

MAY 26 2014

Community Services & Protective Services Report to  
Priorities and Finance Committee  
2014 May 20

ITEM: Urg. Bus.  
CITY CLERK'S DEPARTMENT

ISC: UNRESTRICTED  
PFC2014-0254  
Page 1 of 13

## **PUBLIC ART POLICY REVIEW**

### **EXECUTIVE SUMMARY**

In the Public Art Program's ten-year history, City departments have initiated 45 original works of permanent public art situated in 11 wards throughout the city and provided opportunities for local artists in initiatives such as: the Celebration of the Bow in 2010, artist talks, painted utility boxes, temporary exhibitions, and community cultural development programs. Since inception, over \$30 million (including \$1.42 million for public art in Civic Partner projects) has been committed. Calgary has developed an international reputation for its collection of public art works by some of the leading artists of our time and recently was cited by the *New York Times* as a place to visit in 2014.

On 2013 December 16, Council approved NM2013-34, Public Art Policy, directing Administration to undertake a review of the Corporate Public Art Policy (Attachment 5). To conduct the review, Administration worked with a broad cross-section of stakeholders, including Councillors; gathered information on leading practices from other municipalities; and examined options informed by lessons learned during the ten years the Corporate Public Art Policy has been in effect.

This Notice of Motion indicates Council interest and commitment to further evolve the Public Art Program to be the best it can be including: developing great pieces of art and local artists; showcasing art in highly public areas; developing reasonable financial parameters that achieve great art, providing more opportunities for public participation, and enhancing the opportunities for all City business units to more consistently contribute to public art.

This report summarizes the findings of Administration's review including specific recommendations for a Council-approved revised public art funding model; greater citizen participation on public art projects; building local artist capacity, and strategies for realizing unique and monumental pieces of art. Attachment 1 summarizes the recommendations that emerged from the analysis. This summary includes both recommended policy changes to be approved by Council, in bold and italicized, as well as improvement initiatives which are being undertaken by Administration. Attachment 2 provides a robust overview of the Public Art Policy review, analysis, recommendations and rationale.

### **ADMINISTRATION RECOMMENDATION(S)**

That the Priorities and Finance Committee recommend that Council:

1. In respect of Attachment 1:
  - a. approve the bold and italicized recommendations; and
  - b. receive for information the public art improvement initiatives planned to be implemented by Administration;
2. Approve the Public Art Policy, as amended, in Attachment 7; and
3. Forward PFC2014-0254, Public Art Policy Review, as an item of urgent business to the 2014 May 26 Council meeting.

### **RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2014 MAY 20:**

That Council:

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1. In respect of Attachment 1, **recommend that Council:**
  - a. approve the bold and italicized recommendations, **as amended in Attachment 1, on Page 3 of 44, under Section 2, Summary of Directives and Recommendations, Notice of Motion Directive 2, Column 2, Proposed Improvement Direction by deleting item 2.3, as follows and by renumbering the section accordingly:**

**“2.3 Create and maintain a roster for citizen volunteers to serve on juries.”**
  - b. receive for information the public art improvement initiatives planned to be implemented by Administration; and
2. **Recommend that Council** approve the Public Art Policy, as amended, in Attachment 7.

### Oppositions to Recommendations:

Opposed: S. Chu, W. Sutherland

Excerpt of the Minutes of the Regular Meeting of Priorities and Finance Committee, dated 2014 May 20:

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“3. Forward PFC2014-0254, Public Art Policy Review, as an item of Urgent Business to the 2014 May 26 Council meeting.”

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2004 January 12 Council approved the Public Art Policy (CPS2003-95), which adopted a “percent for public art” strategy calculated at 1% of the total capital project costs for City of Calgary capital budgets over \$1 million.

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;

Approval(s): Dalgleish, Stuart concurs with this report. Author: Karumanasseri, Gopal  
City Clerk's: D. Williams



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- 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.

## **BACKGROUND**

Calgary has a long history of investment in public art. The Civic Art Collection began in the 1800s and was subsequently rolled into the Public Art Collection. Attachment 3 provides further history on the Public Art Program.

