

# CULTURAL FACILITIES RE-OPENING PLAN

July 6, 2020

## Background

On March 11, 2020 Community Services worked closely with Communications to develop key messages on event hosting during the onset of the COVID-19 pandemic. At that time, no decisions had been made to postpone or cancel upcoming City events. The risk level was determined to be low, and the City of St. Albert identified they would continue to monitor the situation and follow the guidelines and directives set out by Alberta Health Services. Within two days the risk had elevated, and Cultural facilities were closed.

Due to the anticipated reductions in seating capacities the decision was made to cancel the existing performances and bookings at the Arden Theatre until December 31, 2020. There were many performances that were sold out, or well above the anticipated numbers permitted to facilitate physical distancing within the theatre and this action provided us with the flexibility to reschedule performances with a reduced capacity to facilitate safe operations, while also maintaining services to the community.

After facilities were closed to the public, the City of St. Albert worked to:

- Notify facility users and patrons – signage, website, social media, phone calls and direct emails.
- Layoff or redeploy casual and permanent staff.
- Collaborate with leaseholder and partner organization on corresponding facility closures.
- Commence planned and required facility infrastructure and maintenance projects during closure period

The Province of Alberta announced the Alberta relaunch plan on May 1, 2020. Stage 1 lifted some restrictions for retail businesses, museums and art galleries, and day camps, including summer school, with enhanced infection prevention and controls in place. Several partner and leaseholder operated Cultural facilities, including Arts and Heritage Foundation (AHF) operated Art Gallery of St. Albert, Musée Héritage Museum, and Grain Elevator Park, St. Albert Place Visual Art's Council's (SAPVAC) Shop W.A.R.E.S and The Visual Arts Studio Association of St. Albert (VASA) were eligible for opening in Stage 1.

Stage 2 allows additional businesses and services to reopen and resume operation with physical distancing and other public health guidelines in place. Facilities and services were eligible to open with restrictions starting June 12, including libraries, theatres, community halls, and instrumental concerts.

Throughout Stage 1, and leading up to Stage 2, employees have prioritized their work to assist partner and leaseholder organizations to re-enter and re-open their facilities.

Stage 2 has included returning our partner organization, Arts and Heritage Foundation, to the Visual Arts Studios in St. Albert Place, with employee re-entry having commenced and scheduled in-person classes planned to resume this summer.

Work continues with leasehold guilds, Michif Cultural Connections and St. Albert Seniors Association to develop readiness plans and resume public operations.

St. Albert Place Lobby and Plaza was approved through the Emergency Operation Centre's Facility Re-entry plan for St. Albert Place. Operations, including public access and use, is governed through C-CS-07. At the direction of the Chief Administrative Officer, Community Services will not host indoor events in St. Albert Place Lobby and Plaza any earlier than October 1, 2020.

On June 25, 2020 the City's Emergency Advisory Committee reviewed plans to resume Performing Arts Programming temporarily at The Arden Theatre starting on September 1, 2020. The Emergency Advisory Committee identified this return to service and associated delivery methods was within administration's operational responsibility.

### Cultural Facility Re-opening Plan

Although included in Stage Two, much of Community Services' program delivery is expected to require ongoing modification until a vaccine or treatment is available for COVID-19 to maintain public safety, and for fiscal viability.

Administration has worked to review guidelines to assist in developing a phased plan for re-opening remaining Cultural facilities, including The Arden Theatre and the Community Services Studios and Workshop (#105, 125 Carleton Drive).<sup>1</sup>

Guidelines for Stage 2 include restrictions and limitations on types of programming offered in-person to children, types of permitted performances, number of participants, and size of audience.

On June 11, 2020 the City's Emergency Advisory Committee endorsed the following guiding principles to be used in the phased facility re-opening plan:

- Outdoor will be prioritized over indoor, to the extent feasible.
- Facilities will be brought back when they are ready, using cost-recovery to the extent possible.
- Identify what regional partners are doing and consider the impacts of our decisions.
- Where possible, prioritize re-openings to meet the demand of user-groups.
- Impacts to service levels and resource capacity will be considered.
- Organizational risks and responsibilities.

