

Calgary



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Corporate Public Art Program Review Update


November 19, 2019



Background

- “...investigate an alternative, arms-length service delivery model for the corporate Public Art Program” (Attachment 2)

ATTACHMENT 1

 Report Number:
Meeting: Select a meeting type
Meeting Date:

NOTICE OF MOTION
CONFIDENTIAL

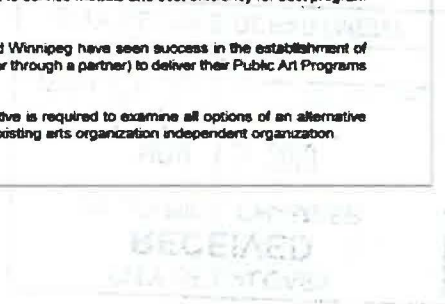
CITY OF CALGARY
RECEIVED
IN COUNCIL CHAMBER
SEP 30 2019
ITEM 14.3.1 2019-1263
Corporate Record
CITY CLERK'S DEPARTMENT

RE: Independence & Governance in Delivering the Public Art Program

Sponsoring Councillors: COLLEY-URQUHART, KEATING, WOOLLEY

WHEREAS

- The City of Calgary has invested in public art for more than a century, building a collection of over 1300 diverse works of art;
- The City of Calgary's Public Art Program was formalized with the intent to preserve Calgary's long history of providing "the opportunity for cultural experiences that are freely accessible to all" (City Council, 2004);
- In June 2018 Council has directed that the Public Art Program funds remain under suspension until an extensive review of its current challenges and opportunities are resolved;
- On 2019 March 13 Council accepted for information a status update on The Public Art Program's review of work through the following:
 - Five Key Areas of Focus: (1) a **pooled** funding model, (2) parallel procurement strategies, (3) governance model, (4) communication and **engagement** strategies, and (5) non-government investment opportunities; and
 - Three Foundational Pillars: (1) Accessible, (2) Prioritizing investment in the local creative economy, (3) Transparency in decision-making and financial reporting.
- Since 2019 March, Administration has conducted over 50 hours of engagement with the local arts community and other key stakeholders to understand the current challenges and opportunities;
- The City of Calgary is reviewing all options related to service models and cost efficiency for best program delivery to Calgarians;
- Other Canadian municipalities like Edmonton and Winnipeg have seen success in the establishment of arm's length organizations (whether self-created or through a partner) to deliver their Public Art Programs on behalf of the City; and
- Council recognizes that an independent perspective is required to examine all options of an alternative service model that includes delivery through an existing arts organization independent organization.



Calgary



Consultant Selected



ART + PUBLIC UnLtd





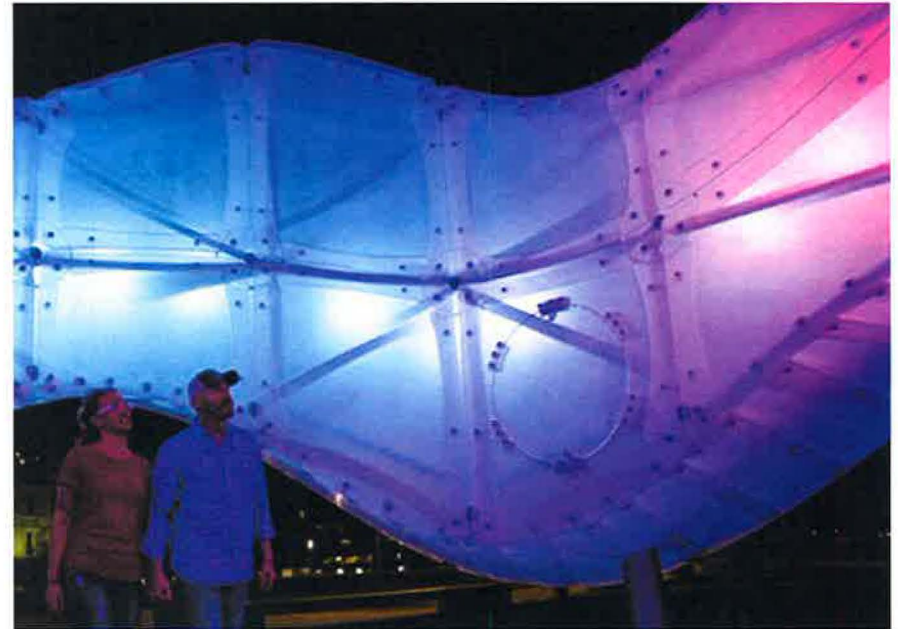
ART + PUBLIC UnLtd

City of Calgary Public Art Innovation and Governance

Our Process

The Art + Public UnLtd team kicked off our work on October 23, 2019, with a deadline of November 6, 2019 to submit our final recommendations to staff for report to Council.