In 2004, Council approved the Corporate Public Art Policy (CPS2003-95), recognizing public art as a vital ingredient in Calgary's on-going development as a great, liveable and creative city.

The Policy outlines a "percent for public art allocation" calculated at 1% of the total eligible capital project costs. Eligible capital costs include all upgrade (U) and growth (G) budget items over \$1 million. The eligible project budget may be funded by both restricted (governed by legislative regulations or conditions) and unrestricted (not encumbered by external regulations or conditions) sources. Ineligible costs include land purchase, rolling stock, portable equipment (furniture, computers, etc.), maintenance (M) and service (S) projects.

Approximately 80% (\$1.52B, 2012-2014) of The City's total capital budget is eligible for public art (approximately \$510M per annum). Of this, 83% is restricted and 17% is unrestricted. The majority of the 1% allocation taken from restricted sources resides with the initiating department to pay for the design and fabrication of the works of art. The 1% allocation funded by unrestricted sources is transferred to the Public Art Reserve to support the Public Art Program in its role that includes maintenance and conservation of the Public Art Collection, planning and delivering education and training programs to support the local artist community, and initiating public art projects. Details of the Public Art Program can be found in Attachment 3.

In 2009, the Policy underwent an extensive review that included input from Council, senior administration and a wide cross-section of the community resulting in additional direction and clarification to Administration to ensure the appropriate development, management and maintenance of all public art for The City of Calgary. In 2013, Council directed Administration to review the Policy through the directives outlined in NM2013-34.

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### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Six issues are outlined in this analysis to address the specific directives of NM2013-34.

As a result of the investigation and analysis into the six areas, five amendments to the Corporate Public Art Policy are recommended. These Policy amendments, requiring Council approval, are redlined in Attachment 6:

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 through the Priorities and Finance Committee to Council.
5. Adding that private sector donations toward public art will be accepted.

In addition to these consequential amendments, Administration is also recommending that Council adopt, in the revised policy, a number of minor grammatical and editorial changes which have been made to the document for improved clarity and consistency.

To address the remaining directives in the Notice of Motion, Administration is undertaking a number of changes and additions to the current public art process that do not require Policy amendments. Additional items identified as opportunities for improvement that surfaced during the review not directly related to the Notice of Motion are also included. The rationale for these recommended changes are outlined in the following summary.

More detailed analysis, options considered and rationale for the recommendations and improvement initiatives can be found in Attachment 2.

A summary of the investigation and findings is presented here in the following sequence:

1. **Public Art Funding Model**
2. **Public Participation in the Selection Process**
3. **Building Local Artist Capacity**
4. **Restoration and Enhancement of On-site Heritage Assets**
5. **Public Art as Functional Components of the Infrastructure**
6. **Pooling Strategies for Creating Iconic Art in Key Locations**

Additional Items

1. **Communications**
2. **Policy Administration**

#### **1. Public Art Funding Model**

The most common funding mechanism for public art in North America is the “percentage for art” that encourages a percentage of eligible capital costs be allocated for public art purposes. While a majority of jurisdictions in North America follow the 1% for art approach, there are many variations of criteria and practice.



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Stakeholder feedback found that the majority of stakeholders support the allocation of 1% of eligible capital for public art. However, concern was expressed that the percentage is too high for projects that exceed \$500 million.

Based on this stakeholder feedback and analysis of the approach in ten other jurisdictions, a number of different options for sliding scales and capping of public art project budgets were evaluated. Balancing the range of Calgary's future capital projects and the typical cost of significant public art, Administration recommends changing the funding model to a sliding scale with two breakpoints, 1% for eligible portion of the project budget up to \$50 million and 0.5% for the eligible portion of the project budget over \$50 million. The allocation from each capital project will be capped at \$4 million. In addition, to simplify implementation, all capital projects over \$1 million that are classified as upgrade "U", growth "G" or service "S" will be eligible for public art.

### **2. Public Participation in the Selection Process**

There are three fundamental steps in the selection process: the selection of the project jury, the selection of the artist and the selection of the art piece.

