



2014 Cultural Space Investment Process (CSIP) Guidelines

Introduction

CSIP is a capital project evaluation process established by Calgary Arts Development Authority (CADA) to inform City Council and the municipality of priorities for community-led, cultural infrastructure projects. Formerly the Arts Spaces Investment Process (ASIP), CSIP has been revised to accommodate facility proposals at an advanced stage of readiness that enable a broad range of arts, culture and heritage activity throughout the city.

Objectives

CSIP has been developed in the context of accelerated demand for new and enhanced cultural facilities that meet the current and future needs of Calgary's arts and cultural organizations, residents and visitors. CSIP also has been designed to align emerging cultural facility projects with the Cultural Municipal Sustainability Initiative (CMSI), a funding stream for capital projects delivered through The City of Calgary.

As an initial assessment stage, CSIP recognizes projects that demonstrate a compelling vision, advanced readiness, strong feasibility and sustainability. Managed through an arms-length process, CSIP positions successful project submissions for potential municipal funding consideration through CMSI.

Based on extensive research and community engagement, two key documents have been generated by CADA that identify the vision and strategic objectives for cultural infrastructure investment in Calgary:

- *Reclaiming Calgary's Cultural Identity: Arts Spaces Strategy & Capital Plan (2007)*
- *The Current State of Cultural Spaces for the Arts in Calgary (2007)*

Together, these documents provide a framework of cultural facility typologies that are the focus for investment through CMSI. These documents can be downloaded at CalgaryArtsDevelopment.com/CSIP and should be reviewed thoroughly before submitting a project proposal.

Deadline for Project Proposal Application

The online project proposal must be submitted to Calgary Arts Development by **Monday, February 3, 2014 at 4:30pm.**

Interested candidates must have submitted a **signed** letter of intent (LOI) expressing their interest in submitting a project proposal to CSIP, and a brief statement describing their proposed project. **The LOI process deadline for 2013 is Friday, November 1, 2013.**

Upon receiving and screening the LOI for eligibility, CADA will send a link to the candidate to access, complete and submit the online project proposal form.

Eligibility

To be eligible for CSIP, proposals must be submitted from not-for-profit organizations, defined as:

- A society, credit union or co-operative established under a law of Canada or Alberta;
- A corporation that is prohibited from paying dividends to its members and distributing the assets to its members on a winding-up; or
- Any other entity established under a law of Canada or Alberta for a purpose other than to make a profit.

Submissions must be for cultural infrastructure projects, defined as physical infrastructure, amenities and programmable open space required for the activities of culture. Capital projects must be located within the Calgary municipal limits and involve:

- *facility development* – stand alone culture related infrastructure projects; and/or
- *facility enhancement* – portions of larger capital projects that create or renovate purpose-built arts and/or cultural spaces.

Submissions must be for acquisition, construction, development, betterment and/or rehabilitation of a capital asset. Eligible expenses include planning, design, construction, purchase and betterment of a capital asset. On-going maintenance costs, administrative functions that are necessary to support the operating functions of an organization and retroactive funding requests are NOT eligible (expenses that occurred prior to Council's approval of a project will not be reimbursed through CMSI).

Proposals may request up to 25% of the total capital cost to a maximum of \$25 million. Exceptions may be made under certain circumstances that enable a match of City funding or for smaller projects (under \$250,000). Applicants who have already received support through The City of Calgary for the same project may not be eligible, depending on the type of support received.

Guiding Principles

CADA and The City of Calgary are committed to fostering great public spaces to improve the social, economic and environmental well being of Calgarians by adhering to the following guiding principles in the management of funding focused on the arts and culture:

- *Accessibility* – geographic location of arts spaces and the resulting availability of amenities such as parking and public transit will serve to optimize Calgarians' use of services. These public spaces will be designed to be accessible to all citizens by providing opportunities for participation that are equitable and inclusive.
- *Aesthetics* – arts spaces are hubs of innovation and inspiration. Aesthetic considerations should be weighed highly in the design of physical buildings, but there should also be an effort made to ensure that shared and public spaces are equally aesthetically inspiring and engaging. Historical preservation of buildings will also be considered to enhance understanding of our past and build a sense of identity and pride within the city.
- *Affordability* – arts spaces will also work to achieve equity in the creation of affordable facilities and services for Calgarians. Individual artists and non-profit organizations engaged in creating and presenting work in Calgary require affordable rent in order to sustain their activities, especially when centrally located in a large urban centre.
- *Availability* – arts spaces will offer Calgarians a wide variety of opportunities related to creative expression, art practice and art work. To foster system growth, there is a need for space capacity in excess of current usage patterns. In addition, high and growing demand for office, commercial and residential spaces, which are also needed for the arts, leads to decreased availability of these spaces for arts.

- *Community Impact* – arts spaces will be developed to yield maximum benefit and positive impacts for the citizens of Calgary. Arts spaces will enrich and contribute to a safer and livable community of Calgary.

Prioritization for Municipal Funding – Overview

CSIP is NOT a capital funding program but is a required identification and assessment step to be considered for municipal funding through CMSI and other mechanisms. An independent volunteer assessment committee of artists, arts administrators, development experts, space operators, city representatives and CADA board members will identify capital projects that illustrate both a high opportunity and an advanced stage of readiness.

Project proposals that have been identified as significant opportunities through CSIP's arm's-length assessment committee will also be evaluated for level of readiness by CADA and City administration.