While many of St. Albert's cultural facilities have been re-opened or are preparing for re-opening the remaining cultural facilities, and by association events and programs, are being planned based on a phased approach:

- Plan for operational agility to support changing guidelines and COVID-19 developments.
- Ensure facilities are well prepared and made safe for staff and public prior to re-opening.
- Ensure efficient use of staff resources for facility re-opening without major additional costs.
- Complete existing maintenance and capital work prior to re-opening to the public.
- Address the evolving need of rental users, program participants, patrons and the public.
- Align to the guiding principles provided from Emergency Advisory Committee.

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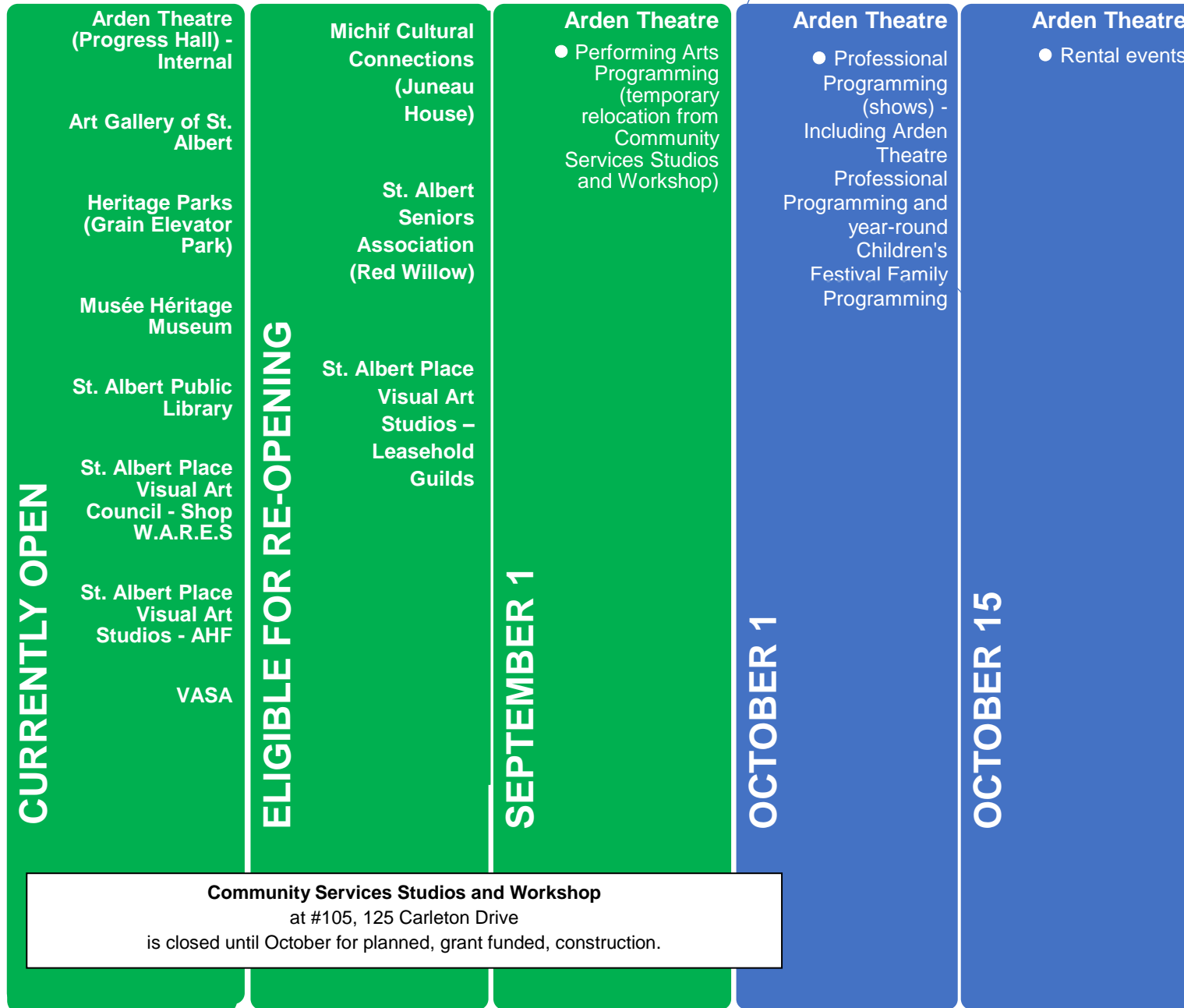
<sup>1</sup> Community Services Studios and Workshop is currently under planned, grant funded, construction until October 2020.

