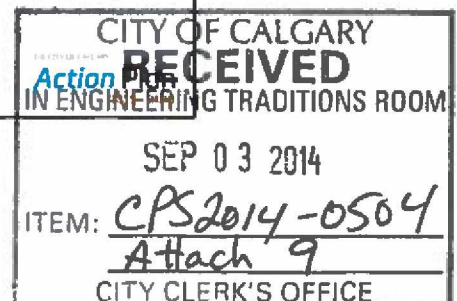


Calgary Public Library 2013 Achievements

Recovery from the flood, progress toward a New Central Library, and tremendous support for the Library through volunteer hours and donations made 2013 a very memorable year.

Serving a Community in Crisis <ul style="list-style-type: none">Libraries serve as evacuation centres during the Flood	Technology <ul style="list-style-type: none">eBook collection increases in response to demandRFID technology replaces barcodes on books
Awards <ul style="list-style-type: none">Grow a Reader App wins Urban Libraries Council's Top Innovator award, Customer Experience categoryCentury Homes Calgary 2012: Old Homes Tell Great Stories database wins Governor General's History Award, Community Programming	Literacy and Reading <ul style="list-style-type: none">Freedom to Read WeekSummer: Read.TD Summer Reading ClubOne Book, One Calgary
Reaching Out to the Community <ul style="list-style-type: none">The City of Calgary's Poverty Reduction InitiativeSafe Communities and Resources CentreServices for Newcomers in partnership with Citizenship and Immigration Canada	Art <ul style="list-style-type: none">Public Art is installed at Signal Hill LibraryFirst Artist in Residence in partnership with the New Gallery
Facilities <ul style="list-style-type: none">Quarry Park Library breaks groundNew Central Library report presented to City Council	Calgary Public Library Foundation <ul style="list-style-type: none">Calgarians donate 270,000 books to the 20,000 Books Under the Bow campaignDonors contribute \$650,000 towards flood recovery
Volunteers <ul style="list-style-type: none">44,000 hours contributed by 2,100 volunteers	



Action Plan 2015-2018: Strategic Plan

Strengthen Neighbourhoods in a Growing City

Goal One: Play a unique and pivotal role in the planning and design of Calgary communities that positions the Library as a significant public place

Goal Two: Contribute to the social fabric of Calgary neighbourhoods by building community identity, interaction and cohesion

Bring the Library into More People's Lives

Goal One: Improve the experience, ease and convenience of using the Library

Goal Two: Reposition the Library as a relevant and essential community resource supported by all Calgarians

Focus on Services That Make a Difference

Goal One: Refocus our services and programs on the following literacies: early literacy and reading; numeracy; digital, information and civic literacies

Goal Two: Target services for priority populations: preschoolers and their families, newcomers, and students

THE CITY OF CALGARY
Action Plan
2015 - 2018

Action Plan 2015-2018: Issues and Trends

Quality Library buildings

Responding to aging infrastructure, ensuring every library will be of the same caliber as the New Central Library

The Library in the community

In a growing city, taking the Library to the community, where and when the community needs us most

New technologies

In the face of rapid technological change, fostering the digital literacy of all Calgary residents, and making technology and content accessible and easy to use

Fostering reading

Developing lifelong habits of reading for all

Focus on those who most need the library

Supporting learning and skill development for children, families, newcomers and physically or economically barriered populations

Easy and convenient

In an era of competition, identifying and removing financial, operation, technological and physical barriers to using the Library

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Action Plan
2015 - 2018

Performance Measures

Strengthen Neighbourhoods in a Growing City

- Library square footage per capita
- Population residing more than 3.5 km from a library
- Patron rating of Library facilities and services

Bring the Library into More People's Lives

- Patron rating of library experience, ease of use, and importance of the Library to the community
- Households that use the Library
- Calgarians who identify themselves as library advocates

Focus on Services That Make a Difference

- Program capacity targeted at priority literacies and populations
- Target audience and priority populations that attended a Library program
- Program attendees that report the program goal was achieved
- Targeted institutions enrolled in a Library visitation plan

Calgary Public Library
Action Plan
2015 - 2018

2015-2018 Operating Budget

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	42,525	44,113	46,957*	54,159**
Other operating grants	5,840	5,840	5,840	5,840
Earned revenue from operations	2,340	2,417	2,422	2,427
Donations & fundraising revenue	1,200	1,236	1,236	1,236
Operating expenses	51,905	53,606	56,455*	62,600**
Net of revenue and expenses	0	0	0	1,062***
Opening operating reserves	0	0	0	0
Ending operating reserves	0	0	0	0

* includes growth funding for a library in Symons Valley

** includes growth funding for a Library in Seton and for the new Central Library

*** 2018 expenses do not include an estimate for negotiated salary increases. The current contract expires December 31, 2017

Calgary Public Library
Action Plan
2015 - 2018

2015-2018 Capital Budget

Capital (000's)	2015	2016	2017	2018
Opening capital reserves	7,871	6,371	4,871	3,489
Requested City of Calgary lifecycle grants	1,874	2,044	1,905	1,755
Other City of Calgary capital grants	9,150	8,675	6,825	6,800
Other capital revenues	1,000	1,000	1,118	1,118
Capital expenditures	13,524	13,219	11,230	11,055
Ending capital reserves	6,371	4,871	3,489	2,107

THE CITY OF CALGARY
Action Plan
2015 - 2018

Risks and Challenges

Facing all public libraries

- Continuing technological change
- Acquiring and sharing digital content
- Expanding role in public education and community building

Operations

- Demand for more hours of service
- Lifecycle replacement and infrastructure enhancement in community libraries
- Patron security and comfort in the Central Library
- Transition to new models of service delivery and new work methods
- Anticipated staff turnover at senior and middle management levels

Finances

- Provincial contribution to operating revenue based on outdated population data
- Declining Canadian dollar, especially for purchase of library materials
- Growing inflation for fixed costs such as utilities and insurance
- Decrease in fine revenue as a result of increase in use of e-products