#### *Jury Selection*

Currently in Calgary, project juries are selected by the public art project coordinator, in consultation with the capital project manager and other stakeholders such as Community Associations. Each public art project has a different panel of citizens who make up the jury. Based on practices from other jurisdictions and the number of public art selection juries constituted each year in Calgary, the recommendation is for the Public Art Board to approve the jury proposed by the public art project coordinator.

#### *Artist Selection*

In all jurisdictions reviewed, the most common approach to artist selection is by a project specific jury similar to the process currently followed in Calgary: a jury consisting of five people with the majority of members having professional art expertise. In consideration of stakeholder feedback and recent trends observed in other jurisdictions to involve more community members, there is a recommendation to increase the jury size from five to seven, adding two more citizens-at-large. Additionally, a roster of Calgarians interested in serving on individual project juries will be established and maintained by the Public Art Board, Council's appointed citizen advisory body.

#### *Art Selection*

Public participation opportunities are most effective when the public art project is part of the early planning process for the capital project. Accordingly, Administration recommends that: public art be involved early on in community engagements for capital projects in future.

While artists often initiate community engagement opportunities as part of their practice, future Request for Proposals/Qualifications will now include the requirement for artists to undertake public engagement as part of the process of developing their design.

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No jurisdiction was found to select art or artists directly through a citizen voting method, although the City of Hamilton does provide an opportunity for citizens to indicate their preference, which is taken into account by the jury. Other jurisdictions that have attempted this have suggested significant costs and time are needed to administer and monitor this process, and that it is not sustainable if participation is low. Accordingly, if undertaking an opportunity for broad public engagement related to selection of an art piece, a pilot to better understand and evaluate local nuances, such as participation levels, is appropriate to determine sustainability.

In consideration of stakeholder feedback, including that of the Public Art Board, Administration is recommending that the Public Art Program pilot and evaluate, by 2015 June, an opportunity for citizens to provide input on an artists' work as it relates to a particular project to determine local interest and sustainability.

### **3. Building Local Artist Capacity**

Public art is a specialized field that requires the artist to have knowledge and expertise to work effectively with architects, engineers, landscaping professionals and other specialists. To help local artists develop this practice, provision of training and resources is the most effective way to build local capacity as well as to enable local artists to compete nationally and internationally for public art projects.

Review of the leading practices used in North American jurisdictions did not uncover strategies or programs significantly different than Calgary. Most offer training programs and mentorship opportunities that are facilitated to pair inexperienced local artists with more experienced artists. Calgary's practice of engaging in community cultural development has also meant that, to date, 72% of the artists employed through the Public Art Program have been local.

The City of Calgary is a signatory of the New West Partnership Trade Agreement that mandates procurements for any service valued at over \$75,000 must be publically competed in a manner that allows for openness, non-discrimination, non-circumvention, and transparency. As a result, the Public Art Program issues "open calls" when it issues Request for Proposals/Qualifications, enabling local, national and international artists to compete for the projects.

Given the parameters of the New West Partnership Trade Agreement it is recommended that a "maintain and grow" strategy be adopted to help build local artists' capacity to compete for major public art projects locally, nationally and internationally.

It is further recommended that the Public Art Program expand the education and training offerings if it can be adequately supported through available resources, specifically adding:

- courses aimed at responding to Request for Proposals/Qualifications for major capital projects; and
- increasing the number of mentorship opportunities.

### **4. Restoration and Enhancement of On-site Heritage Assets**

The definition of heritage assets encompasses a wide range that includes:

- historic art objects already in the Public Art Collection;
- heritage artefacts that have been salvaged by The City and



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- the 750 sites – mostly buildings – included in the Inventory of Evaluated Historic Resources.

No jurisdiction reviewed uses funds dedicated to public art to fund heritage restoration. Just as in Calgary, the management and maintenance of public art is undertaken by one department and the management and maintenance of heritage is undertaken by a separate department.

Taking into account the views of stakeholders who felt that public art funds should first be used to maintain the Public Art Collection, and after examining available funding sources, the conclusion is that money set aside in the Public Art Reserve to deal with the maintenance and conservation needs of The City's growing collection is barely adequate to serve those requirements. It is also evident that the funding currently available through the other heritage grant programs managed by The City and the province appear inadequate to address the large inventory of buildings that require restoration and maintenance.