## St. Albert's Re-Entry Plan

### COVID-19 INFORMATION

# PUBLIC FACILITY RE-ENTRY PLAN

OPEN	STAGE 2 (As early as June 12, 2020)	STAGE 3 (Date TBD)	BUSINESS AS USUAL	Updated: June 29, 2020 SUBJECT TO CHANGE AT ANY TIME
<ul style="list-style-type: none"> <li>Maintain distance of 2 metres</li> <li>Gatherings: &gt;50 indoor, &gt;100 outdoor prohibited</li> </ul>	<ul style="list-style-type: none"> <li>Maintain distance of 2 metres</li> <li>Gatherings: &gt;50 indoor, &gt;100 outdoor prohibited</li> </ul>	<ul style="list-style-type: none"> <li>Maintain physical distancing</li> <li>Larger gatherings permitted, specific number to be determined</li> </ul>	<ul style="list-style-type: none"> <li>All restrictions lifted</li> </ul>	
<ul style="list-style-type: none"> <li>Art Gallery of St. Albert</li> <li>Boat docks</li> <li>Compost depot</li> <li>Dog parks/off-leash area</li> <li>Gazebos</li> <li>Kinsmen RV Park</li> <li>Lacombe Lake Park</li> <li>Outdoor public washrooms, pavilions - <b>Lacombe Lake washroom closed for repairs</b></li> <li>Parks</li> <li>Picnic shelters - <b>spontaneous use</b></li> <li>Play structures</li> <li>Kinsmen Banquet Facility</li> <li>Legion Memorial Ball Diamond</li> <li>Mike Mitchell Recycling Depot</li> <li>Musée Héritage Museum</li> <li>Outdoor fitness equipment</li> <li>RV/trailer dump sites</li> <li>Sport fields (baseball diamonds, football and soccer) and Fowler Athletic Park - <b>spontaneous use</b></li> <li>St. Albert BMX</li> <li>St. Albert Botanic Park - <b>booking for wedding only</b></li> <li>St. Albert Rugby Club - <b>clubhouse open only</b></li> <li>St. Albert Soccer - <b>building and sports fields</b></li> <li>Tarmacs</li> <li>Tennis and pickleball courts - <b>modified</b></li> <li>Trails</li> <li>VASA Hemmingway - <b>artist use only</b></li> <li>Viewing platforms</li> <li>Visual Arts Studio (St. Albert Place) - <b>open for guild use only</b></li> </ul>	<p><b>ALLOWED TO OPEN – PENDING</b></p> <ul style="list-style-type: none"> <li>Clubhouses</li> <li>Larry Olexuk Field – <b>as early as the week of June 28 - July 4, 2020</b></li> <li>St. Albert Public Library - <b>as early as July 2, 2020</b></li> <li>Ball diamonds: A selection available for <b>booked use as early as June 28 - July 4, 2020</b></li> <li>The Arden Theatre - <b>existing events cancelled until December 31, 2020</b></li> <li>Woodlands Water Play Park – <b>as early as the week of July 12 - 19, 2020</b></li> <li>Woodlands Beach Volleyball – <b>as early as the week of July 12 - 19, 2020</b></li> </ul> <p><b>Partner facilities</b></p> <ul style="list-style-type: none"> <li>Juneau House - Michif Cultural Connections</li> <li>Meadowview Diamonds</li> <li>Red Willow Place</li> <li>St. Albert Curling Club</li> <li>St. Albert Nordic Ski building</li> </ul> <p><b>Servus Place</b></p> <ul style="list-style-type: none"> <li>Aquatics (Landrex)</li> <li>Arenas (3)</li> <li>Field houses (2)</li> <li>Fitness centre</li> <li>Gymnasiums (3)</li> <li>Leisure ice</li> <li>Registered fitness programs</li> </ul>	<p>Can host mass gatherings and large spectator events with restrictions</p> <ul style="list-style-type: none"> <li>Arts and culture festivals</li> <li>Major sporting events</li> <li>Vocal concerts</li> </ul> <p><b>Fountain Park</b></p> <ul style="list-style-type: none"> <li>Indoor play structure</li> <li>Hot tubs, steam rooms and saunas</li> </ul> <p><b>Servus Place</b></p> <ul style="list-style-type: none"> <li>Indoor play structure</li> <li>Hot tubs, steam rooms and saunas</li> </ul>	<p>Can host mass gatherings and large spectator events</p>	<p>All information on the Re-entry Plan may be adjusted to align with changes in Public Health Orders or as advised by the Province.</p> <p>Facilities will open after a safety, financial and operational review. Some facilities may not open in 2020.</p>
<p><b>STAGE 1: ALLOWED TO OPEN – PENDING</b></p> <ul style="list-style-type: none"> <li>Grain Elevator Park</li> <li>Little White Schoolhouse</li> <li>Shop W.A.R.E.S.</li> </ul>			<p><b>UNDER CONSTRUCTION/ UNDERGOING MAINTENANCE</b></p> <ul style="list-style-type: none"> <li>Delayed re-entry/cannot open</li> <li>Non COVID-19 related closures</li> </ul>	
			<ul style="list-style-type: none"> <li>Cultural workshop and studios (Oct. 2020)</li> <li>Fountain Park</li> <li>Jarome Iginia and Kinex Arenas</li> <li>Lacombe Lake pavilion washroom closed for maintenance</li> <li>Woodlands Skateboard Park</li> </ul>	



