

## CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- CALGARY ARTS DEVELOPMENT AUTHORITY

### CALGARY ARTS DEVELOPMENT AUTHORITY (CADA)

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

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

### 2017 City Investment

Operating Grant: \$6,150,000

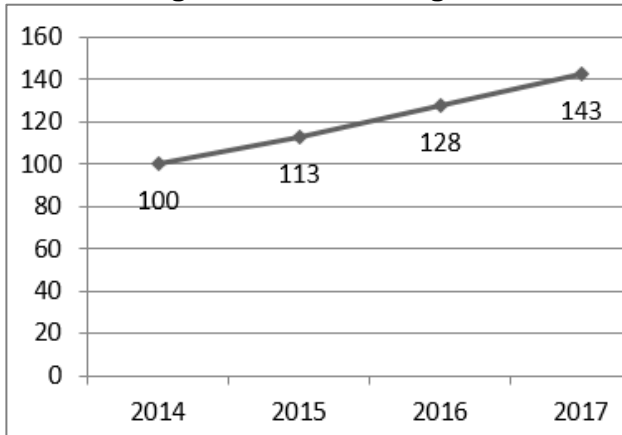
Economic Resiliency (ERF): \$1M

ERF for Cornerstone Arts Organizations: \$2M

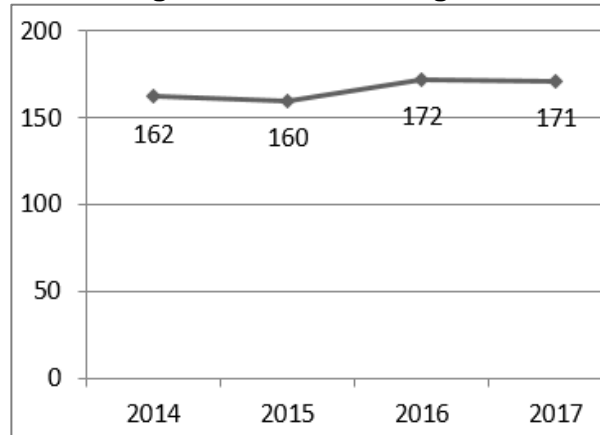
City owned asset? No

### How did they do in 2017?

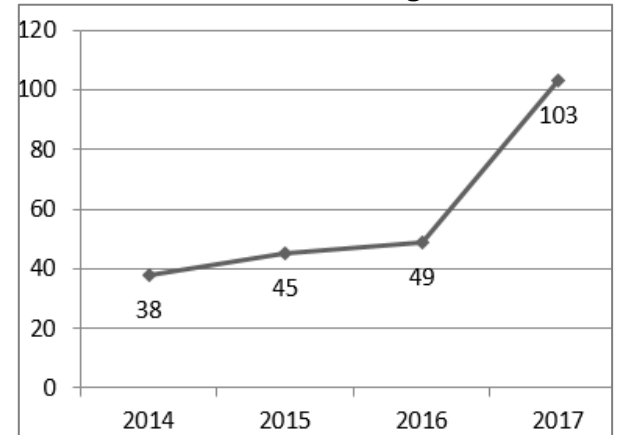
#### Living a Creative Life signatories



#### Arts organizations receiving investments



#### Individual artists receiving investments



### The story behind the numbers

- The Mayor's Lunch for Arts Champions in March attracted 650 business leaders, artists, arts workers, and volunteers.
- Investments in arts organizations and artists supported 702 full-time equivalent staff and 8,379 artists hired.
- Funded organizations engaged artists and participants including 4,187 within multicultural communities; 2,516 within disability communities; 729 within LGBTQ communities; and 1,438 within Indigenous communities.
- Funded organizations engaged 25,602 volunteers who donated 555,307 hours of time.

### Snapshot of 2017-18 priorities

- Support implementation of the *Cultural Plan for Calgary* and ensure the sector is contributing One Calgary, the Cultural Plan, the Civic Arts Policy, and other city-building strategies.
- Seek ways to increase funding for the sector, including making a case for additional funding from The City of Calgary.
- Build and leverage strategic partnerships with other Civic Partners, thought leaders, community builders and innovators.
- Advance reconciliation efforts through partnerships, relationship building, and a focus on indigenous program design.

