

2015-2018 Business Plan & Budget Summary

1. Organization Name: **Calgary Arts Development**

2. Current Vision and Mission:

Vision: *A creative, connected Calgary through the arts.*

Mission: *Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.*

We believe that art infusing the lives of Calgarians has the power to build our city. This belief forms the basis of our Strategic Plan. Our Plan is also guided by *Living a Creative Life: An Arts Development Strategy for Calgary*, which has been supported by City Council. ***Living a Creative Life's Overarching Vision:*** *Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.*

2015-2018 BUSINESS CASE

3. Synopsis of your organizational priorities and actions for 2015-2018:

Calgary Arts Development's 2015-2018 Strategic Priorities:

- **Raise Value:** Calgary Arts Development continues its leadership role in the arts and with other stakeholders to make the arts integral to the lives of Calgarians.
- **Build Relationships:** Calgary Arts Development fosters collaborative relationships across sectors and communities to help ensure that Calgarians can experience art in their everyday lives.
- **Increase Resources:** Calgary Arts Development identifies ways to increase and sustain our finances and expertise, and use these resources wisely for greater impact.

For further detail on our strategic priorities, please see question #4. Specific tactics currently anticipated in support of our priorities are:

Arts Investment

- Continue administration of Operating Grant Program for arts organizations
- Explore and implement innovative approaches to arts investment that maximize public and artistic impact
- Focus efforts to create a more robust InvestYYC.com crowdfunding platform
- Expand Arts for All Program (increase from \$100K in 2013 to \$225K in 2018)
- Expand Artist Opportunity Grant Program, which began in 2013 and was Calgary Arts Development's first program available to individual artists (increase from \$34K in 2013 to \$125K in 2018)

Arts Development

- Continue to produce Mayor's Lunch for Arts Champions
- Launch Creative Calgary Congress (formerly Arts Champions Congress), an annual check-in for *Living a Creative Life*
- Continue to support and facilitate *Living a Creative Life*
- Introduce New Pathways to Innovation initiatives with EmcArts
- Measure and track qualitative and quantitative performance indicators for the arts in Calgary
- Work with partners to provide capacity-building expertise and assistance to Calgary's arts sector
- Explore and pursue partnerships with other city builders to increase our impact and generate maximum efficiencies and effectiveness (Culture Days, Economic Summit, board leadership workshops, etc.)
- Plan for sesquicentennial initiatives
- Ensure capacity to be bid-ready for significant one-time events (e.g. Juno awards)

4. Outline how your organizational priorities & actions align with Council Priorities for 2015-2018.

Calgary Arts Development's 2015-2018 Strategic Priorities:

Raise Value: Calgary Arts Development continues its leadership role in the arts and with other stakeholders to make the arts integral to the lives to Calgarians.

- **Aligns to Council Priorities:** A Prosperous City, A City of Inspiring Neighbourhoods, A Healthy & Green City, and A Well-Run City

Build Relationships: Calgary Arts Development fosters collaborative relationships across sectors and communities to help ensure that Calgarians can experience art in their everyday lives.

- **Aligns to Council Priorities:** A Prosperous City, A City of Inspiring Neighbourhoods, and A Healthy & Green City

Increase Resources: Calgary Arts Development identifies ways to increase and sustain our finances and expertise, and use these resources wisely for greater impact.

- **Aligns to Council Priorities:** A Prosperous City, A City of Inspiring Neighbourhoods, A Healthy & Green City, and A Well-Run City

5. Provide specific examples on how your organization will work towards restraining expenses and seeking efficiencies over the 2015-2018 timeframe outlining the net impact to service delivery or organizational sustainability.