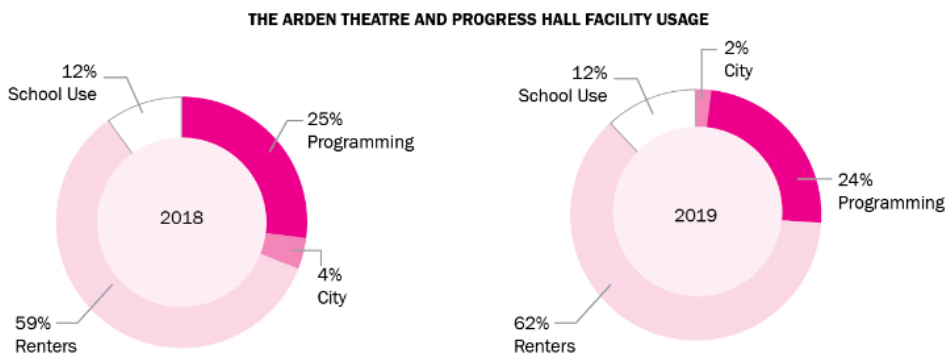


### The Arden Theatre – Overview

For over three decades the City of St. Albert has showcased national and local events including: speakers; award celebrations; fundraisers; townhalls; and live music, dance, and theatre on The Arden Theatre stage.

In 2019, The Arden Theatre hosted over 280 events. 24% of events were provided as a service to the community through City of St. Albert professional and performing arts programming.

Over the last five years Arden Theatre annual attendance has averaged 109,000 visits.



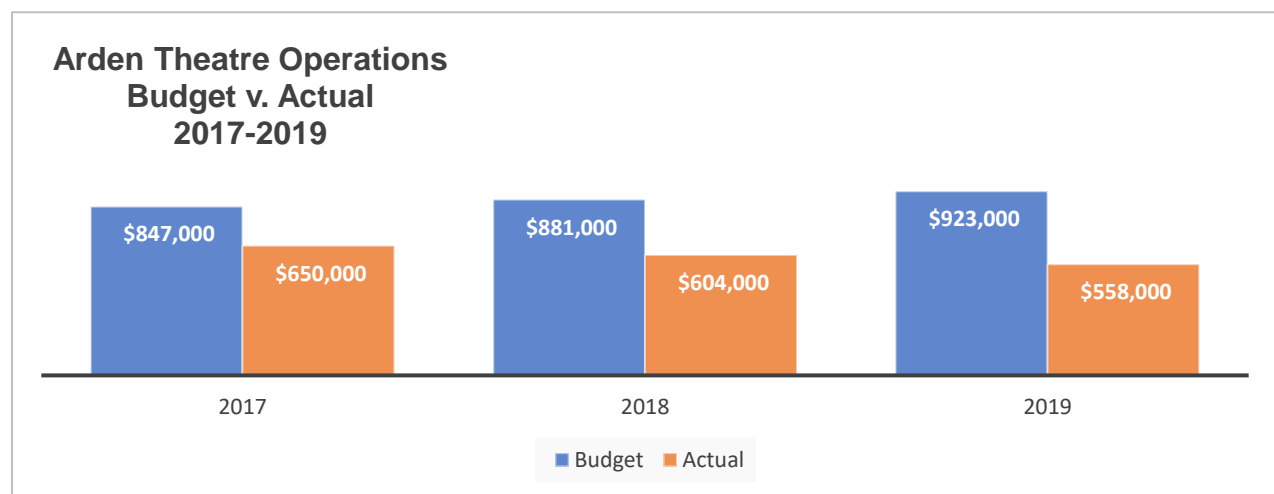
### Financial – Overview

Community Services worked with Financial Services to revise The Arden Theatre's 2020 operating budget, including updated modeling from planned programming and anticipated rental events, historical results, and assumptions. The revised budget for Arden Theatre operations includes a net cost to the City that is \$188,000 less than the 2020 Council approved budget.