**Organizational Structure:** Wholly Owned Subsidiary

**Fiscal Year:** Ended December 31, 2017

**Related Subsidiaries or Foundation:** cSpace Projects

**City 2017 Operating Grant:** \$6,150,000

**Community Economic Resiliency Fund:** \$1,000,000

**Emergency Resiliency Funding for Cornerstone Arts Organizations:** \$2,000,000

## 1. Current Vision, Mission and Mandate:

**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.

**Mandate:** We invest and allocate municipal funding for the arts provided by The City of Calgary and leverage these funds to provide additional resources to the arts sector. Our programs support hundreds of arts organizations, individual artists, artist collectives and ad hoc groups in Calgary. Calgary Arts Development strives to increase and use our resources wisely, foster collaborative relationships and make the arts integral to the lives of Calgarians. We are a connector, facilitator, collaborator, champion, supporter, amplifier, investor, catalyst and opportunity-maker.

## 2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (*A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?*)

Calgary Arts Development contributed to the City's Cultural Plan, which was completed in 2016. The plan outlines many ways the arts contribute to Council Priorities in The City's 2015-2018 Action Plan.

Calgary Arts Development's own Strategic Plan is built on three strategic priorities: **Raising the Value of the Arts, Building Partnerships, and Leveraging Resources**. Our Strategic Plan has a number of tactics and KPIs to ensure we are moving forward on each of our priorities and that our plan aligns with the plans of other city-building organizations as well as The City's Action Plan.

### A prosperous city

- Calgary Arts Development has strong strategic partnerships with many partners such as Calgary Economic Development, Tourism Calgary, the Calgary Chamber, Downtown Calgary, MRU's Institute for Community Prosperity and the Trico Changemakers Studio, the Calgary Foundation, and many others to align strategies toward a shared prosperity agenda.
- The investment in the arts that came from The City of Calgary through Calgary Arts Development in 2017, including \$1M in Emergency Resiliency Funding and \$2M in Cornerstone Bridge Funding, generated more than 13x its size in direct economic output. The majority of that money was paid out to

people, generating further economic activity in our city. \$1M of investment creates 22 full-time jobs in the arts, recreation and entertainment sector. The arts sector is an excellent employer.

- In 2017, Calgary Arts Development invested in 171 non-profit arts organizations, plus 103 individual artists. The investment supported 702 full-time equivalent staff and 8,379 artists hired.
- Each year Calgary Arts Development is invited to participate in more conversations, panel presentations, and round table discussions concerning how the arts and artists can support a diversified economy and shared prosperity. Some of the key activities in 2017 included the following:
  - Board Chair Dean Prodan attended a round table session on the development of innovation in Calgary. It was determined that innovation incubators should be developed and include artists to help widen the opportunities for innovative and creative collisions.
  - D. Prodan also attended the Downtown Economic Summit in March 2017, hosted jointly by The City, CED and CMLC with approximately 160 participants. The summit was to identify emerging trends and opportunities and create action plans to ensure Calgary's Centre City continues to be a great place to live, work, and play. Of the 10 priorities listed by participants, three centered around arts & culture: an Arts & Culture District, Events and Festivals, and Music City district and supports. Each of the priority areas will help to establish Calgary as an artistically vibrant city and cultural destination—as important to Tourism Calgary and Calgary Economic Development as to Calgary Arts Development, and residents of Calgary.
  - Calgary Arts Development President & CEO Patti Pon continued her work as an appointee to the Calgary Bid Exploration Committee, serving as a member who can offer insight and networking to arts and culture stakeholders.
  - Calgary Arts Development Director of Community Investment and Impact Emiko Muraki participated on the Research and Innovation sub-committee with the Calgary Board of Education. CBE recognizes the benefit of arts participation for young people to increase creative thinking innovation skills of our future leaders.
  - P. Pon took part in a provincial budget consultation hosted by Finance Minister Joe Ceci, MLA Sandra Jansen, MLA Robin Luff, and Anne McGrath, with 70 people in attendance. She also attended the provincial budget announcement, with a special session hosted by Minister Ricardo Miranda. The Province has increased its support for the arts through additional funding to the Alberta Foundation for the Arts.
  - Calgary Arts Development Community Investment staff attended the Digital Summit hosted by the Canada Council for the Arts in Montreal March 15, 16 & 17 as Calgary representatives. The summit focused on cross-sector conversations to understand how the arts sector can better respond, leverage and optimize the disruptions provoked by digital technologies. These conversations situated the arts as a key driver in the creative industries and part of the world's fastest growing economy.
  - The Mayor's Lunch for Arts Champions took place on March 22 with a sold-out crowd of over 650 business leaders, artists, arts workers, and volunteers.
  - P. Pon was involved as a guest mentor in *Vivacity: A conversation about life, diversity and prosperity in the Core*. *Vivacity* was a collaboration between MRU and Ambrose University.
  - P. Pon was a speaker at REAP's *Innovating for Shared Prosperity* event on April 27, where she spoke about the importance of artists in community economic development.