We conducted extensive research, which included past and current external stakeholder engagement summaries, and internal engagement to inform our recommendations.

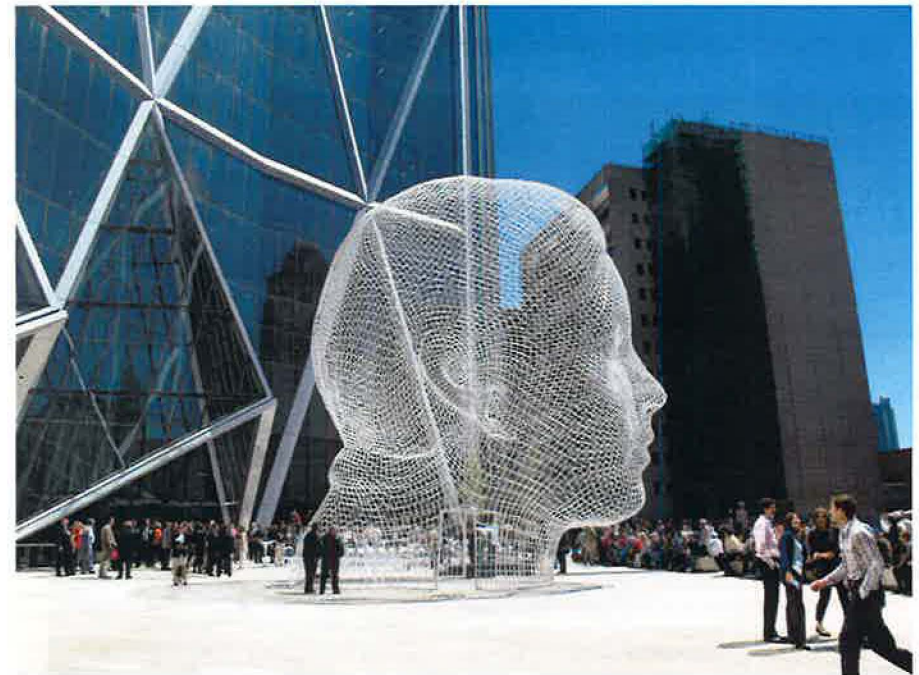


Joe O'Connell and Blessing Hancock. Chinook Arc.

Our Process

Activities included:

- Consult with project team to develop engagement expectations, strategy and schedule
- Familiarization with existing documents, site research and background to inform project direction.
- Scan and synthesis of existing arms length models (local, national and international)
- Scan and synthesis of existing potential local partners/service providers
- Review of Visioning session takeaways
- Development of risk/opportunity analysis for scenarios outlined below
- Drafting and finalization of report recommendations