In Calgary

- Population growth
- Increase in number and proportion of young children and youth
- Increase in net migration, mostly from Asia and southeast Asia
- Labour market shortage



THE CITY OF CALGARY
Action Plan
2015 - 2018

Alignment with Council Priorities

City of Calgary Council Priority	Calgary Public Library Alignment
A prosperous city Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.	The Library is an attractive public amenity accessible to Calgarians of every age, ability, ethnic origin and financial capacity. We support and promote literacy, skill and career development, entrepreneurship, creativity and innovation.
A city of inspiring neighbourhoods Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.	Community libraries are well located to be centres of revitalized neighbourhoods, and are used by community associations as meeting points. Libraries are great public spaces for building connections among citizens and adding urban vitality. The Library's target populations include new Calgarians, children and their families, and those with physical and economic barriers.
A city that moves People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.	Community libraries are largely accessible by foot, bicycle and public transportation.



Continued on next slide

Action Plan
2015 - 2018

Alignment with Council Priorities

City of Calgary Council Priority	Calgary Public Library Alignment
A healthy and green city We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.	We are a leader in environmental stewardship with five LEED certified buildings. The Library enables Calgarians to "reuse" by borrowing or virtually accessing over 2 million items in a wide variety of formats. We help Calgarians become more informed about the environment and healthy lifestyles through our collections, programs, and partnerships. Community gardens at two community libraries provide important green space and collaborative educational opportunities.
A well-run city Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.	We are a well-run and award-winning library, committed to service excellence, actively engaged in developing partnerships with community agencies and other levels of government, and creating opportunities for volunteers and philanthropy.



Action Plan
2015 - 2018

THE CITY OF CALGARY

Action Plan

2015 – 2018

Calgary Convention Centre Authority Action Plan 2015-2018

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centre
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Overview of CCCA Responsibilities

1. **Calgary TELUS Convention Centre** (through an agreement with the City of Calgary)
 - Management, marketing and operations
 - Building stewardship and protection of asset
2. **Glenbow Museum** (through an agreement with The City of Calgary)
 - Maintenance, engineering, housekeeping and capital project supervision
3. **Retail spaces in the North Building**(through an agreement with The City of Calgary)
 - Basic property management services
4. **Meetings and Conventions Calgary** (through an agreement with the CHA)
 - Management and operation of destination sales and marketing for MC&IT
5. **Food and Beverage Services Agreement** (joint agreement – Hotel, City, CCCA)
 - Management & administration of contract
6. **TELUS Naming and Business Rights** (joint agreement – TELUS, City, CCCA)
 - Management of contract

How Convention Centres Contribute

Economic Impact:

- Attract new spending

- Contribute to GDP

Arms of Economic Development:

- Attract new business/academic/research visitors

- Increase international and national awareness of city

- Provide forums for business to business, networking

Are venues for education: help to satisfy need for life long learning

Are hubs for community activities

How Convention Centres Contribute (cont.)

Examples of our link to the community

Post secondary institutions and business community

Are key to the bid process

Academics and business leaders as ambassadors

Conventions highlight local business, academic focus and strengths

Examples of events hosted in 2013:

- World Petroleum Council Youth Forum
- Social Enterprise World Forum

Examples of bids won in 2013:

- Canadian Anesthesiologists' Society
- 2014 EB Games Conference

Calgary Economic Development

Joint activities strengthen our reach to the community (Soul of the City)

Joint identification of relevant opportunities

Branding strategy

How Convention Centres Contribute (cont.)

Tourism Industry

Programs through Travel Alberta, Canadian Tourism Commission help leverage resources

Ongoing interaction with:

- Meeting and event planners
- Hotels
- Show services
- AV companies
- Offsite venues
- Tourism Calgary
- Stampede

Memberships and active participation: PCMA, MPI, IAVM, AIPC, etc.

The Community at Large

Meetings:	Centre hosts most in Canada
Social Events:	(Premier's Dinner, Grads, Fundraisers)

2013 Highlights and Results

1. Financial Results

Revenue

Earned Revenue	\$24,294, 441
City Grant	<u>1,699,838</u>
Total	25,994,279
MCC	2,405,415

Expenses

Operating	25,055,979
MCC	2,405,415
Profit Before Amortization and MRR	938,301
Net Profit	473,628

External Audit: Clean audit

2013 Highlights and Results – (cont.)

2. Impact of Flood

Lost business	\$754,378
Damage to building	137,408
Insurance:	
Gross Profit/LOSS(Business Interruption)	350,562
Received	325,562
Deductible	25,000
Building/Plant/Equipment	
Received	17,608
Pending	119,800

2013 Highlights and Results – (cont.)

3. Asset Management

2013 Capital Improvements

(Renovations, building enhancements & equipment)

CTCC	\$838,872
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Glenbow	94,086
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Funding Sources: CTCC

CTCC Operating Reserve	247,737
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CTCC Major Replacement Reserve	229,142
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CPRIIP	72,053
--------	--------

MSI	189,890
-----	---------

Western Economic Diversification	100,050
----------------------------------	---------

Funding Sources: Glenbow: MSI	94,086
-------------------------------	--------

Capital Improvements CTCC : 2005 - 2013

			2013
	Cost	Accumulated amortization	Net book value
	\$	\$	\$
Renovations	6,687,330	6,687,330	-
Building enhancements	1,099,962	274,866	825,096
Computer equipment	764,703	561,574	203,129
Other equipment	2,640,439	1,397,683	1,242,756
	11,192,434	8,921,453	2,270,981

Capital Budget Process:

- Rolling capital budget reviewed annually

Priorities:

1. Life safety or code related and business continuity
2. Life cycle/energy efficiency
3. Upgrades to satisfy client needs

Inspections and Verifications - 2013

Fire Alarm Verification

Elevator and Escalator Inspection

Insurance Inspection

Ongoing Preventative Maintenance Program:(Main Boss system)

Business Performance Indicators

Annual benchmarking through Convention Centres of Canada, PWC

Total Delegates:	250,000	
Non Resident Delegates	55,000	
Economic Impact:	Total Direct Spending	\$34,328,000
	Contribution to GDP	19,130,000
Number of Events:	Conventions	29
	Trade and Consumer Shows	12
	Meetings & Social	609
Occupancy Levels:	Macleod Hall	70%
	Exhibition Hall	62%
	Overall	53%
LAPP Audit Score		99%
Health & Safety Audit Score		94%

2015 – 2018 Priorities:

Fulfill mandate to market, manage and operate the Centre in a fiscally responsible manner while maximizing economic benefit to the city as a whole.