- P. Pon attended Alberta Music Cities Launch in May in support of our belief that Calgary is poised to be a music city, which could contribute significantly to the creative economy.
- P. Pon was a panelist at a session titled *Millennials and the next economy: the role of social and civic innovation and the arts* at the Soul of the Next Economy Conference.
- Calgary Arts Development and a number of artists were involved in focus groups for the brand research conducted by Tourism Calgary in 2017. Vanessa Gagnon of Tourism Calgary presented the results of the research to the arts community at the *Living a Creative Life Congress* in November.
- P. Pon contributed to a round table discussion on the role of incubators and hubs in the creative industries hosted by Minister of Canadian Heritage Mélanie Joly, and the McConnell Foundation.
- Calgary Arts Development hosted Minister Joly at a *Creative Canada Fireside Chat* at the National Music Centre on November 17, with 125 people in attendance. The *Creative Canada Policy Framework*, released in 2017 by the Department of Canadian Heritage, is about *positioning Canada as a world leader in putting its creative industries at the centre of its future economy*. Although its focus is primarily on the cultural industries (film and television, video games, music industry, books, and virtual/artificial reality), it cites the importance of working with other partners including the Canada Council for the Arts, which, like Calgary Arts Development, focuses its funding primarily on the non-profit arts sector. It also refers to the important role towns and cities across the country have in building their local creative sector. Culture has a significant economic impact in Canada, providing 630,000 jobs and contributing \$54.6B per year in economic output. The role Calgary Arts Development plays in bolstering the creative economy in Calgary is through our granting streams, which strengthen and support the non-profit arts sector. Without conditions for everyday creativity and a thriving non-profit arts sector, both the creative industries and the creative economy will suffer.
- P. Pon attended the Economic Strategy Civic Partner Focus Group to share insights into the update to the Economic Strategy for Calgary.
- Through an ongoing partnership with the Calgary Hotel Association, Calgary Arts Development made grant investments of \$204,750 through the Remarkable Experience Accelerator Program in 2017 to support the development of cultural tourism products. A vibrant arts scene is critical in attracting visitors to Calgary.
- Calgary Arts Development sponsored artists to animate and activate EconoUS in September 2017. We received glowing feedback about the animation the artists contributed to the national conference on community economic development.
- Calgary Arts Development sponsored artists to participate in First Flip, one of the first public engagement events that kicks off Stampede, with Downtown Calgary, Tourism Calgary, Calgary Economic Development, TELUS Convention Centre and other city builders.
- Calgary Arts Development continued to offer New Pathways for the Arts in 2017, with three organizations completing the final stage of their adaptive work projects. In addition, we hosted a workshop called *Adaptive Change and Experimentation* on September 25 for the arts community to learn more and gain insight into adaptive change work. There were 40 registrants for the workshop. The arts sector is embracing the need to be more adaptive and resilient in complex times, but many have limited capacity to do so.

- The 2017 *Living a Creative Life Congress* on November 20 explored the question of how the arts and artists can promote Calgary's identity, brand and community spirit.