Calgary Arts Development has always made financial, program and operational efficiency and effectiveness an organizational practice. Our aim is to encourage innovation and resiliency in all that we do, and to support it in the organizations in which we invest and partner. Specifically, we:

- Aim to maintain our operational overhead at approximately 15% of total revenues to ensure maximum support to the arts sector on behalf of the citizens of Calgary
- Seek out partners with existing programs and expertise that can be shared and leveraged for the arts sector
- Engage and recruit Calgarians as volunteers to help develop the arts
- Evaluate our investment programs for maximum return on investment on behalf of the citizens of Calgary
- Address unanticipated events through our reserves policy (e.g. creation of 2013 Alberta Arts Flood Rebuild Fund) and plan for long-term initiatives across multiple budget years (max. reserve amount = 6 months overhead costs)
- Look to further leverage and diversify our revenue sources wherever possible

6. Which of your key services are funded by the operating grant provided by The City?

The grant provided by The City offers foundational support to Calgary Arts Development's operations and contributes to all of Calgary Arts Development's arts development programs, including our operational infrastructure, staff costs and program delivery costs. Some programs funded solely by The City's grant include:

- The annual Operating Grant Program, which invests in not-for-profit arts organizations (2013: \$3,567,200)
- The Artist Opportunity Grant Program, which invests in professional development opportunities for individual artists (2013: \$34,209)
- The Arts for All Program, which invests in arts activity outside of the downtown core (2013: \$100,000)

The City's grant also contributes in part to the following arts development programs: Calgary Culture (a one-stop source for information on Calgary's arts and culture scene), the Mayor's Lunch for Arts Champions, the Arts Champions Congress and the implementation of *Living a Creative Life* (2013: \$260,000).

7. Identify performance indicators and targets you will use to evaluate your organization's performance in the 2015-2018 timeframe.

Calgary Arts Development is committed to the use of data and indicators to guide decision-making internally and improve performance on our strategies. Calgary Arts Development has not identified best practices in performance measurement that appropriately represents our work as a civic arts development authority. As such, our 2015-18 business plan includes 35 key performance indicators that we will be used on an ongoing basis for evaluation of our strategies and activities and that will continue to be refined to ensure they properly assess our performance and progress. ***These indicators contribute to four overall metrics that Calgary Arts Development will use to evaluate progress on our mission:*** to support and strengthen the arts to the benefit of all Calgarians.

Total # of arts participants in Calgary

Arts participation is defined broadly and includes attendance, volunteering, personal practice, arts education pursuits and many other forms of arts participation.

Total # of arts activities in each ward of the city

Arts activities include those that Calgary Arts Development invests in, as well as those undertaken by *Living a Creative Life* signatories.

Total \$ invested into the arts in Calgary through Calgary Arts Development and our partners

Arts investments include cash investments through our grant programs, as well as the costs to deliver activities and programs that develop the arts sector. Investments from partners such as *Living a Creative Life* signatories will also be tracked.

Total # of partners, collaborators and investees that Calgary Arts Development works with on an annual basis

Partners, collaborators and investees include grant recipients, corporate partners, sponsors, donors, as well as *Living a Creative Life* signatories and endorsers.

For more information on our 35 key performance indicators, please contact Calgary Arts Development's President & CEO, Patti Pon, at patti.pon@calgaryartsdevelopment.com.

8. Identify how you will leverage resources in 2015-2018 and provide specific examples.

Calgary Arts Development will leverage resources in 2015-2018 by:

- Enhancing the existing InvestYYC.com crowdsourcing platform to increase return
- Seeking out and engaging other funding partners such as The Calgary Foundation and the Alberta Foundation for the Arts to bring additional investment to Calgary's arts sector
- Finalizing an expanded partnership renewal with the Calgary Hotel Association to enhance the Remarkable Experience Accelerator program, which invests in high quality cultural tourism experiences
- Seeking out and engaging corporate partners that are not currently arts investors to invest in arts development programs
- Seeking out and engaging other agencies that will bring capacity-building resources to Calgary's arts sector
- Finding large-buy opportunities for artists to access affordable rates for services like insurance and health care
- Continuing to investigate the viability of a United Arts Fund, modeled on the United Way and similar programs in other jurisdictions
- Generating increased awareness of artists and arts services through various online platforms
- Looking for opportunities to match City of Calgary funds with other partners in pursuit of goals indicated in *Living a Creative Life*