Accordingly, Administration is recommending that an allowance be added as an amendment to the Public Art Policy where the following conditions are present:

- (a) a capital infrastructure project is directly impacting a heritage asset that is on the site of the intended project;
- (b) Council desires to restore and keep that heritage asset in-situ; and
- (c) all other sources of funding for the project are restricted, then

a portion of the public art allocation for that project may be used to enhance and/or restore that heritage asset to keep it on site.

This will be employed on a case-by-case basis, through the Priorities and Finance Committee to Council.

### **5. Public Art as Functional Components of the Infrastructure**

A number of public art projects undertaken in The City to date have successfully incorporated functionality under the existing Policy. Examples include Utilities and Environmental Protection's (UEP) portable water fountains and the new stormwater management piece being incorporated into Parkdale Plaza. To provide clarity and flexibility for including functionality, Administration is recommending a change to the description of public art within the Policy.

Research further affirmed that when the artist is selected at the start of the project to work closely with the design team (architect, engineer, landscape architect and others), the thinking of the artist can help shape fundamental ideas about the project design resulting in more opportunities to integrate art and functionality in to the project.

Involving the artist early ensures the design team project approach offers the greatest opportunity to incorporate art into the functional components. Accordingly, Administration is also recommending that Public Art Guidelines be developed and will be included, as needed, in Requests for Proposals/Requests of Capital Infrastructure Projects.



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### **6. Pooling Strategies for Creating Iconic Art in Key Locations**

In most jurisdictions, once the public art budget is finalized, it is transferred to a central pool. The City of Calgary's capital budget funding precludes that possibility as many capital projects are built using funds restricted for that specific use by legislation. Only one department, Utilities and Environmental Protection (UEP), is currently unencumbered by funding restrictions. This has allowed them to allocate their percent for public art funds from 177 eligible capital projects over the 2006-2014 time periods to create a \$14.1 million pool for public art, design and related educational programming. This has worked very effectively and can serve as a model. Other City departments, constrained by restrictions imposed by the available funding options, have not been as successful in pooling funds.

It is important to note that, at present only 17% of current funding sources are unrestricted. Of this, 1% is contributed to the Public Art Reserve to cover the costs of conservation, lifecycle maintenance and programming - leaving only a small residual amount is available for pooling.

A number of options were examined for pooling of funds and there is agreement amongst stakeholders that efforts should be made to remove the current funding restrictions as this will provide the greatest flexibility for pooling. To that end, the most effective option is to lobby to remove restrictions on infrastructure funds provided through the provincial and federal governments.

Another possibility that was considered is to allow for private sector donations to augment The City's contributions toward public art. Administration is recommending that the Policy be altered to allow for such donations.

In other jurisdictions, the choice of how to spend pooled funds is often guided by a Master Plan for Public Art. From reviewing those practices, it is clear that strategically planning the placement of public art at sites that have high public benefit has advantages.

The Public Art Board is interested in providing input and guidance to the development of such a Public Art Master Plan for Calgary, in order to provide an overall vision for locating iconic art at key locations to provide the greatest public benefit. As a result, Administration is recommending that the Public Art Program work with the Public Art Board to develop a Public Art Master Plan for Calgary.

#### **Additional Items**

During the review, it became apparent there are additional opportunities for improvement. Specifically, opportunities to standardize practices and processes related to communications and policy administration.

#### *Communications*

Stakeholder consultations observed that the lack of a consistent approach in the execution of public art projects has resulted in an environment where a number of opportunities for timely communication were missed. This has led to citizens finding out about projects after the fact or through the media. This was emphasized by the Public Art Board as an area to improve.



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While recent progress has been made on bolstering communications, the Public Art Program is committed to strengthening its commitment to proactively communicate with citizens about the Public Art Program and public art projects in support of The Corporate Public Art Policy's Guiding Principles.

### *Policy Administration*

The success and sustainability of the Public Art Program is reliant upon corporate-wide implementation of the funding mechanism for all public art eligible capital projects, as per Council Policy and the "percent for public art" funding strategy.