### A city of inspiring neighbourhoods

- Artistic activity adds to neighbourhood vibrancy in all wards of the city, for all ages, in a multiplicity of facilities including schools, community halls, bars, multi-purpose and purpose-built venues, indoors and outdoors. Calgary Arts Development continues to collect data from grant investees about where they create and present their work, and where their audiences and volunteers come from. Ward maps of arts activities are shared with City Councillors each year.
- Creative placemaking is a way to surprise and inspire residents through the arts. CMLC continues to be a wonderful example of creative placemaking, using the arts as a way to create vibrancy and engagement in East Village. Calgary Arts Development acts as a connector between artists and opportunities in our city whenever possible.
- Arts make connections and contribute to a sense of belonging. In 2017, arts organizations who received grant investments from Calgary Arts Development presented 14,587 public activities enjoyed by 3,385,616 attendees and an additional 9,043 arts education activities for 348,659 young participants.
- Volunteering for the arts can be a wonderful way to give back to the community, be part of an organization, and participate in the arts. In 2017, arts organizations who received grant investments from Calgary Arts Development reported engaging 25,602 volunteers who donated 555,307 hours of their time.
- In recognition of the power of the arts to strengthen social fabric and build community, Calgary Arts Development is invited to participate in a number of conversations, workshops, and round table discussions, including the following in 2017:
  - P. Pon—a roundtable discussion about issues impacting newcomers and those living in poverty on March 14, hosted by the Aga Khan Council for Canada, the Calgary YMCA and the Calgary Foundation.
  - P. Pon—a session called *Exploring Community in Modern Society* hosted by the Ismaili Foundation of southern Alberta, the United Way and Calgary Foundation.
  - Calgary Arts Development Manager of Community Investment Jordan Baylon participated in a steering committee for the Genesis Centre's *Canada 150 Celebrations*, which included monthly events themed around important aspects of community and a large-scale Canada Day celebration that engaged 65,000 people across 33 programs. His role was to advise on how the arts and artists could be integrated across all activities to strengthen community development.
  - P. Pon—Tourism Calgary's Community Leaders Dinner to discuss Calgary's Destination Strategy: Ultimate Hosts. Ultimate Host City.
  - P. Pon—an RBC Round table discussion about youth development.
  - P. Pon—a community leader at a Centre for Newcomers Youth Roundtable for ImagineNation 150: *Possible Canadas—Aspirations, hopes, contributions and fears for our nation*.
  - E. Muraki introduced and welcomed Premier Notley at an art opening at McDougall Centre—*Art from the Unknown*—which celebrated diverse artists who are not part of the mainstream.
- The arts build bridges, challenge stereotypes, increase understanding, empathy and resilience. They provide ways to celebrate our diversity advantage, participate in civic life, and create a sense of belonging. In 2017, Calgary Arts Development undertook a number of activities to increase focus and support for Equity, Diversity and Inclusion, including:



- A new program—ArtShare, which grew out of the former Arts for All Program—to invest in artists, arts organizations and arts initiatives that contribute to a diverse and inclusive arts community on behalf of all the citizens of Calgary. In 2017 the program made 13 investments, including seven organizations and three artists who had never accessed funding through Calgary Arts Development before.
- Calgary Arts Development co-hosted a dinner and dialogue series with the Calgary Board of Education called Aisinna'kiiks. Through the series, a group of 80 people comprising elders, educators, Indigenous and non-Indigenous artists, arts leaders, youth, and community leaders explored how the arts and artists can be powerful forces in advancing reconciliation and right relations.
- Calgary Arts Development was a sponsor of *Trading Post 150*—an event featuring speakers, arts and crafts, and performances recognizing past events and future possibilities for Indigenous peoples of Treaty 7.
- To further our own knowledge and training, members of the Calgary Arts Development staff participated in the Indigenous Education Series offered by CBE at Glenbow Museum, equity training through our partnership with the Calgary Congress for Equity and Diversity in the Arts, and a workshop hosted by Calgary Foundation about the impacts of intergenerational trauma.
- Calgary Arts Development hosted a group of Indigenous artists at a round table discussion about arts funding with funders from Canada Council (federal), Alberta Foundation for the Arts (provincial), Wood Buffalo Arts Council, Edmonton Arts Council, and Calgary Foundation.
- Through partnership with the Calgary Congress for Equity and Diversity in the Arts, Calgary Arts Development undertook a sector-wide survey to establish the first ever demographic profile of the arts sector in Calgary, to better understand how representative the arts sector is of the population at large. Survey collection wrapped up on December 31, 2017 and the demographic profile will be available in June 2018.
- P. Pon—Asian Heritage Foundation Missing Chapters story selection jury. Patti's own story was also selected (by a separate jury) to be part of the Missing Chapters exhibition.
- P. Pon—panel speaker, *Diverse Voices in the Arts*, co-hosted by the Asian Heritage Foundation and Vertigo Theatre.
- In 2017, arts organizations who received grant investments from Calgary Arts Development reported activities that specifically engaged artists and participants from diverse communities including: 4,187 within multicultural communities; 2,516 within disability communities; 729 within LGBTQ communities; and 1,438 within Indigenous communities.
- cSPACE King Edward opened in Marda Loop with a complete roster of tenants including a waiting list. The arts and innovation hub enlivens the community and has been the site of many art exhibits, open houses, and events. It had a public opening during Culture Days September 29-October 1, and a Grand Opening in November.
- The 2017 Living a Creative Life Congress brought together 130 people to discuss how the arts can play an integral role in shaping Calgary's identity and celebrating our community spirit.
- P. Pon attended the Ashoka U conference which looks at new models of social innovation in higher education in order to build a community of changemakers and asks the question: *How can we play a role in transforming our institutions and communities into engines for social impact?* Further to that, Calgary Arts Development partnered with MRU on a Continuing Education program for Artists as Changemakers, which will be implemented in 2018.

