

Calgary's Urban Placemakers



Arts Commons Transformation Project Program Assessment





Overview

Overview

CMLC completed a review of the Arts Commons Transformation (ACT) program needs and project goals through processes which included:

- One-on-one interviews with Arts Commons and resident companies
- A review of past program project documents



Overview

CMLC has considered the following with the intent to receive an updated project cost for ACT, and re-engage with the resident companies to get their feedback.

- Comments, issues and opportunities
- Common Themes to use as a baseline to create a vision for ACT
- Guiding Principles to help deliver the ACT project
- A thorough analysis of past Design Brief Schemes (Scheme E and Scheme F)
- And an order of magnitude updated project cost



A person is running on a paved path that curves along a body of water. The sky is filled with large, dramatic clouds. The path is bordered by a low wall of concrete blocks and a rocky shoreline. The overall tone is blue and atmospheric.

What We Heard



What We Heard

Common Themes

Through the Interview process with resident companies, participants were encouraged to discuss the following topics:

- How their Organizations operated
- How they were a part of the Arts Commons Transformation (ACT) process throughout previous years
- Successes and complexities of the process in previous years
- What success looks like in this project
- Goals and ambitions for each individual organization



What We Heard

Common Themes

Arts Commons as a Catalyst

- Keeps focus on the downtown community
- Encouraging connectivity of people and programs
- Support surrounding communities

Arts Commons as a Multi-Use Facility

- Operate unlike a typical theatre
- Containing several other uses such as cafes, restaurants, co-working spaces and retail
- A node within the community that attracts residents

As a Hub for Community Development

- A gathering space to celebrate community and experience the arts.
- Event programming, multi-purpose spaces (i.e. child minding, education, multi-faith)

As an Accessible Community Asset

- Accessible design principles
- Non-discriminatory spaces
- Promotion of Arts and Culture through an open and inclusive building



What We Heard

Guiding Principles

Each of the previous four themes serves as a foundation for the project guiding principles. The following guiding principles should serve as the baseline for the project team during the next stages to ensure the project objectives are met.

- **The Arts Commons Transformation Project (ACT) will reflect the vision of Arts Commons as an organization.**
- **Arts Commons will be a destination for all and serve the needs of the community.**
- **ACT will augment the financial and artistic sustainability of Arts Commons and the resident companies.**
- **ACT will allow arts organizations to be innovative and meet the needs of a dynamic and growing arts sector within the community.**
- **Arts Commons will be experience oriented.**



What We Heard

The Arts Commons Transformation Project will reflect the vision of Arts Commons as an organization.

“Vision:

A creative and compassionate society, inspired through the arts.”

“Mission:

To bring the arts...to life.”

“Values:

Do the right thing – behaving with integrity, applying professionalism, being honest, and erring on the side of grace.

Be our best always – in service, in leadership, in professionalism, and in providing a quality experience.

Be open: minded, hearts, arm – through empathy, openness, trust, and collaboration, seizing opportunities to impact our community in a positive way.”



What We Heard

ACT will allow arts organizations to be innovative and meet the needs of a dynamic and growing arts sector within the community.

Theatres of the future are adaptable with flexible, configurable spaces that reflect a growing and diverse arts community. This includes the most recent technologies that contribute to a sustainable building and ultimately ensuring safety for Arts Commons, resident companies, other use groups, and patrons.



What We Heard

Arts Commons will be a destination for the community.

Arts Commons must be inclusive and serve all abilities and demographics. It must be accessible to all. This also includes a level of community engagement and how the future building will include programming spaces for community members.



What We Heard

ACT will be experience oriented.

The Arts Commons Transformation will be about circulating an overall great user journey/experience through and around the building whether you're a visitor coming for a show, someone passing through the building, or preparing for a performance.



An aerial photograph of a city, likely New Orleans, showing a dense grid of streets and buildings. A river, the Mississippi River, flows through the city from the top right towards the bottom right. Two specific areas are highlighted with bright yellow circles: one in the lower-left quadrant and another in the lower-right quadrant, near the river. The word "Issues" is centered in the middle of the image.