Maximize utilization levels and revenues.

Focus on operational efficiencies and cost controls.

Retain people in an environment that emphasizes health and safety, encourages professional growth and development, and recognizes the importance of teamwork.

2015 – 2018 Priorities: (cont.)

Develop and implement a comprehensive strategy to ensure business sustainability for the Centre.

Broaden and enhance communication activities with key stakeholders.

Maintain a strong presence in the meetings and conventions sector both nationally and internationally.

Enhance the customer experience through improved technology and other infrastructures.

Work with City to implement recommendations from Governance Audit Review.

Challenges Going Forward

Budget is worst case scenario.

Business sustainability most critical issue (reducing revenues from conventions and increasing costs).

Mitigating strategies under review:

1. Other revenue generating opportunities
2. Increased yield management practices (e.g. discontinue booking meetings that do not contribute to the bottom line)
3. Opening only a section of the building to the meetings market, thus placing the booking of rooms at the discretion of the Centre, rather than client preference
4. Reduced security levels, including the delivery of security services on the Plus 15 system
5. Full building closure, including the Plus 15 system, on dark days
6. Closure of the Plus 15 system between 6 pm and 6 am on days when there are no evening events
7. Reduced capital expenditures

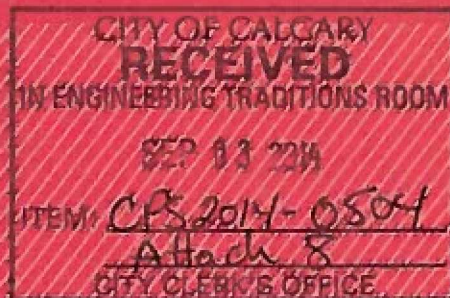
2015 – 2018 Budget Projections

Operations (00's)	2015	2016	2017	2018
City of Calgary draft operating grants*	1,758,207	1,817,136	1,878,170	1,941,309
Other operating grants	0	0	0	0
Earned revenue from operations	20,900,534	24,160,382	23,697,871	20,616,692
Donations & fundraising revenue	0	0	0	0
Operating expenses**	23,692,720	26,170,683	27,048,968	25,787,367
Net of revenue and expenses	-1,033,979	-193,165	-1,472,927	-3,229,366
Opening operating reserves	3,936,457	2,902,478	2,709,313	1,236,386
Ending operating reserves	2,902,478	2,709,313	1,236,386	-1,992,980
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	180,000	180,000	180,000	180,000
Requested City of Calgary lifecycle grants	775,000	1,125,000	225,000	0
Other capital grants***	0	686,522	2,449,200	3,420,000
Other capital revenues	1,459,000	1,443,478	0	0
Capital expenditures	2,234,000	3,225,000	2,674,200	3,420,000
Ending capital reserves	180,000	180,000	180,000	180,000

*Includes \$180,000 MRR **Includes amortization costs for actual and proposed capital projects ***Grants required to complete proposed capital projects to preserve operating reserves

Calgary Economic Development is a conduit, connector, catalyst & storyteller

Action Plan 2015-2018 Business Plan & Budget Summary



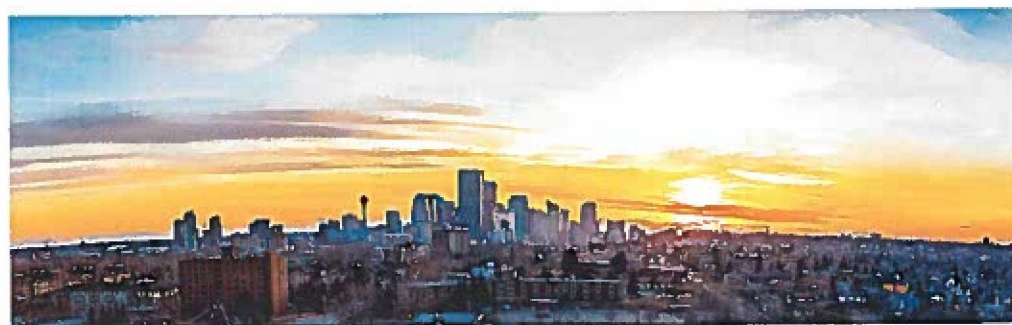
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Mission & Mandate

Mission: We advance opportunities for smart growth to achieve individual, business and community potential for the Calgary Region.

Mandate: Calgary Economic Development works with businesses, government and community partners to position Calgary as the location of choice for the purpose of:

- Attracting business investment
- Fostering trade
- Growing Calgary's workforce
- Stewarding Calgary's Economic Strategy



2013 Annual Achievements

2013 Key Service & Activities (Links to Council Priorities 2012-2014)

Sector Development and Business Investment Activity: *(Priority B2)*

- Assisted 17 companies in expansion, attraction and relocation projects impacting 2,000 jobs
- Completed the inaugural Stampede Investment Forum

Film and Television: *(Priority B2)*

- Completed \$153 Million in Film and TV production revenue
- Secured Municipal, Provincial and private sector funding to build a Calgary film studio facility

Global Business Centre and Trade Missions: *(Priority B4)*

- Hosted 18 tenants at the Global Business Centre; 10 have moved on to establish facilities in Calgary
- Led Consider Canada City Alliance investment mission to Europe and investment mission to China

2013 Annual Achievements

Promoting Calgary: (Priority B4)

- Created the award-winning '*Right Here*' Calgary video
- Launched the *Calgary Economic Development Strategy*