Following this evaluation, all projects are referred to The City's CPRIIP review process for prioritization on The City's CPRIIP list, an annual list of the unfunded infrastructure requirements and priority projects over the next three municipal budget cycles (2011-2020).

Subject to MSI (Municipal Sustainability Initiative Funding) budget availability, successful CSIP Projects demonstrating an advanced stage of readiness are submitted by City administration to the Province for an assessment of eligibility for CMSI (Cultural Municipal Sustainability) funding.

Either concurrently or after pre-approved by the province for eligibility under MSI, the project applicant and City Administration engage in an extensive 'due diligence' process culminating in Council approval for the project when the project meets The City's criteria.

Since there are numerous and usually unique variables involved in bringing a project to fruition, the road map to a successful project may vary. A generalized road map is available for download at CalgaryArtsDevelopment.com/CSIP.

Projects that are recognized as significant opportunities through the CSIP assessment that are NOT YET at an advanced stage of readiness will remain on CADA's opportunity list and will only be advanced to CMSI pre-approval once they have moved forward in their planning. Proponents are responsible for moving their own projects forward to an advanced stage of readiness.

Early stage projects identified as high opportunities through CSIP may also be included in the CPRIIPs list. Inclusion on CPRIIPs allows The City to evaluate the project in relation to other municipal priorities for alternative funding streams as they become available. Early stage CSIP projects on CPRIIPs will be re-evaluated for submission to CMSI in the successive year.

Project Proposal Submission

All candidates that submit a proposal to CSIP will be required to give a verbal presentation on their project directly to the assessment committee. The presentation will inform the committee's decision when making the final list of recommendations. The online project proposal form will include a section for preferred presentation timeslots. Candidates for each project proposal will be contacted with a presentation time after the submission deadline.

The verbal presentation is an opportunity for up to four representatives from each project to expand on their proposal and for the assessment committee to ask questions about any information included as part of the online proposal form or the presentation. CADA requests that project representatives consider the following guidelines when preparing their presentation:

- There is a standard set of questions that will provide information to the assessment committee in determining both readiness and opportunity. These questions should guide representatives in framing their presentation in relation to specific criteria. However, these questions can be expanded upon if there are areas of interest or concern that are specific to certain proposals. It is important to remember that the Assessment Committee will have read the online proposal, and the presentation is an opportunity to augment and clarify aspects of the proposal.
- Presentations must be prepared using Microsoft PowerPoint, Keynote, Open Office Presentation, or video burned to a DVD as a Quicktime file (.mov). To download free Open Office Presentation software please go to this link <http://www.openoffice.org/>, and follow the download directions.
- Presentation timeslots will be a maximum of one hour. Individuals will be provided an allotted time to give their presentation. After which, the prioritization committee will be given the opportunity to ask questions about the proposed project.
- Presenters will have access to audio-visual presentation tools as required, and will be asked to confirm their AV needs upon the notification of their presentation timeslot.
- If presenters have additional supporting materials to supply to the committee, they must bring 12 copies of the material with them to the presentation.

Weighted Factors

Submissions (including application and presentation) will be assessed on the degree to which they meet CSIP priorities. CSIP recognizes and champions projects that demonstrate a compelling vision, advanced project planning, strong feasibility and sustainability impacts. Specific factors that will be taken into account in assessing each submission include:

1. Quality of Vision and Strategic Fit – 25%

Committee members will consider the ability of the project to:

- Demonstrate support and/or demand from the arts and cultural community it is intended to serve (e.g. letters of support, media coverage, etc).
- Encourage citizens to engage in the arts.
- Create an environment where artists and arts organizations thrive and contribute to the reputation of Calgary as a culturally dynamic centre.
- Align with other civic plans that may apply, including imagineCalgary, the Civic Arts Policy, Economic Development Strategy and Centre City Plan.

2. Quality of Project Planning – 25%

Committee members will consider evidence that the proposed project:

- Is integral to the organizational mission and to an overall strategic plan.
- Is justified by evidence of demand for this particular project activity (e.g. customer survey, research, etc.).
- Takes into consideration the impact the project will have on the organization's short and long-term operations.

- Demonstrates relevant skills and capabilities to implement the project as illustrated by an experienced leadership and consultant team.
- Has a timeline and project plan that demonstrates a readiness to proceed to construction within the next one to two years.

3. Quality of Financial Planning – 25%

Committee members will consider whether the project:

- Demonstrates value for money (e.g. co-location of facilities examined, adheres to best practices in design and operations, coordination with other facilities, etc.).
- Demonstrates leveraging of other viable sources of funding (ie. evidence of funding commitments from other orders of government, naming agreements, and fund-raising pledges or donations).
- Illustrates the viability of the facility when complete through realistic projections of capital costs, lifecycle maintenance, and transitional/post-project operating revenues and expenses.
- Demonstrates a strong understanding of potential project risks and a clear plan for contingencies to minimize these risks.

4. Impact on “Triple Bottom Line” – 25%

Committee members will consider how the project will address enhancement of Calgary’s:

- Social fabric (ie. supports inclusion, accessibility, cultural diversity, neighbourhood vitality)
- Economic well-being (ie. promoting an environment conducive to economic development and creating a city where people want to live and do business)
- Environmental sustainability (ie. reduces waste, improves air quality, improves energy consumption or supports a positive cumulative effect on the environment)

Notification of Results

Candidates that have submitted project proposals will be notified of the results of the CSIP program in writing.

Contact

For more information, contact Tom McCarthy, General Manager, at tom.mccarthy@calgaryartsdevelopment.com or 403.264.5330 x 107.