- [SpaceFinder Alberta](#), which was officially launched in 2016, had more than 900 venues listed by the end of 2017, most of them in Calgary, spread throughout the city. In 2017 Calgary Arts Development received additional funding from Alberta Foundation for the Arts to increase the growth of SpaceFinder to other parts of the Province.
- In 2017, Calgary Arts Development published an updated [Calgarian Engagement survey](#), which reported that Calgarians value the arts: 92 per cent of Calgarians engage with the arts, 79 per cent believe that a strong arts and culture scene is key to creating a vibrant, safe and prosperous city, and 86 per cent believe the arts bring people together and enable people to connect to each other.
- In 2017, we also published an updated [Arts and Culture Infrastructure report](#) for The City, which made four recommendations: 1. Ensure arts and culture infrastructure reflects demographic changes and population growth; 2. Infuse neighbourhoods throughout the city with creativity through accessible and vibrant spaces; 3. Protect and sustain our current arts and culture infrastructure; and 4. Continue to invest in the creation of new arts and culture infrastructure, building on what we've learned over the past 10 years. Included with the report is an interactive on-line [arts spaces map available here](#).

#### A healthy & green city

Calgary Arts Development has been building many partnerships in the community to find new ways the arts can be of service to the community and to ensure all Calgarians are able to live a creative life. Arts contribute to **well-being** in many ways.

- At the end of 2017 there were 143 signatories to Living a Creative Life: An Arts Development Strategy for Calgary.
- Many arts organizations and especially festivals undertake strategies to ensure they are contributing to a healthy and green city.
- The Cultural Leaders Legacy Artist Awards, which are given out at the Mayor's Lunch for Arts Champions awarded three projects specifically focused on well-being: Wendy Passmore won for her focus on social issues such as mental health, education, diversity and the environment; Inside Out Theatre won for their well-rounded arts approach to insist on and celebrate the place of people with disabilities within Calgary's cultural landscape; and Sandi Somers won for her thought-provoking films and her work advancing women and LGBTQ communities in media arts.

#### A well-run city

- In 2017, The City of Calgary renewed an additional \$1M Arts Emergency Resiliency Fund to assist non-profit arts organizations to continue providing programming and services during this economic downturn. Calgary Arts Development used its expertise to administer this fund from communicating it to the sector, accepting and assessing applications, distributing the funds through to final evaluation and reporting.
- In 2017, The City of Calgary invested \$2M in bridge funding to Calgary's Arts Cornerstone Companies in response to an urgent request for support from that group (see next section for details). This funding and subsequent sustainability framework was delivered using existing staff and administrative resources, with no additional support to accommodate this 25 per cent increase to our grant investments.
- Calgary Arts Development continues to participate in The City's 100 Resilient Cities initiative.

### 3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

As stated above, grant investees were still feeling the negative effects of the economic downturn in 2017 and we continue to hear feedback from the community about the challenges they face.

City Council renewed a \$1M Arts Emergency Resiliency Fund, which was administered and distributed by Calgary Arts Development.

The 10 Cornerstone Companies came to CADA with an urgent request for increased funding. Having just completed national research outlining what their peers across Canada receive in municipal funding, we could see that Calgary is low, with an average of 3.5 per cent of Cornerstones' operating budgets coming from municipal funding, whereas their peers in other cities receive an average closer to 8 per cent of their operating budgets from municipal funding. This historic underfunding, coupled with the economic downturn, has resulted in an unmanageable and growing gap between revenues and expenses. This has put the Cornerstones in a very difficult position, some of them warning of potential shut-down within the next six months if additional funds were not found. An urgent request was put forward via the Mayor's office and a request for \$2M of the \$10M Economic Diversification Investment Fund being directed to the Cornerstones was made. That request was voted down, and the Cornerstones were invited to make a separate request, which happened at the Priorities and Finance Committee meeting on July 18, then before City Council on July 31. The result was a \$2M bridge fund to the Cornerstones, administered through Calgary Arts Development. There were two requirements that came along with the bridge fund: 1). The funds had to be distributed as quickly as possible through an assessment process, and 2). A sustainability framework created by the Cornerstones had to be presented to Council no later than Q2 2018. Consultant Karen Ball was hired to lead a Sustainability Framework Working Group, made up of representatives from Cornerstone Companies and three non-Cornerstone companies, and to complete the Sustainability Framework. The first meeting was held on November 22, 2017 with five additional meetings spanning the following 5 months.