Workforce Development: (Priority B4)

- Hosted the National Skills Conference
- Completed labour attraction mission to Ontario with Mayor Nenshi
- Completed Careers in Manufacturing pilot project

Soul of the City Speaker Series: (Priority Z9)

- Held five 'Soul of the City' events
- Initiated a community grant program with the Calgary Foundation

2013 Annual Achievements

WORKshift: *(Priority B4)*

- Completed business plan for national roll-out, positioning Calgary as a leader in flexible work and telecommuting adoption

Business Recovery Taskforce: *(Priority Z1, Z7)*

- Co-chaired, with the Calgary Chamber of Commerce, the Business Recovery Taskforce in the aftermath of the June flood
- Conceived and executed a \$1.4M marketing 'Rediscover your City/Region' campaign

Leveraging Calgary Economic Development Resources: *(Priority Z1)*

- Over \$3M (38%) of Calgary Economic Development's revenue leveraged from the private sector, community partners and other levels of government

Action Plan 2015-2018

Trends and Issues:

- Calgary is the leading economic region in Canada
 - Growth-related challenges to address strong migration
 - Cost of living and doing business
 - Workforce recruitment and retention
- National responsibility around market access for Energy
- Industry diversification leveraging our strength in Energy
- Greater collaboration in support of City marketing and related economic development efforts (in support of the Economic Strategy)
- Alignment between real estate developers and the City
- Calgary regional partnership and positioning Calgary as Western Canada's distribution hub
- Local focus for global success

Action Plan 2015-2018

Priorities & Actions:

Business Development, Trade and Investment

- Conduct a new intensive **local business outreach** and business development program across targeted industry sectors
- Lead and/or participate in revenue-neutral inbound and outbound **trade and investment missions** that generate leads for investment and business matching

Workforce Development

- Provide **online resources** for workforce recruitment and people considering moving to Calgary
- Lead **recruitment missions** that promote Calgary as a destination for skilled workers and employees
- Develop '**Connector**' **programs** to direct graduates and recent migrants into local career opportunities

Action Plan 2015-2018

Priorities & Actions:

Community Development

- Conduct **Soul of the City events and community engagement** to broaden and deepen our stakeholder base and reaffirm support for Community Economic Development

Calgary Film Centre

- Operate a **film studio** and support related screen and digital media growth

Stakeholder Relations

- Leverage private and public sector resources to achieve a **60:40 revenue split** between our City base-grant and all other revenue
- Be a strategic resource in **support of strong relationships** between the City and the business and real estate development community

Action Plan 2015-2018

Priorities & Actions:

Place Marketing

- Develop and **execute a marketing and communications strategy** to position Calgary as the location of choice to live, work and do business

Economic Development Strategy

- Provide **stewardship and reporting and foster collaboration** for implementation of the City's Economic Strategy across numerous stakeholders



Performance Measures 2015 - 2018

Business Development, Trade and Investment:

- Corporate expansions, relocations and new investment
 - 60 client success stories contributing 6,000 - 8,000 new or retained jobs
- Lead or support up to 16 trade and investment events
- Improve Global Financial Centres Index Ranking

Workforce Development:

- Execute workforce development and recruitment programming that is self-sustaining with partnership revenue
- Track job placement from recruitment fairs

Community Development:

- Complete up to 24 events that are self-sustaining and broaden and deepen our stakeholder base and reaffirm support for Community Economic Development

Performance Measures 2015 - 2018

Calgary Film Centre:

- Operate a financially sustainable film studio
- Increase film and television production from \$153 Million (2013) to \$250 Million per year by 2018

Stakeholder Relations:

- Leverage private and public sector resources to achieve a minimum 60:40 revenue split against our operating grant
- Increase revenue from \$1.6 to \$2.4 Million by 2018

Place Marketing:

- Execute and collaborate on a minimum of four national/international marketing campaigns with reportable outcomes against objectives

Economic Development Strategy:

- Report annually on the City's Economic Development Strategy implementation
- Identify incremental and collaborative opportunities and outcomes achieved through the new collaborative leadership model

Resources Leveraged

Calgary Economic Development Financial Leverage 2013 (Audited)

	2012	2013
Total Base Revenue (City grant)	\$ 4,735,399	\$ 4,780,279
Leveraged Revenue – Private	\$ 1,710,191	\$ 1,512,736
Leveraged Revenue – Government	\$ 753,392	\$ 1,113,272
Leveraged Revenue – Deferred	\$ 396,857	\$ 377,231
Leveraged Revenue – Investment	\$ 19,517	\$ 17,715
Total Leveraged Revenue	\$ 2,879,957	\$ 3,020,954
TOTAL REVENUE	\$ 7,615,356	\$ 7,801,233
% of Leveraged Revenue	37.82%	38.72%

Resources to be Leveraged

Action Calgary

- Continued growth and expansion of Calgary Economic Development's corporate partnership program
- Demonstrated incremental growth over the past five years

Government Programs

- Leverage our program budget by partnering with other levels of government and applying to funding programs

Signature Events and Sponsorships

- Seek sponsorships and fees for events and missions to offset costs

Calgary Film Centre

- Intended to be financially self-sustaining with some Calgary Economic Development costs offset by a management services agreement for marketing and administrative services

WORKshift:

- Intended to be financially self-sustaining with some Calgary Economic Development costs offset by a management services agreement for marketing and administrative services

2015-2018 Operating & Capital Budgets

Calgary Economic Development operating efficiencies:

- Partner with other governments or businesses to leverage the revenue we receive from the City to generate additional revenue
- Diligent in reviewing all fixed and project costs
- Review all positions that become vacant to determine alternative options to reduce our overall costs
 - Reduce senior management and staff levels

2015-2018 Operating & Capital Budgets

Core Services – City Funded

- Core staff-intensive business development, research services directed towards business retention, expansion and attraction
- All administration and overhead costs

Program Activities – Supported by Private Sector, Government and Community Partners