### Net Cost of The Arden Theatre Operations



Historically, The Arden Theatre's budgeted net cost for operations is higher than actuals. Department programming and operational business cases are based on conservative revenue targets. Actual programming revenue and rental utilization has exceeded budget targets by over \$200,000 for each of the last three years. The approved 2020 budget included a net cost increase of \$42,000 from 2019. This increase was estimated as part of our budget planning process and included planning for a potentially turbulent economic climate. While Administration could not have anticipated a pandemic, budget considerations did include potential reductions in grant revenues, sponsorship and donations, and inflation for artist fees, travel, hospitality, marketing and production support costs based on five-year trends.



## Professional Programming

### Proposed Re-opening – October 1, 2020

In response to received federal and provincial COVID-19 emergency grant funding, support from artists, agents, and regional partners, and encouragement from government funders to prioritize resident access to Professional Programming, Administration continues to track and review the guidance for live music, dance and theatre and plan for the safe return of Professional Programming to The Arden Theatre.

The Arden Theatre Re-opening plan is intended to be responsive to evolving and changing provincial and Alberta Health Services Guidelines while promoting innovation and adaptive change to support sustainable operation. Innovation and adaptive change include modifying service, implementing blended delivery, and recognizing residents, and art supporters, may be hesitant to return to indoor facilities, and preparing implementation to provide continued reassurance on physical distancing and to encourage mask use. Administration will continue to track usage patterns, community



feedback, and demonstrated need to ensure programming provided is responsive to St. Albert residents.

Re-Opening Guiding Principles		Details
Outdoor facilities will be prioritized over indoor, to the extent feasible.	✓	Professional Programming while primarily associated with Arden Theatre operations, can, and does, program in alternative locations where suitable. Where possible, and financially viable, to program outside, Community Services would plan for this option.
Facilities will be brought back when they are ready, using cost-recovery to the extent possible.	✓	Professional Programming business cases are developed using a cost-recovery model.
Identify what regional partners are doing and consider the impacts of our decisions.	✓	Community Services employees are working closely with regional partners to align Professional Programming.
Where possible, prioritize re-openings to meet the demand of user-groups.	✓	Blended delivery will be considered to provide accessible options to residents.
Impacts to service levels and resource capacity will be considered.	✓	Programming is planned and operated based on cost recovery. Business cases including pricing tickets based on artist fees, marketing expenses, employee expenses, and production expenses.
Organizational risk and responsibilities	✓	<p>This has been identified as a low risk organizationally to open.</p> <p>The re-opening of this programming in The Arden Theatre facility is a low risk to employee and public safety as the provincial guidelines can be met primarily through operational processes. The facility re-opening for Professional Programming is a low risk from a financial perspective as programming can be planned within existing operating budgets, is supported by grant contributions, and is planned and delivered based on demand. The readiness of the public to return to the theatre and participate in Professional Programming through online delivery methods is unknown.</p>

**Administration recommends that this facility is approved for re-entry for Professional Programming for the week of October 1, 2020 within the existing 2020 operating budget with proposed variable expenses of \$18,500 and estimated revenue at \$26,000. Resulting in a net revenue of \$7,500. These costs exclude non-variable costs for Arden Theatre facility operations.**

## Service Level

Service Detail	Existing Corporate Service Level
Arts and Cultural Programming	Registered programs include: Preschool programs, child programs, youth programs, adult programs, Arden Theatre professional series is offered Fall through Spring with a minimum of 30 performances.
Arts and Cultural Programming	Fees are in alignment with Council Policy: C-FS-16: Municipal Fees and Charges.
Arden Theatre Box Office	Ticketing services includes event information, transaction services, and ticket printing services.
Arden Theatre Box Office	Hours of operation are Monday to Friday 9:30 a.m. to 5:30 p.m. Closed: Saturday/Sunday/Statutory Holidays.
Arden Theatre Box Office	Ticketing services includes event information, transaction services, and ticket printing services.
Arden Theatre Box Office	Box Office opens one hour prior to performances.
Arden Theatre Operations	Performer participants limited only by stage and backstage approved occupancy limits.
Arden Theatre Operations	509 seat capacity.
Community Event Hosting	Live Entertainment Events: Provide diverse, quality professional and emerging live entertainment for all ages, cultures and backgrounds.
Food and Beverage Services	Service is provided through direct operations. Hours of service provision per agreements.

