation:

- Assessment process is transparent and objective.
- Design satisfies City policies including: Sustainable Building Policy (CS005); design guidelines; Access Design Standards; City of Calgary park development guidelines and environmental standards; safety; Public Art Policy (CSPS014); and Municipal Naming, Sponsorship and Naming Rights Policy (CP2016-01).

Implementation:

- Project is governed according to best practice and City standards.
- Project management best practices are used, including a certified project management professional as project lead.
- Adheres to The City's Integrated Risk Management Policy (CC011).
- Employs systematic progress reporting and accountability measures.
- Subject to City Audit processes.

**Community Services Report to
Arts Commons Advisory Committee
2019 March 12**

**ISC: UNRESTRICTED
ACA2019-0340**

Arts Commons Advisory Committee – Working Groups

EXECUTIVE SUMMARY

The Terms of Reference for the Arts Commons Advisory Committee were approved by Council on 2019 February 25.

Pursuant to the Terms of Reference, this report contains the working group structure proposed to effectively advance the development of the Arts Commons Transformation Project.

ADMINISTRATION RECOMMENDATION:

That the Arts Commons Advisory Committee approve the proposed working group structure (Attached).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 February 25 Council approved C2019-0293 *Arts Commons Advisory Committee Terms of Reference*, with the first scheduled meeting of the Committee on 2019 March 12.

On 2019 February 04 Council adopted Verbal Report C2019-0162 establishing the Arts Commons Assessment Committee and appointing Councillors Farrell, Wooley, and Keating to the Committee, and directed Administration to return with Terms of Reference for the Committee.

On 2019 January 28 Council received C2019-0135 *Consideration of Unfunded Long-Term Projects*. The Arts Commons Transformation Project was identified as one of the four major unfunded projects for Council consideration.

On 2017 February 13 Council approved CPS2017-0094 *Investing in Partnerships Policy*. This policy provides a guideline of 35% share investment in partner capital requests.

On 2016 April 25 Council received CPS2016-0297 *Cultural Municipal Sustainability Initiative Program Update and Recommended Projects for Funding*, providing an update on all cultural capital projects related to the Cultural Municipal Sustainability Program since the start of the fund, and approving three projects ready to proceed to construction at that time.

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Arts Commons Advisory Committee - Working Groups

Infrastructure Investment Plan (ERIIP), approving 5 per cent (up to \$165 million) of Municipal Sustainability Initiative (MSI) funds towards culture-related infrastructure projects.

On 2007 April 4, Council received for information CPS2007-20 the *Calgary Arts Development Authority's Cultural Spaces for the Arts Strategy and Capital Plan* where research showed that among other things, Calgary lagged significantly behind other Canadian cities in performing arts seats per capita.

In 2003 June, Council approved CPS2003-45 *Interim Process for Reviewing Community-owned Culture, Parks and Recreation Capital Projects*. This policy provided a guideline of 35% City share investment (up to 50%) in community-driven capital projects.

BACKGROUND

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The proposed improvements respond to the needs of Arts Commons' resident companies by addressing long-standing functional deficiencies including a growing demand for performing spaces, a rehearsal space shortfall, and life-cycle maintenance requirements. Technology upgrades will enhance and diversify the use of space, and improve the public's engagement, entertainment and learning experiences. The project will also improve accessibility into and within the facility, and these renovations will provide an opportunity to re-face the building along Stephen Avenue. The result will be a facility that is more appealing and welcoming to the public, and the work will support the public realm improvements contemplated in the Civic District Public Realm Strategy (Centre City Plan).

In 2011 Council approved in principle \$25 million in funding from the Cultural Municipal Sustainability (MSI) Program for the cost of the project including seed-funding for the development of a viable plan for the facility. Since 2011, Arts Commons has continued to fine-tune its vision and plans for redevelopment and expansion, and has actively pursued funding from other sources for the project.

Arts Commons is currently making progress on multiple funding fronts. Their two key focuses are fund development for the project and project development work to ensure the project is ready to commence once funding is confirmed.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Attachment proposes three Working Groups, their respective objectives, and their suggested composition.

The Functional Program Working Group would review and update stakeholder requirements to confirm the functional program and costing for purpose of finalizing the project budget.

The Cultural District working group would seek the engagement of stakeholders associated with the ongoing development of the Cultural District and the Centre City Plan and how the Arts Commons project aligns with the aspirations of the District.

Community Services Report to
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ACA2019-0340

Arts Commons Advisory Committee - Working Groups

The Financial and Assessment Working Group would oversee The City's customary due diligence on projects seeking a City investment, culminating in an eventual recommendation to Council through the Arts Commons Advisory Committee.

Stakeholder Engagement, Research and Communication

Administration worked with Arts Commons and the Calgary Municipal Land Corporation to develop the proposed working group structure.

Arts Commons, Calgary Municipal Land Corporation, Calgary Arts Development Authority, resident companies of the Arts Commons, external stakeholders, and other internal City Business Units will be identified for the developmental and investigative work ahead.

Strategic Alignment

The proposed structure to develop the Arts Commons Transformation Project supports a Well Run City. The proposed Working Group structure support the work on the Arts Commons Transformation Project to be open, responsive, accountable and transparent, delivering excellent services at a fair price. We will work with our government and community partners to ensure we have the tools we need to achieve results

Social, Environmental, Economic (External)

The Triple Bottom Line forms part of the assessment framework.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts associated with this report.

Current and Future Capital Budget:

There are no current and future capital budget impacts associated with this report.

Risk Assessment

The assessment of the project will adhere to The City's Integrated Risk Management Policy (CC011). Approving a working group structure for this work ensures that the project has the governance required to be effective.

REASON(S) FOR RECOMMENDATION(S):

Council Report C2019-0135, *Consideration of Unfunded Long-Term Projects* and the subsequent establishment of the Arts Commons Advisory Committee provides the impetus and opportunity to help make this project ready to proceed based on its benefit to the community and an assessment of its viability. Working groups as proposed will efficiently complete the remaining work though the final stages of development, assessment, and implementation.

ATTACHMENT(S)

Attachment 1 – Working Groups

**Arts Commons Advisory Committee
Working Groups
March 12, 2019**

Working Group Objectives	Working Group Members
Functional Design Working Group	
<ul style="list-style-type: none"> • Update and confirm resident company requirements • Finalize overall functional program • Confirm / validate and provide final cost estimates for financial assessment (below) 	<ul style="list-style-type: none"> • Arts Commons • Calgary Municipal Land Corporation
Cultural & Convention District Working Group	
<p>Engagement of District stakeholders to foster collaboration and align with the Centre City Plan</p>	<ul style="list-style-type: none"> • Urban Strategy (City) • Arts Commons • Calgary Convention Centre Authority (Calgary TELUS Convention Centre) • Calgary Arts Development Authority • Calgary Economic Development • Tourism Calgary • Glenbow Museum • Arts & Culture (City)
Financial & Assessment Working Group:	
<ul style="list-style-type: none"> • Analyze business case and cost estimates • Assess value for money • Assess project viability, including sufficient funding • Identify economic impact • Financial plans in place that support long term operational sustainability. 	<ul style="list-style-type: none"> • Treasury (City) • Corporate Economics (City) • The Office of Partnerships (City) • Arts Commons

ITEM # 6.3

**Arts Commons Transformation Project –
Progress Report, AA2019-0338**

**This report will be distributed at the
2019 March 12th meeting.**