- Place-marketing (marketing campaigns)
- International business development (trade missions)
- Workforce development and recruiting programs
- Local and signature events

Project Management – Management Service Agreements

- WORKshift
- Calgary Film Centre

2015-2018 Operating Budgets

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	4,963,865	5,149,212	5,341,179	5,539,765
Other operating grants	192,000*	218,000*	243,000*	269,000*
Earned revenue from operations	700,000	735,000	771,750	810,338
Donations and fundraising revenue	1,450,000	1,522,500	1,598,625	1,678,556
Operating expenses	7,780,244	7,935,849	8,094,566	8,256,487
Net of revenue and expenses	(474,379)	(311,317)	(140,012)	41,202
Opening operating reserves	997,540	523,161	212,024	72,013
Ending operating reserves	523,161	212,024	72,013	113,215

Alignment with Council Priorities

Council Priorities - Economic growth and competitiveness (*Calgary Economic Development's response to corresponding priorities*)

Council Priority P1- *Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.*

- **Position Calgary as 'the' global business centre for energy** as the basis for attracting talent, investment and innovation and to capitalize on our strength in energy to further develop and diversify our economy
- Foster industry engagement in the development of an **Energy Innovation and Information Centre**

Council Priority P2 - *Advance purposeful economic diversification and growth.*

- Sector development strategies fostering growth and diversification in **Financial Services, Transportation and Logistics, Energy, Real Estate and Creative Industries**
- Building the **Calgary Film Centre** to foster growth of our screen industries

Alignment with Council Priorities

Council Priority P3 - *Support civic, business and community partners, as well as business revitalization zones, to collaborate and **attract local and global investment**.*

- **Conduct a local business outreach program** to further support business retention and expansion opportunities
- Facilitate business investment via **trade missions, marketing campaigns and business development activities**
- We are **stewarding the City's Economic Development Strategy** which engages multiple community stakeholders

Council Priority P4 - *Cut red tape and continue to foster a competitive tax environment to help small business succeed.*

- We **advise business** in securing development approvals
- Constituted **Commercial Real Estate Advisory Committee** composed of representatives from the development community to share intelligence, trends and best practices with the City

Alignment with Council Priorities

Council Priority P5 - *Seek out partnerships with other governments and community partners to achieve community well-being.*

- Work with other governments, community and private sector partners to **leverage our City grant by an 40%** and to improve the effectiveness of our service delivery

Council Priority P6 - *Increase affordable and accessible housing options.*

- Struck a **Workforce Housing Committee** to advise the City in support of workforce attraction and retention

Conclusion

Position Calgary Economic Development as the 'best in class' economic development organization

- Initiated the Consider Canada City Alliance to leverage business development
- Hosting the Economic Developers Association of Canada annual conference
- Recipient of more marketing and economic development awards than any other city

Position Calgary Economic Development as a key collaborator

- Leveraged more private sector funding than any Economic Development Agency in Canada
- Developed a community brand that has been adopted by other civic partners
- Uniquely qualified to steward the City's Economic Strategy
- Proven ability to align efforts of community, private sector and government partners

Sustained revenue growth

- Maximized City's operating grant and management capacity to support our economic development mandate

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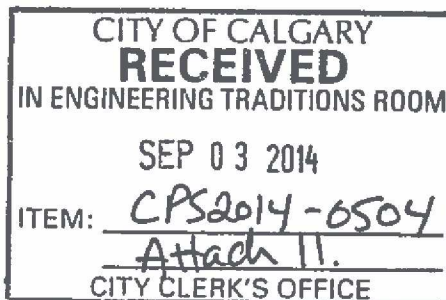
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THE CITY OF CALGARY