A review and strengthening of the management framework is proposed as there are pockets of excellence within the organization and an opportunity for adoption and acceptance of the public art program as a corporate program. Community Services & Protective Services (CS&PS) has also identified the Public Art Program as an inter-departmental collaboration opportunity within *Action Plan* and the *CS&PS Departmental Business Plan and Budget*.

### **Conclusion**

Since 2013 December 16, when Council passed NM2013-34, the Public Art Program has continued to co-ordinate the development of public art projects as part of the capital projects undertaken by City Business Units. These public art projects include: four new recreation centres, four parks, three LRT stations, two fire halls, an arena and skateboard parks in addition to 25 Utility boxes and a dozen Centre City Banners.

Based on this review and analysis, Administration is recommending Policy and process changes for the Public Art Program. To meet Council direction in NM2013-34 to report back no later than 2014 May, Administration also recommends this report and attachments be forwarded as an item of urgent business to the 2014 May 26 meeting of Council.

### **Stakeholder Engagement, Research and Communication**

As part of this review several stakeholders, including Councillors, senior administration, members of the Council-appointed Public Art Board, Calgary Arts Development Authority, Tourism Calgary, Calgary Economic Development, Calgary Municipal Land Corporation, City of Calgary project managers, and finance managers, citizen jury members and local student artists were engaged in one-on-one consultations. These interactions allowed for a two-way exchange of information and ideas, and provided an opportunity to uncover gaps in knowledge of existing practices, identify challenges encountered implementing the Policy and potential opportunities to make improvements to The City's Public Art program.

As directed in NM2013-34, Councillors were consulted to understand their expectations, concerns, and to seek their ideas and suggestions for improvement. Observations from these consultations include:

- There is a general consensus that the Public Art Program is beneficial and key to raising the profile of Calgary.
- The lack of a common city-wide approach for planning and implementing public art was cited as a symptom that suggests non-adherence to policy.

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- The lack of a consistent approach in the execution of public art projects has resulted in an environment where a number of opportunities for timely public participation and communication were missed or not utilized effectively, leading to citizens finding out about the projects after-the-fact and through the media.
- There is a desire to support and strengthen local art expertise and opportunities through education programs and community projects. Completion of temporary art projects, residencies, training programs and mentorship opportunities for local artists should be highlighted and communicated more effectively.
- There are economic benefits to the Calgary region resulting from a significant portion of the Public Art Program budget spent in the local market for fabrication and installation of the art pieces.
- The current restrictions inherent in some funding programs combined with the absence of a Public Art Master Plan for Calgary is preventing opportunities to pool resources to plan and locate significant pieces of art in places where most Calgarians can enjoy them.

### **Strategic Alignment**

The Public Art Policy is aligned with:

Council priorities:

- Work with our partners to foster a healthy physical and social environment.
- Provide and maintain great public spaces.

Council strategic results:

- Foster great public spaces and programs that enrich the lives of Calgarians and make Calgary an attractive liveable city.
- Encourage active, creative and healthy lifestyles and promote a positive physical and social environment.

Council's Fiscal Plan for Calgary 2012-2014:

- Investing in Great Communities and a Vibrant Urban Fabric.

Council approved Living a Creative Life's Creative Communities vision:

- Calgary's communities enjoy access to a rich spectrum of arts experiences.

The 2020 Sustainability Direction:

- Diversity, Inclusiveness and Creativity, Engagement and Empowerment, and Complete Communities.

The Municipal Development Plan:

- Public Art is an important component of a healthy and interesting place, contributes to the economy and inspires creativity.

imagineCALGARY

- Make Calgary a great place to make a living and a great place to make a life



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### **Social, Environmental, Economic (External)**

Public art provides a visually enjoyable environment and is a vital element of the culture and streetscape of cities. It facilitates public engagement and collaboration, making it a major contributor to Calgary's social capital and quality of life. The enhanced spaces created by public art encourage gathering and connection that impacts the development of community hubs and social cohesion. This contributes to citizens' aesthetic enjoyment and quality of life.

Public art generates stimulating public spaces and in collaboration with other disciplines, creates remarkable places that encourage contemplation, civic engagement, sustainability and stewardship of the urban environment. No negative implications to the natural environment arising out of public art projects are identified. Some projects have, as a specific objective, to incorporate natural elements in the art or to demonstrate environmentally-friendly practices.