Another challenge we face is an inability, with our current funding level, to increase the number of non-profit organizations who receive funding through our grant investment programs. It is challenging to claim an increased focus on Equity, Diversity and Inclusion when there are many equity-seeking artists and arts groups who cannot access our programs. We are adapting through our ArtShare program and by working with new communities in other ways besides grant investment.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
<b>How much did you do?</b>	Activities attended by CADA leadership team	94	227	267	<b>Strategic Priority #1 – Raise Value</b> This is a measure of increasing the value of the arts in Calgary through the engagement of new arts champions and Calgary Arts Development's ongoing role as a leader for our sector locally, nationally and internationally.
	New attendees at the Mayor's Lunch for Arts Champions:				
	Sponsors/donors	8	3	0	



	Community Members and Individuals	87	135	250	
	Businesses	10	5	5	
	Signatories to Living a Creative Life	113	128	143	<b>Strategic Priority #2 – Build Relationships</b> These measures speak to our ability to continue engaging Calgarians in Living a Creative Life: An Arts Development Strategy, as well as our effectiveness as a partner, hub and connector for artists, arts organizations and Calgarians broadly.
	CalgaryArtsDevelopment.com users	58,427	79,408	95,630	
	CalgaryCulture.com users	50,290	n.a.	n.a.	
	@CalgaryArtsDev Twitter followers (end of year)	18,502	21,575	23,567	
	@CalgaryCulture Twitter followers	27,212	32,164	33,991	
	Unique arts organizations receiving investment	160	172	171	<b>Strategic Priority #3 – Increase Resources</b> These measures reflect Calgary Arts Development's ability to continue and grow meaningful investment in the arts sector
	Unique artists receiving investments	45	49	103	
<b>How well did you do it?</b>	CalgaryArtsDevelopment.com bounce rate	48%	49%	56%	<b>Strategic Priority #2 – Build Relationships</b> These measures indicate the extent to which we are engaging artists, arts organizations and Calgarians through our web-based and social media assets.
	CalgaryCulture.com bounce rate	51%	n.a.	n.a.	
	@CalgaryArtsDev retweets @CalgaryArtsDev comments	1,336 143	2,677 233	1,610 198	
	@CalgaryCulture retweets @CalgaryCulture comments	1,771 240	2,168 592	2,129 143	
	Leveraging City investment	12% of revenue from non-City sources	10% of revenue from non-City sources	8% of revenue from non-City sources	<b>Strategic Priority #3 – Increase Resources</b> These measures reflect Calgary Arts Development's success in leveraging The City's investment to increase resources for the entire arts sector and also indicate our ability to meet the current level of investment opportunity in the sector.
	Meeting demand in investment programs	68% of requested dollars funded	55% of requested dollars funded	36% of requested dollars funded	
<b>How are Calgarians better off?</b>	Calgarians participating in activities of investment clients	3,727,913	2,965,393	3,385,616	<b>Strategic Priority #2 – Build Relationships</b> These measures reflect the extent to which Calgarians are benefitted from investment through Calgary Arts Development to the arts community. This includes the gross number of individuals who participate in the sector,

Access to arts activities throughout Calgary	9,167 activities (69% took place outside of City Centre)	9,223 activities (77% took place outside of City Centre)	14,587 activities (61% took place outside of City Centre)	as well as geographic access to arts activity. Calgary Arts Development is developing other measurement approaches to capture the intrinsic value of arts participation on Calgarians.
Calgarians volunteering for investment clients	24,812 volunteers contributed 620,794 hours	24,504 volunteers contributed 733,494 hours	25,602 volunteers contributed 555,307 hours	

## 5. What resources were leveraged to support operational activities in 2017?

Remarkable Experience Accelerator brought in an additional \$400,000 from the Calgary Hotel Association, for investment in participating arts organizations and festivals.