Action Plan

2015 – 2018

Calgary Technologies Inc *Action Plan 2015-2018*

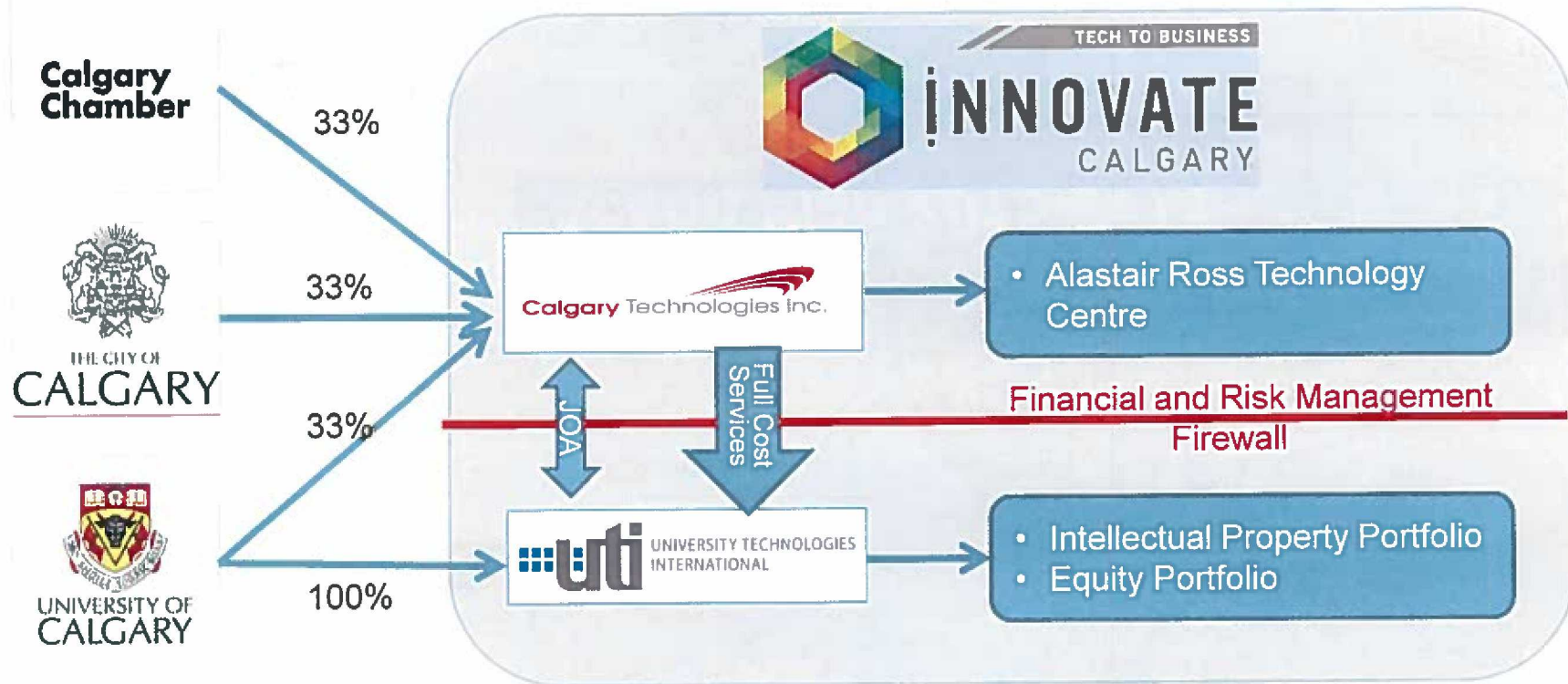


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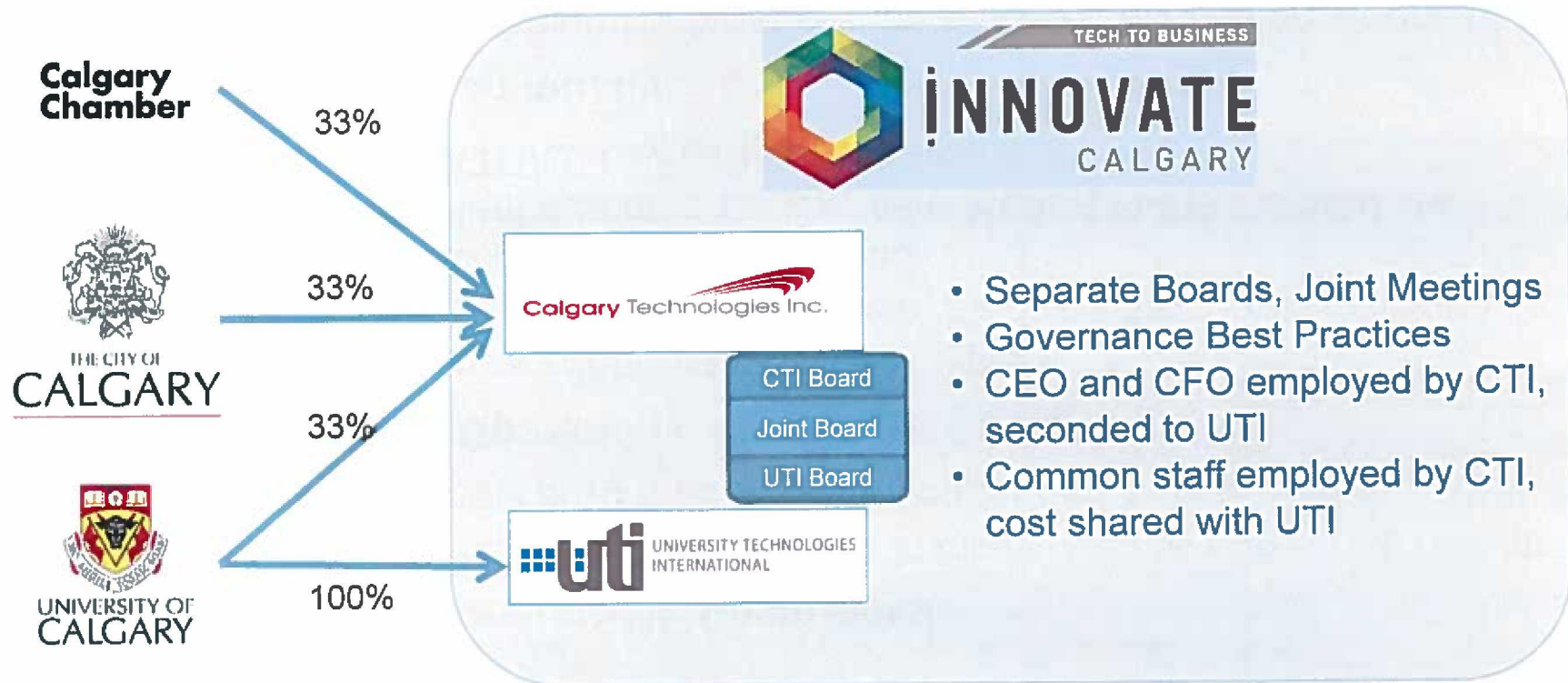


THE CITY OF
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CTI Ownership and Operating Model



Governance Model



Major Innovate Calgary 2013 Achievements

Addressing Entrepreneur/SME Client Needs:

- Successfully met 60% YoY increase in client volume with 90+% ratings
- Introduced 3 new programs, modified/expanded 4 others

Enhancing Internal Operations, Processes, Tools

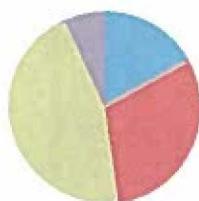
- Implemented new client management system
- Implemented new strategic & business planning processes, tracking over 120 metrics across all business areas
- Established client outcome survey, new 'Report to the Community'
- Fully realized CTI/UTI synergy cost savings

Building the Tech Community

- Community champion for collaboration amongst service providers
 - More than a dozen new relationships established (3 MOU's)
- Promotion of the Tech Sector through events, social and traditional media
 - 19 major IC events, 48 media articles, new website

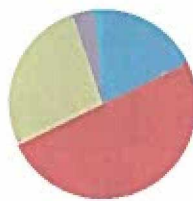
Client Outcome Metrics 2013

Stage of Development



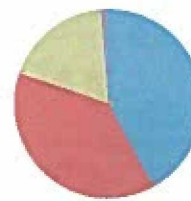
■ Development 17% ■ Startup 31%
■ Growth 45% ■ Mature 7%

