

Reprioritization of Cultural Municipal Sustainability Initiative Budget Funds

To achieve Calgary's Greater Downtown Plan vision, an investment in cultural capital infrastructure is required. Administration recommends supporting an investment in downtown vibrancy by redirecting the remaining Cultural Municipal Sustainability Initiative (CMSI) funds to cultural projects that can be delivered within the funding timeline, as per Table 1. These recommended investments align with and support the objectives of Calgary's Greater Downtown Plan: Roadmap to Reinvention (The Plan).

Engagement with stakeholders that hold CMSI budgeted projects was conducted in the form of a survey (May-June 2021). The Glenbow Museum and the Fort Calgary Renovation and New Museum Project were identified as demonstrating the highest level of project readiness based on ability to have: viable match-funding in place, project costing and execution in place, meeting project delivery timeframe and operational sustainability (with/without the investment).¹ The result of this survey and in alignment with The Plan, the remaining CMSI funds have been redirected and reprioritized to priority projects, with one outlier - The Calgary Opera Community Arts Centre. Calgary Opera's \$7.5M CMSI funding will not be impacted by the redirection of funds identified in Table 1.

Table 1 – Redirection of CMSI Funds

| CMSI Budgeted Projects (Relinquished) | Amount | Budget ID (From) |
|---|---------------------|-------------------------|
| Northwest Travellers | \$5,000,000 | 480772 |
| Symon's Valley | \$2,000,000 | 480771 |
| Forest Lawn | \$5,000,000 | 480650 |
| Community Cultural Spaces | \$3,500,000 | 480651 |
| Total Amount to be Redirected | \$15,500,000 | |
| Redirection of CMSI Budget Funds (Increased) | Amount | Budget ID (To) |
| Glenbow | \$11,000,000 | 414191 (P633_002) |
| Fort Calgary | \$4,500,000 | 400260 (P512_892) |
| Total CMSI Funds Redirected | \$15,500,000 | |

The Glenbow Museum and the Fort Calgary Renovation and New Museum Project are managed by the Office of Partnerships who will also be responsible for administering the redirected \$15.5M CMSI funds.

The redirection of CMSI funding optimizes the delivery of arts and culture infrastructure for the benefit of Calgarians while also aligning with the goals of The Plan to strengthen Calgary's economy, foster business development and act as catalysts for revitalization and private investment.

¹ Operational sustainability (with/without the investment) means that the organization has enough income to continue operating with or without additional CMSI investment.

Fort Calgary Renovations and New Museum Project Description

The land on which Fort Calgary was built has played a central role for thousands of years in both ancient and more recent histories of the region. It is rooted in place-stories and memory practices of the Blackfoot, Iyârhe Nakoda, Tsuut'ina and Métis peoples, and was a natural gathering place to hunt, trade, and hold ceremony. The North West Mounted Police built Fort Calgary on the site in 1875 due to its natural topography and social significance. The Fort became the centre of a community that grew into the modern city of Calgary. Because of its unique place in Alberta's history, Fort Calgary is designated as both a National Historic Site and a Provincial Historic Resource. It is operated by the Fort Calgary Preservation Society, whose mission is to "share the histories and cultures of this place, with Calgarians and the world, to deepen understanding of the past and shape the future."

In 2020, the Board approved a new strategy committing to reconciliation through adoption of the Truth and Reconciliation Commission's guiding principles, and to exploration of the site's colonial past and its impact on the Indigenous people's connection to the land. At a time when it has never been more important for Canadian society to address the challenges of colonialism and reconciliation, the Society is uniquely positioned to engage Calgarians, Albertans, and Canadians in this critical conversation.

The Society will create an immersive 21st-century museum experience for the visitor, placing engagement at the heart of everything it does. The Society will build connections with and between its multiple communities through thoughtful and thought-provoking new exhibitions; expanded and enriched interactive school and public programs; and a wide variety of local and national indigenous and non-indigenous partnerships. In addition, the Society's audience strategy will align with the goals of Tourism Calgary's Destination Strategy, Travel Alberta, and Destination Canada to enhance Calgary's position as a destination of choice for Canadian and international visitors.

The Society projects 22,000 students and 66,500 visitors a year in the renovated Barracks and the New Museum, nearly tripling its current reach.

The building program comprises the demolition of the existing Interpretive Centre, the building of a New Museum to replace it, and renovations to the existing Barracks that will increase the number of classes by 50%.

In the New Museum, one space will tell the core story of the site of Fort Calgary, its histories and intersections with the development of Western Canada. It will showcase Indigenous-led exhibitions co-created with Fort Calgary's Indigenous Advisory Council, to share stories chosen by and told by the Indigenous peoples of the region. The second space will be flexible for special exhibitions, which would be co-created with a wide variety of community partners and borrowed from prestigious institutions such as the Canadian Museum of History and Library and Archives Canada.

Glenbow Revitalization Project Description

For over 50 years, Glenbow has showcased the talents of local, national, and international artists and introduced generations of Calgarians to the importance of contemporary, modern, and historical art, culture, and history to their lives.

As we approached the 50th birthday in 2016, Glenbow was facing several challenges: a persistent deficit due to the shortfall in the fee-for-service contract with the Province over many

years, a tired building, uncertainty about what Glenbow was, and a lack of resources to maintain Glenbow's multidisciplinary nature as a library, archives, museum, and art gallery.

Glenbow's founding purpose was to "promote and encourage the acquisition and diffusion of knowledge of the human race, its arts, its history and the nature of the world in which it lives, in the manner that best serves the educational and cultural needs of the peoples of Alberta." The intent of Eric Harvie's original words still guides our operations, but the context - "the nature of the world in which we live" - has changed dramatically over the last 50 years.

Calgary itself has changed dramatically since Glenbow was formed in 1966. At that time, the population was 323,000, and many Albertans had not travelled extensively or been exposed to international cultures. Fifty years later, Calgary has a well-educated, well-travelled, diverse community of 1.3 million people who expect to see in Calgary the kind of world-class cultural institutions they have seen in other cities.

Calgary has also experienced significant booms and busts impacting the funding sources for the Glenbow and other similar organizations. This has impacted both the fee for service contract with the Province and the deferred maintenance on the building. The building urgently requires revitalization. The mechanical, electrical and exhibition lighting systems are old and worn out and it is doubtful that some parts are even available if required. The envelope is failing and needs to be replaced. Most importantly, the current building is mission prohibitive.

The Glenbow Revitalization Project will leverage the proposed CMSI funding for a total project cost of \$120M, including \$14M in Municipal Stimulus Program Funding, \$40M in funding from Alberta Infrastructure, an application of \$40M to the Investing in Canadian Infrastructure Program and \$15M of other sources. The Glenbow Revitalization Project will address multiple areas of the existing museum that require improvement. The exterior of the building will be renewed by removing the existing cladding and replacing with more innovative cladding that will allow cultural energy to emerge onto the streets of downtown Calgary. The Project will renovate every floor of the museum, refreshing the physical experience of Glenbow by expanding the amount and functionality of exhibition space, installing new innovative and ever changing exhibitions and programs, and improving retail and restaurant space on Stephen Avenue Mall will allow artists, creators and visitors to engage with the remarkable collections and bring more Calgarians to downtown. The Project will address over \$20 million in deferred maintenance that has been identified in the most recent building condition assessment. The Project will contribute to the emerging cultural district in downtown Calgary. The City is investing significantly to plan a vibrant and active Stephen Avenue Mall and Glenbow is at its doorstep. The Revitalization of Glenbow will create a community hub in downtown Calgary, attracting people, boosting local businesses, and bringing new life to the entire area.