Issues



Issues

Common Issues

Through the Interview process with resident companies, participants were asked to express their thoughts on issues and spaces of concern in the current Arts Commons building. The results are as follows:

- Accessibility
- Wayfinding
- Safety
- Technology
- Lobby & Hosting Space
- Office Space
- Bars and Concessions
- Environmental
- Sustainability
- Lack of Free Programming
- Lack of Back of House Space
- Unwelcoming/Unengaging
- Rehearsal Hall Access
- Theatre Access
- Variety of spaces





Design Brief



Design Brief

Discrepancies

There were no significant discrepancies, that would impact an order of magnitude cost estimate, identified between the following Design Briefs:

- Scheme E – (Dated August, 2011)
- Scheme F – (Dated April, 2016)
- Scheme F – (Dated July, 2016)



Design Brief

Major Cost Considerations

After meeting with individual resident companies, and Arts Commons, there are a number of items identified that resident companies require today that would impact overall cost.

- **Martha Cohen Theatre:**
 - Automated Venue Configuration System
- **Max Bell Theatre:**
 - Stage Automation
- **1200 Person Road House:**
 - Gala Floor System



The background image is a photograph of a modern building with a large mural. The mural features wavy lines and several faces with open mouths. A walkway with a railing runs alongside the building. The text "Costing Executive Summary" is overlaid in the center.

Costing Executive Summary



Costing Executive Summary

Costs

Primary hard construction cost estimates for the Arts Commons Transformation (ACT) project have been developed from historical costs for comparable facilities and/or amenities to those described in the Drawings and Design Brief Outline (dated July 20, 2016), as prepared by Costplan Management Ltd.

Taken into consideration in these estimates are:

- Project Phasing/Construction Sequencing phased over a four-year term
- Site Development costs for surface works, landscaping, site fittings and services

Due to the preliminary nature of the available information, these estimates should be used as Order of Magnitude (OoM), budget guidelines only.



Costing Executive Summary

Costs

Preliminary Functional Program Estimate				
18-Jul-19				
Rounded to nearest \$100,000				
Budget Item Number	Overall Area Summary	Program Area Square Meters	Program Area S.F.	Phase 1 Costs
1A	Gross Facility Area	16,120	173,514	
	Total Hard Construction Costs			\$ 161,800,000.00
1B	Construction Contingency Sums			
	Total Construction Contingency			\$ 16,200,000.00
2	Consultants			
	Total Consultant Costs			\$ 26,000,000.00
3	Administration & Other Costs			
	Total Administration Costs			\$ 10,700,000.00
4	Furniture & Equipment			
	Total FF&E Cost			\$ 10,300,000.00
5	Total Costs			
	Total Project Cost			\$ 225,000,000.00
6	Escalation			
	Cost Escalation to Time of Tender 2% Per Annum			\$14,700,000.00
	Project Total Budget			\$239,700,000.00