Revenue



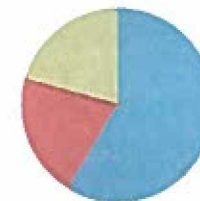
■ 0, 18% ■ < \$1M, 50% ■ \$1-5M, 27%
■ \$ 5-10M, 4% ■ > \$ 10M, 1%

Employment



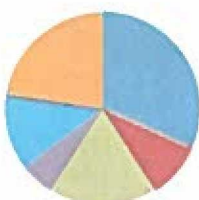
■ 0 to 4, 42% ■ 5 to 19, 38%
■ 20-49, 19% ■ 50+, 1%

Financing



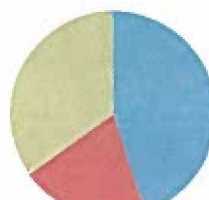
■ Dilutive 58%
■ Government 21%
■ Friends / Family 21%

Sector Focus



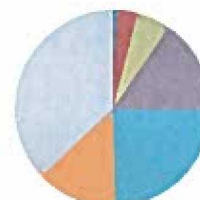
■ ICT 33% ■ Health 9%
■ Energy 18% ■ Mfg 6%
■ Professional 13% ■ Other

Source of Revenue



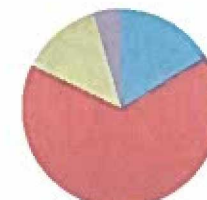
■ Alberta 45% ■ Canada 20%
■ International 35%

R&D Investment



■ 1-20K ■ 21-100K
■ 101-250K ■ 251-500K
■ 500-1M ■ 1-2M
■ >2M

Product Launches



■ 0 15% ■ 1 60%
■ 2-4 21% ■ Beta 4%

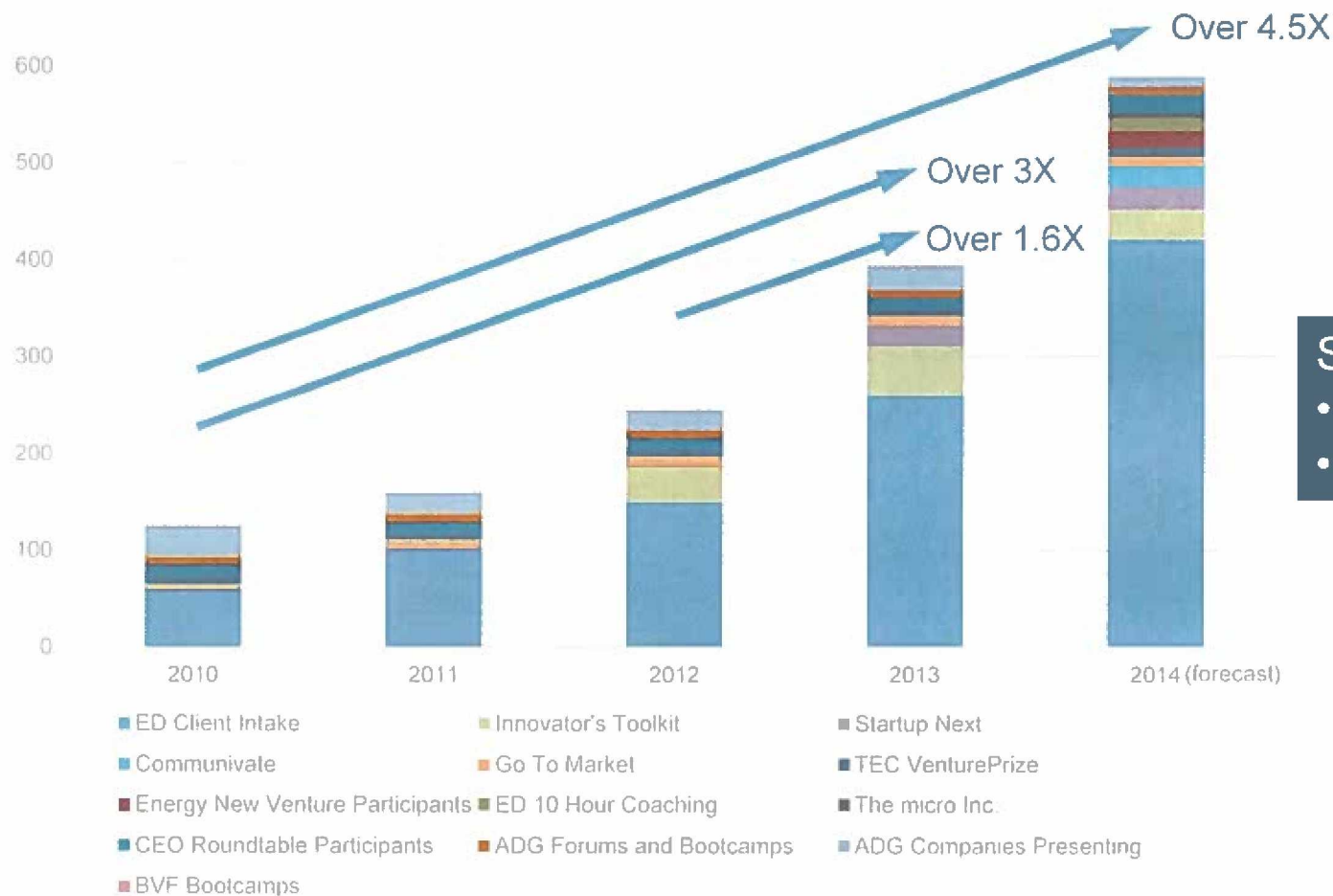
Source: Innovate Calgary
Report to the Community
February 3, 2014