The Mayor's Lunch for Arts Champions netted just over \$25,000 in 2017, which was redistributed to the arts community through grant investment programs. Sponsorships in 2017 included Strategic Group, TELUS, TD Bank Group, Alberta College of Art + Design, Aspen Properties, ATB Financial, Brookfield Residential, Calgary Flames Foundation, Calgary Foundation, Calgary Municipal Land Corporation, Kasian Architecture Interior Design and Planning Ltd., KPMG LLP, and Nexen.

Cultural Leaders Legacy Artist Awards are a legacy of Calgary 2012 with matching funds from six Calgary benefactors in 2017: ATB Financial, Calgary Catholic Immigration Society, Colin Jackson and Arlene Strom, RBC, Sandtone Asset Management, and Doug and Lois Mitchell. The awards distribute cash prizes of \$5,000 each to six artists or arts group recipients.

Calgary's Poet Laureate Program is funded by Poet Laureate Ambassadors, contributing \$10,000 over two years to a selected Calgary poet. Ambassadors for this program in 2017 included the Calgary Foundation, Calgary Chamber, and First Calgary Financial. In 2017, Micheline Maylor was completing her second year of a two-year appointment.

New Pathways for the Arts was supported by the Suncor Energy Foundation, Calgary Foundation and the Alberta Foundation for the Arts, with total investment of \$120,000 from those sources.

In 2017, SpaceFinder Alberta was supported by a \$30,000 sponsorship from the Alberta Real Estate Board and \$65,000 from the Alberta Foundation for the Arts.

The City of Calgary invested an additional \$1M in Emergency Resiliency funding (mentioned above), \$65,000 in the new Arts and Culture Infrastructure study and report, which was split over 2016 and 2017, and a \$2M bridge fund for Calgary's Arts Cornerstones.

6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

2.6%	Advertising and promotion
75.5%	Programs or services
0.5%	Office supplies and expenses
0.5%	Professional and consulting fees
12.1%	Staff compensation, development and training
0%	Fund development
0.2%	Purchased supplies and assets
0%	Facility maintenance
0.4%	Evaluation or Research
8.5%	Other, please name: Consultants (3.8%), rent (2.4%), telecommunications (0.8%), operating reserve (1%), grant assessors (0.5%)

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	117
Estimated total hours provided by volunteers:	3,418

8. What are your key priorities and deliverables for 2018-2019?

Our number one priority for 2018-2019 is to ensure the arts are contributing their maximum to One Calgary, the Cultural Plan, the Civic Arts Policy, and other city-building strategies. A connected, vital and prosperous city through the arts is the aspiration. Unleashing the power of the arts to contribute to its full potential will require a transformational investment, with sustainability and resilience as important focus areas. In addition to making a case for increased municipal funding from The City of Calgary, we will also work on other ways to increase funds to strengthen and support the arts sector for the benefit of all Calgarians. This includes starting a charitable foundation in support of the arts.

Other priorities and deliverables:

- Do our part in the implementation of the Cultural Plan including celebrating our diversity advantage. Access and affordability are important to increasing participation and our focus on Equity, Diversity and Inclusion will help ensure public funds for the arts are for the public good, generating benefits for all Calgarians.
- Continue to build and leverage strategic partnerships with other civic partners, thought leaders, community builders and innovators in Calgary and beyond.
- Continue to advance our own reconciliation efforts through partnerships, relationship building, and a focus on Indigenous program design.
- Expand the Living a Creative Life movement in pursuit of celebrating Calgary as a creative city, and sharing stories of how Calgarians are living creatively to realize positive change and enhance the lives of others.
- Continue a focus on conducting and sharing meaningful research to fulfill our role as a knowledge hub for the arts sector and a strategic advisor for The City.



**NOT APPLICABLE--**

**CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset:** Name of City owned asset managed or operated

**9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.**

In 2017, we replaced some faulty equipment including purchasing a new server and a new phone system.

**10. What funding was leveraged to support capital activities in 2017?**

**STRATEGY DELIVERY- Living a Creative Life: An arts development strategy for Calgary**

**11. What key results were achieved in 2017 for the Council-approved strategy you steward?**

Calgary Arts Development oversees *Living a Creative Life, an arts strategy for Calgary*, which supports all of the Priorities in the City's Action Plan. The arts strategy has more than 140 signatories, mostly organizations, who use creativity and the arts to achieve their objectives.