Proposed Modified Corporate Service Level – Based on Provincial Guidelines and Operational Efficiency
Currently no vocal or wind instruments permitted for live performance.
Max 100 seat capacity
Max 50 performers, participants, employees, and volunteers.
Physical distancing required by audience, performers, participants and employees.
User groups, artists, and employees will follow outlined provincial guidelines.
Enhanced cleaning protocols in place.
Blended delivery where suitable– Online and in-person.
COVID specific signage and processes.
Box office – Online and open 1 hour before performances. Tap preferred for all transactions.
Masking will be encouraged for patrons. Mandatory masking for volunteers and staff in public areas and where physical distancing cannot be maintained.
Contracts and ticketing to include options for cancellation and changes to operating guidelines.
While capacity restrictions and distancing guidelines remain, some events may be planned without intermission.
Concession Services will be offered when suitable and as demand requires. Tap preferred for all transactions

### Staffing Impacts

To operate this facility for the 2020 season a small number of casual employees may need to be recalled, if demand requires. Schedules will be modified to maximize the use of permanent employees.

To accommodate modified box office operation only one of two permanent part-time customer service representatives would be recalled.

### Utilization

- Pre-COVID utilization for The Arden Theatre Professional Programming includes all shows offered in an operational year.
- Historically, Professional Series performances are marketed starting in July for September to April scheduled performances. For 2020, the City will focus on releasing events closer to scheduled dates to limit impacts of guideline changes.
- In 2019 Arden Theatre Professional Programming included:
  - 36 performances.
  - 11,424 attendees at Professional Programming shows.
  - \$364,128 in ticket revenue.
- Planning for re-opening Professional Programming assumes the provision of 10 professional shows using blended delivery from October 1 to December 31, 2020.

### Finance

- Public Works anticipates that enhanced cleaning costs associated with Professional Programming can be completed within existing janitorial contract at no additional operational costs.
- Individual show business cases are built for all professional programming to recoup direct expenses associated with a programmed event.
- Scheduling for employees can be minimized to align with programming needs.
- Department currently reviewing ticketing provider to ensure best experience for patrons and minimize employee resources required to support.
- Modified box office operations will offset any additional operational costs related to COVID-19.
- Canadian Arts Presentation Fund has provided \$16,500 in emergency funding to support the re-entry of Professional Programming at The Arden Theatre.
- The City has previously received \$66,000 from the Canadian Arts Presentation Fund for Professional Programming. These funds may be at risk if programming is not offered.
- A decision to not offer Professional Programming before the end of the year, may impact future grant funding, especially where past artist expenses are considered when determining award value.

- Providing Professional Programming now allows the City to introduce COVID-19 related changes to the live performance experience on a smaller scale while supporting and building patron confidence.
- Year-to-date revenue for Professional Programming in 2020 actuals is \$156,189.
- Year-to-date expenses for The Arden Theatre facility operations includes St. Albert Place allocation fee to support Public Works budget for maintenance, including custodial services and utilities.

## The Arden Theatre – Rentals

Proposed Re-opening – October 15, 2020

Re-Opening Guiding Principles		Detail
Outdoor facilities will be prioritized over indoor, to the extent feasible.	✓	Plaza would be available to support Arden Theatre renters as required.
Facilities will be brought back when they are ready, using cost-recovery to the extent possible.	✓	Ticketing providers are quickly working to transition systems to assist in physical distancing requirements, contact tracing, limiting touchpoints, and increasing communication to the customer.
Identify what regional partners are doing and consider the impacts of our decisions.	✓	Community Services employees work closely with our regional performing arts centre partners.
Where possible, prioritize re-openings to meet the demand of user-groups.	✓	Users groups have tentatively expressed interest in returning to the theatre. The facility would be operated based on rental demand.
Impacts to service levels and resource capacity will be considered.	✓	Work would be prioritized for permanent staff and the cost of any casual staff required would be recouped in rental fees.
Organizational risk and responsibilities	✓	<p>This has been identified as a low risk organizationally to open.</p> <p>The re-opening of rental opportunities in The Arden Theatre facility is a low risk to staff and public safety as the provincial guidelines can be met primarily through operational processes.</p> <p>The facility re-opening for Arden Rentals is a low risk. Fixed costs do not diminish with lower utilization. Rental fees cover costs associated with employees supporting rental events on the day of rental. In the case of local non-profits and schools on non-prime rentals, rates do not cover fixed facility operation costs.</p> <p>Financial viability will also depend on the readiness of the public to return to an indoor facility and for renters to return to a facility with decreased capacity and blended delivery options.</p>