BUDGET AND FINANCIAL INFORMATION

9. Provide your budget projections covering the 2015-2018 timeframe (complete table below).

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	5,650,000	5,900,000	6,150,000	6,400,000
Other operating grants	0	0	0	0
Earned revenue from operations	145,000	182,000	219,000	241,000
Donations & fundraising revenue	1,331,500	1,750,000	2,100,000	2,650,000
Operating expenses	7,091,500	7,831,500	8,429,000	9,191,500
Net of revenue and expenses	35,000	500	40,000	99,500
Opening operating reserves	161,000	196,000	196,500	236,500
Ending operating reserves	196,000	196,500	236,500	336,000
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	0	0	0	0
Requested City of Calgary lifecycle grants	0	0	0	0
Other City of Calgary capital grants	65,000	45,000	0	0
Other capital revenues	0	0	0	0
Capital expenditures	65,000	45,000	0	0
Ending capital reserves	0	0	0	0

10. Financial risks or challenges related to budget projections. Provide specific examples and year in which challenges are anticipated.

The budget that has been prepared and appears in section 9 was presented to City Council on June 13 as part of our 2015-2018 Strategic Plan. The Strategic Plan was accepted by City Council.

- If the grant provided by The City of Calgary is not as indicated above, there is a risk that Calgary Arts Development will not be able to achieve all of the strategic priorities and outcomes that appear in the 2015-2018 Strategic Plan presented to City Council.
- If the grant provided by The City of Calgary is not as indicated above, there is a risk that Calgary Arts Development will not be able to efficiently and effectively accomplish stewardship and coordination of priorities and goals indicated in *Living a Creative Life*.
- The budget presented takes into account the continuation of funding to cSPACE Projects. Delays out of cSPACE's control have affected their ability to complete full implementation of their business model. Once this implementation is complete, Calgary Arts Development would continue to invest these funds in arts spaces initiatives that further the 2007 Arts Spaces Strategy. Without renewing The City's support of cSPACE Projects, there is a risk of inhibiting and significantly delaying the development of multi-tenant arts spaces.
- If the grant provided by The City of Calgary is not as indicated above, there is a risk that Calgary Arts Development will be unable to continue programs like Arts for All, which has demonstrated high demand for arts activity outside of the downtown core (e.g. ArtBOX on 17E).
- There is a risk that planned public and/or private partnerships and leveraging opportunities will not meet budgeted amounts in any and all years.
- Without the necessary capital investment in our IT and infrastructure needs, we are at risk of not being able to sufficiently meet the demands and changing pace of technology that our work requires, including grant administration, database management and communications.
- Without additional resources identified, we may not be able to fully implement recommendation 7 of the City Auditor's 2012 report related to our grant management software and the complete separation of various staff duties inherent therein.

2013 ANNUAL REPORTING

11. Outline your key services and activities undertaken in 2013 and how they advanced priorities identified in Council's 2012- 2014 Fiscal Plan for Calgary.

The following is a partial list of services and activities. For more information, please see Calgary Arts Development's 2013 Accountability Report: CalgaryArtsDevelopment.com/Publications

To advance Council's Priority P2. a. (Continue operating budget support for Arts and Culture):

1. On behalf of the citizens of Calgary, Calgary Arts Development's Operating Grant Program thoughtfully invests in arts organizations that demonstrate a high degree of artistic and public impact. In 2013, \$3.7 million of our City grant was invested in 151 arts organizations through the program, including professional organizations, community organizations and festivals of all sizes and disciplines.
2. Calgary Arts Development piloted the Artist Opportunity Grant Program in 2013 to invest in professional development opportunities for individual professional artists. Twenty Artist Opportunity Grants were awarded for a total of \$38,709. Opportunities included mentorships, workshops, exhibitions, residencies, festivals and conferences in 16 cities, eight countries and on three continents. 25% of opportunities took place in Alberta, 15% elsewhere in Canada and 60% outside of Canada.
3. Calgary Arts Development piloted the Arts for All Program in 2013 and 2014 to invest in arts activity outside of the downtown core, with a current focus on east Calgary communities. The first community to host the program is Greater Forest Lawn (Forest Lawn, Forest Heights, Penbrooke Meadows, Erin Woods, Albert Park, Dover and Southview). Calgary Arts Development has partnered with the International Avenue Business Revitalization Zone to engage a range of artists and arts organizations in the area, as well as local businesses and community members. In addition to the establishment of ArtBOX on 17E, \$48,500 was invested in arts activities in the area. The BRZ estimated that \$300,000 in local economic spinoff was generated.