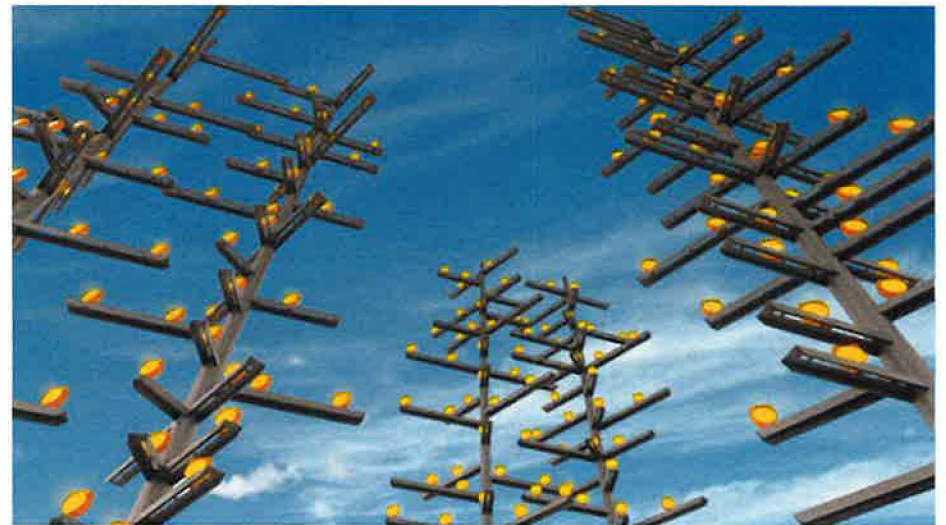


Jaume Plensa. Wonderland.

Challenges

Local context:

- Current economic and political local context has contributed to ongoing challenges facing the city's Public Art Program.
- The program has come under severe scrutiny in particular by the public, media and members of Council, over concerns regarding 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
- Heightened awareness and discourse around government spending on public art



Bill Pechet. Roger That.

Challenges

Internal culture:

- The City of Calgary's Public Art Program does not have a unified vision for public art that the public can get behind
- The public has not been effectively convinced the value of public art
- Policies are not applied consistently
- Current internal relationships feel strained, as the corporation's internal processes and expectations do not match those of a public art program



Dennis Oppenheim. Device to Root Out Evil.

Scenarios

1

Remain internal

The City of Calgary continues to implement the Public Art program.

2

Create a new organization

The City of Calgary continues to implement the Public Art program.

3

An existing organization assumes the Public Art Program

The Calgary Public Art Program becomes a department with its own vision, mandate, staffing and funding, within an existing public organization that has the capacity for oversight as well as relevant and sympathetic mandate.



Key Recommendations

Move the Calgary Public Art Program from City structure to become an independent arms-length organization housed within the infrastructure of an existing local organization.

Implications:

- Ability to be more responsive and accessible to arts community (for example, more flexible procurement measures could be established)
- Folding various public art activities into one independent portfolio gives the ability to establish the right opportunities for community input and engagement, tailored to different types of public art
- Opportunity to define vision and mandate with new governance and review of required board competencies
- Greater potential for private sector support through sponsorship, philanthropy and public-private projects

1

Conduct a competitive process to identify the future parent organization of the Public Art Program.

Implications:

- Accountability issues will not be addressed if only step is to 'move out' without due process around operational culture and selection of "parent organization"
- Increased transparency with decision making by conducting a competitive process
- An opportunity to define roles at the outset
- Establish clear reporting structure and set expectations at the outset
- Potential to discover proponents who may not have been considered

2

Drive the required shift in administrative culture towards a clearly defined purpose, and an adoption of the principles of access, accountability, engagement and communication.

Implications:

- Defining the goals and mission will help to establish ambitions for this work, accountability measures and evaluation metrics.
- An opportunity for the internal staff to define and input on the future of the program.

3



Establish a Secretariat or comparable administrative liaison who acts as the interface between the municipality and this new arms-length organization.

Implications:

- Clear reporting structure
- Accountability with internal oversight
- Cross-communications between internal and external staff

4

Key recommendations recap:

1. Move the Calgary Public Art Program from City structure to become an independent arms-length organization housed within the infrastructure of an existing public organization.
2. Conduct a competitive process to identify the future parent organization of the Public Art Program.
3. Drive the required shift in culture towards a clearly defined purpose, and an adoption of the principles of access, accountability, engagement and communication.
4. Establish a Secretariat who acts as the interface between the municipality and this new arms-length organization.

Administration Recommendations

Administration Recommends:

That with respect to Report CPS2019-1426, the following be approved:

That Council:

1. Approve the consultant's recommendation that:
 - a) the Calgary Public Art Program be moved out from City structure to become an independent arms-length organization that is housed within the infrastructure of an existing, local organization with a sympathetic mandate;
 - b) the parent organization of the future Public Art Program be selected through a competitive public process;
2. Direct Administration to report back through the SPC on Community and Protective Services with 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;
3. Direct that the confidential Administration report and Attachments 1 and 3 now be released publicly; and
4. Direct that Attachment 2 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interest of a public body) of the Freedom of Information and Protection of Privacy Act, with the exception of communication with impacted stakeholders as required, to be reviewed no later than 2020 June 30.