**Administration recommends that this facility is approved for re-entry for Rental Use to start the week of October 15, 2020 within the existing 2020 operating budget with proposed variable expenses of \$6,400 and estimated revenue at \$8,000, resulting in a net revenue of \$1,600. These costs exclude non-variable costs for Arden Theatre facility operations.**

## Service Level - Rentals

Service Detail	Existing Corporate Service Level
Facility Bookings	Available for booking opportunities for The Arden Theatre hours of operation are from 8:00 a.m. – 11:00 p.m., 363 days a year.
Arts and Cultural Programming	Fees are in alignment with Council Policy: C-FS-16: Municipal Fees and Charges.
Arden Theatre Box Office	Ticketing services includes event information, transaction services, and ticket printing services.
Arden Theatre Box Office	Hours of operation are Monday to Friday 9:30 a.m. to 5:30 p.m. Closed: Saturday/Sunday/Statutory Holidays.
Arden Theatre Box Office	Ticketing services includes event information, transaction services, and ticket printing services.
Arden Theatre Box Office	Box Office opens one hour prior to performances.
Arden Theatre Operations	Performer participants limited only by stage and backstage approved occupancy limits.
Arden Theatre Operations	509 seat capacity.
Food and Beverage Services	Service is provided through direct operations. Hours of service provision per agreements.

Proposed Modified Corporate Service Level – Based on Provincial Guidelines and Operational Efficiency
Currently no vocal or wind instruments permitted for live performance.
Max 100 seat capacity
Max 50 performers, participants, employees, and volunteers.
Physical distancing required by audience, performers, participants and employees.
User groups, artists, and employees will follow outlined provincial guidelines. Renters will be expected to complete COVID-19 Readiness Plans prior to rental events.
Enhanced cleaning protocols in place.
Blended delivery – Online and in-person.
COVID specific signage and processes.
Box office – Online only and open 1 hour before performances. Tap preferred for all transactions.
All renters will be required to use City of St. Albert box office and associated ticketing.
Masking will be encouraged for patrons. Masking will be encouraged for patrons. Mandatory masking for volunteers and staff in public areas and where physical distancing cannot be maintained.
Contracts and ticketing to include options for cancellation and changes to operating guidelines.

## Staffing Impacts

Schedules for rentals will be modified to maximize the use of permanent employees. Laid off employees would only be recalled on a needed bases as bookings required.



### Utilization

- Pre-COVID utilization for Arden Theatre rentals includes all rental events in an operational year.
- In 2019 Arden Theatre rentals hosted:
  - 51 User Groups
  - \$258,790 rental revenue
- Planning for re-opening Arden Theatre rentals assumes the modest provision of 10 local non-profit events, provided on non-prime days, using blended delivery from October 15 to December 31, 2020.

### Finance

- Public Works anticipates that enhanced cleaning costs associated with Arden Theatre facility rentals can be completed within existing janitorial contract at no additional operational costs.
- Rental rates are set to recoup employee time and administrative costs associated with delivering rentals.
- Reciprocal use rates are subsidized and do not recoup all costs associated with delivering rentals. It is, however, an assumption that our reciprocal use users will not be returning to The Arden Theatre for the remainder of 2020.
- Scheduling for employees can be minimized to align with rental needs.
- Administration will be reviewing whether a requirement to use the Arden Theatre box office for all events will be implemented to assist in COVID-19 related customer service and communication.
- Year-to-date revenue for Arden Rentals in 2020 actuals is \$84,183.
- Year-to-date for Arden Theatre facility operations includes St. Albert Place allocation fee to support Public Works' budget for maintenance, including custodial services and utilities.