To advance Council's Priority P3: (Support Calgary Arts Development Authority (CADA) in the implementation of its arts spaces plan):

Calgary Arts Development worked with the project management teams on the development of the new recreation centres' theatres, studios and galleries; managed the Cultural Spaces Investment Program to identify arts infrastructure priorities; and assembled a consortium of arts organizations to produce an up-to-date arts spaces study.

Calgary Arts Development also continues to work with cSPACE Projects as they undertake the completion of the King Edward School incubator project and seek out other suitable buildings for arts space development.

To advance Council's Priority B4 (Support strategies to attract and retain global talent and investment in Calgary):

The launch of *Living a Creative Life* was a significant milestone for Calgary in formalizing a framework for arts development in the city. As a result, Calgary Arts Development can now begin to track how the arts fuels a vital, prosperous and connected city in alignment with other city-building strategies like those from Calgary Economic Development, Tourism Calgary and the Chamber of Commerce.

Additionally, Calgary Arts Development will continue to offer our own arts development programs like the Mayors Lunch for Arts Champions, the Creative Calgary Congress, CalgaryCulture.com and more.

12. Identify how you measured the success of your services and activities in 2013. Please provide examples of these results.

Calgary Arts Development measures success through investments made from our annual operating grant from The City, as well as through our ability to leverage additional resources for the sector. Below, please see a report on return on investment through our 2013 Operating Grant Program (151 arts organizations funded). For more information, please see Calgary Arts Development's 2013 Accountability Report: CalgaryArtsDevelopment.com/Publications

Public arts activities in Calgary: 8,075

Public arts attendance in Calgary: 2,626,638

Arts education activities for children and youth: 5,402

Participants in arts education activities for children and youth: 448,985

Arts sector CADA investment: \$3,630,500

Arts sector public sector support other than CADA: \$26,140,779

Arts sector earned revenue: \$45,276,785

Arts sector private sector support: \$33,221,987

Arts sector total expenses: \$111,862,396

Arts organizations with an operating deficit of 10% or more: 23 (15% of total)

Arts organizations with an operating deficit of 1% to 10%: 40 (27% of total)

Arts organizations with an assets to liabilities ratio of less than 1: 12 (8% of total)

Arts sector full-time equivalent staff: 652

Arts sector volunteer hours: 807,860

13. Identify how you leveraged resources in 2013. Please provide examples.

Calgary Arts Development leverages The City's operating grant to increase resources for several programs and projects. In 2013, Calgary Arts Development leveraged an additional \$1,069,965 from The City's operating grant. Some examples of leveraging activities in 2013 include:

- The continuation of a three-year \$825,000 partnership with the Calgary Hotel Association to pilot the Remarkable Experience Accelerator program to invest in high quality cultural tourism activities.
- Twenty-four Calgary-based arts projects raised over \$470,000 on InvestYYC.com, a crowdfunding website managed by Calgary Arts Development exclusively for Calgary-based artists and arts organizations.
- The Alberta Arts Flood Rebuild Fund raised a total of \$530,000 to support artists and arts organizations from across Southern Alberta as they recovered from the 2013 floods. Major contributions to the fund included \$229,000 from Alberta Culture, \$100,000 from Suncor Energy Foundation, \$50,000 from the Alberta Foundation for the Arts and \$25,000 from The Calgary Foundation. These contributions combined with donations from several other individuals, not-for-profits and businesses.

In addition to the above examples, Calgary Arts Development engages a number of corporate partners and donors for specific programs. In 2013, just under \$100,000 was directed towards arts development programs such as the Cultural Leaders Legacy Artist Awards, the Mayor's Lunch for Arts Champions, the Calgary Poet Laureate program and PechaKucha Night Calgary. For more information, please see Calgary Arts Development's 2013 Accountability Report: CalgaryArtsDevelopment.com/Publications