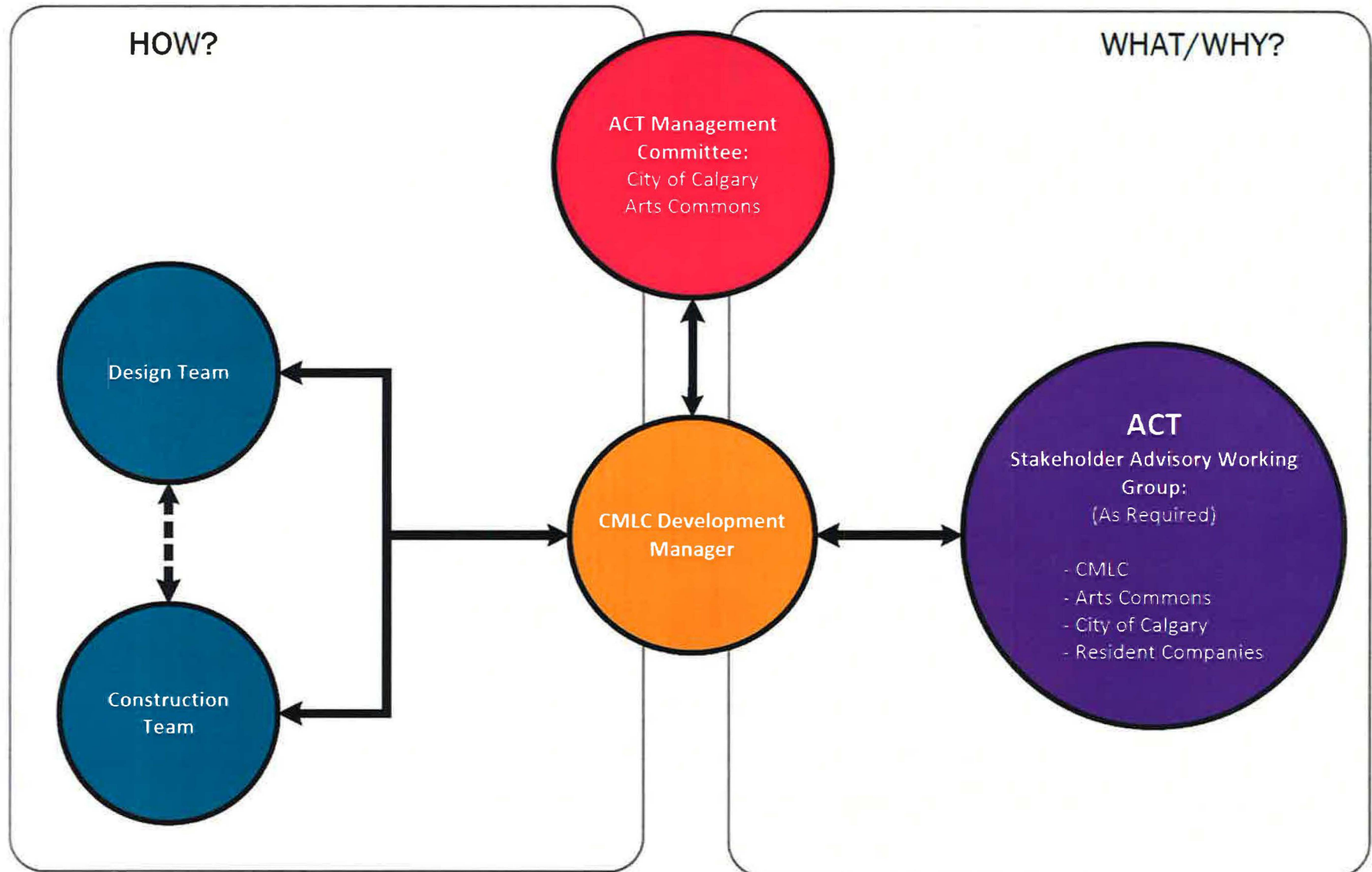
Costing Executive Summary

Costs Up To Design Development

Preliminary Functional Program Estimate		
15-Jul-19		
Budget Item Number	Overall Area Summary	Phase 1 Costs
1	Design	
	Total Design Costs	\$ 8,000,000.00
2	Procurement	
	Total Procurement Costs	\$ 500,000.00
3	Administration & Other Costs	
	Total Administration Costs	\$ 1,500,000.00
	Total Cost	\$ 10,000,000.00



ARTS COMMONS TRANSFORMATION GOVERNANCE



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Costing Executive Summary

Assumptions

Assumptions for Order of Magnitude:

- Unit rates were developed based upon the space descriptions provided
- All costs are shown in current June 2019 dollars
- As the available information is preliminary, all estimates include a 15% contingency allowance
- Estimates include for contractor overhead and fee based on a sequential tender using a Construction Manager
- Furniture, furnishings and equipment is shown as an overall allowance on the Global Budget Summary
- Adjusted escalation allowance to accommodate phased construction start dates



Costing Executive Summary

Exclusions

Excluded from these estimates are:

- All work to existing Calgary Public building
- All work to existing LRT
- Land costs (acquisition, assessments, levies, etc.)
- Accommodations for future residential tower on top of the new theatre (parking, structure, impact to LRT)
- Unusual subsurface conditions
- All work beyond the construction boundary lines other than connections
- Owner Internal Costs/ Moving & Relocation Costs
- Operating and Lifecycle Maintenance Reserve Fund
- Post-disaster building requirements
- Goods and Services Tax