Public art provides the opportunity for many local artists, fabricators, architects, engineers and others involved in the public art process to participate in and derive economic benefit. It also ensures the vibrancy of Calgary as an attractive city for people to live, work, play and visit. Combined with indirect economic spin-offs including tourism, spending on public art contributes to Calgary's economic diversification and to long-term economic sustainability of the arts in Calgary. As a vital element of Calgary's visual landscape, public art plays an essential role in both attracting and retaining creative thinkers and workers.

### **Financial Capacity**

Finance calculated that over the period of 2012-2014, an estimated total of \$5 million annually was available for public art. Of this, approximately \$3.8 million is the restricted portion of the allocation and resides with the initiating department. It is used for the design, fabrication and installation of public art on the capital project site.

The remaining \$1.2 million from unrestricted capital has been contributed to the Public Art Reserve. Of the \$1.2 million, \$500,000 must be used for lifecycle maintenance for the entire Public Art Collection, including all on-site works, and \$500,000 supports conservation of work as well as contributes to the creation of temporary works, exhibitions, artist education and public events. The remaining funds, approximately \$200,000 may be pooled toward iconic works of art. See PFC2014-0254 Attachment 4 - Public Art Allocation.

Going forward in the next budget cycle, the calculation is similar.

### **Current and Future Operating Budget:**

The recommendation to develop a Public Art Master Plan for Calgary will require a one-time utilization of funds from the Public Art Reserve. Based on prior experience from similar plan development, the Public Art Master Plan is expected to cost \$250,000. All efforts will be made to prepare the plan at the least possible cost. The full impact on operating budgets from additional/ongoing requests and expectations for increased public participation and communication will be analyzed and presented at the 2015-18 budget process.

### **Current and Future Capital Budget:**

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The recommended public art percentage allocation, if the recommendations are approved, would be on a sliding scale with a cap. Public art budgets, and by association, capital project budgets, will not increase as a result of this change. Based on the available information on eligible capital budgets for the period 2014-2017, the estimated allocation to public art would be reduced by \$752,000 (\$188,000 per year). It should be noted that there were no mega capital projects (exceeding \$500 million) in the list leading to the moderate savings. Public art allocations from mega projects will be substantially lower under the recommended public art percentage allocation compared to the current method.

### **Risk Assessment**

The success and sustainability of the Public Art Program relies on corporate-wide implementation of the funding mechanism for all public art eligible capital projects, as per Council Policy and the "per cent for public art" funding strategy.

Current departmental practices combined with restrictions inherent in some funding programs have resulted in nurturing a practice that links public art expenditures to capital projects as they come along, considering art on a site-by-site, piece-by-piece basis, rather than allowing the program to respond appropriately or creatively to opportunities that would have the most public impact. There is a risk that the Public Art Program will continue to be constrained without a clearly articulated strategy for the general pooling of funds specifically targeted towards the creation of unique and monumental pieces of art at key locations for greater enjoyment of the citizens of Calgary.

Application of the Public Art Program Management Framework is critical to ensure the intent of the Public Art Policy is fully realized. There is a risk that the Public Art Program will continue to be constrained without a clearly articulated and approved accountability framework as part of an enhanced Management Framework.

### **REASON(S) FOR RECOMMENDATION(S):**

The Corporate Public Art Policy is a key document guiding the Public Art Program.

Administration engaged stakeholders, researched leading practices, and examined options for addressing Council's directives of NM2013-34.

The proposed Policy amendments are a result of this review and are intended to enhance the Public Art Program outcomes.

Further, the current Policy and program has a provision for a Public Art Management Framework. Enhancing this framework will achieve several of the other directives identified in the Notice of Motion and the resulting recommendations.

### **ATTACHMENT(S)**

1. Summary of Directives and Recommendations
2. Public Art Policy Review Analysis and Recommendations
3. Overview of the Current Public Art Program
4. Public Art Allocation



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5. Corporate Public Art Policy
6. Corporate Public Art Policy with Tracked Changes
7. Revised Corporate Public Art Policy