Full TechRev data published in Calgary
Herald 'YYCTech 2014' insert, Feb 2014

THE CITY OF CALGARY
Action Plan
2015 - 2018

Entrepreneur/SME Client Trends: 2010-13



**Source: Innovate Calgary internal files as of August 14, 2014

Dealing with Growth in Service Demands

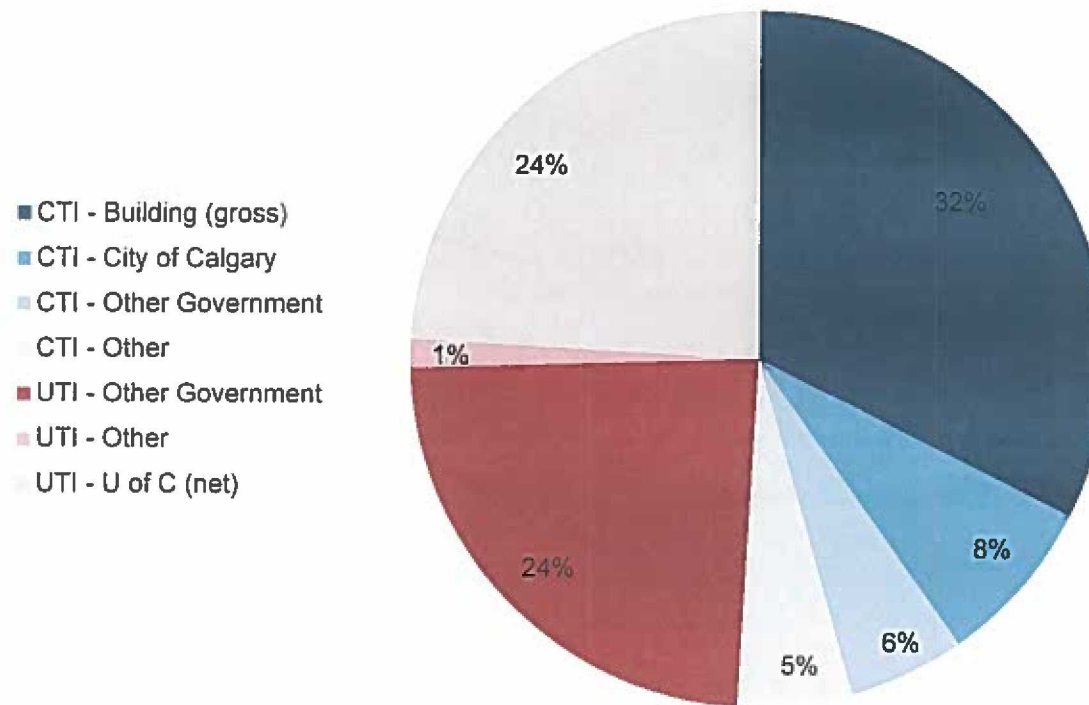
2010-13 Trends



Client demand growth met via:

- Enhanced Team
- Enhanced Tools and Processes
- Fully exploiting CTI/UTI synergies
- Leveraging City funding

Innovate Calgary Funding Model



- Total Funding: \$9M
- City leveraged 11:1
- UofC 2013: Royalties (variable)
2014: Fixed Fee (MSA)

Action Plan 2015-2018 – Business Plan

- Serve clients**
- Support anticipated growth in client volume
 - Continue to enhance program and service offerings

Strategic Thrusts

- Energy:
 - Create Energy Tech Accelerator (Kinetica Ventures)
 - Launch Emergex Capital Partners with AIMCo
- Entrepreneur and Investment Development
 - 'Extended Team' (volunteers), MIT Venture Mentoring process
 - Subsidized office space for client entrepreneurs (The Inc.)
 - Startup Visa program implementation
 - Expand angel investment network, deal syndication, re-brand
 - Enhance collaboration with other incubators/service providers
- Social Entrepreneurship
 - Leverage our expertise building newco's

Corporate

- Implement Master Services Agreement with UofC
- Re-brand CTI as Innovate Calgary

Action Plan 2015-2018 – Business Plan Energy Technology Accelerator



Vision: *'Establish Calgary as the preferred global location to build and grow an energy technology company'*

- Why?
- Improve the energy industry's competitiveness through innovation
- How?
- Build export-oriented energy technology companies in Calgary
 - Accelerator: Takes startups through the "Valley of Death" to commercialization.
 - A proven model that helps start-ups access funding, mentorship, field trials and strategic relationships.
- When?
- Soft launch June 2014 / hard launch TBD 2014-15.

Funding Model: \$2.5M/yr

- | | |
|----------------------------|--------------------|
| • Industry charter members | 50% |
| • Federal (NRC-IRAP) | 25% (secured!) |
| • Provincial | 12.5% |
| • City | 12.5% = \$320 k/yr |

Incremental City
funding request
of \$320 k/yr

THE CITY OF CALGARY

Action Plan
2015 – 2018

Action Plan 2015-2018 – Business Plan Federal Funding for Kinetica Ventures

- Canadian Accelerator and Incubator Program (CAIP), administered by NRC-IRAP
- Innovate Calgary and TecEdmonton partnered together on a joint submission
 - Innovate Calgary to create an energy technology accelerator, and TecEdmonton to create a health accelerator, each with a province wide focus.
 - Only successful submission from Alberta
 - Funding conditional on 50% matching funding from non-federal sources
 - Discussions underway with industry and the province

Landmark Innovate Calgary / TecEdmonton collaboration!

Performance Measures

Activity

- All aspects of our business have target metrics
 - Over 120 measures integrated into business plan
 - Quarterly status reporting to the Board
 - Metrics added/deleted with program changes to Business Plan

Outcomes

- Annual client survey will continue to be used to assess how well client entrepreneurs are doing at building and growing their businesses

Perception

- Innovate Calgary performance is also measure in anecdotal terms – how we are perceived by individual clients, the public at large, by other service providers, academic institutions and by the 3 levels of government. Our reputation in the community is key to us achieving our goals

2015-2018 Operating & Capital Budgets

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	742	771	800	830
Other operating grants	4,255	4,382	4,505	4,624
Earned revenue from operations	4,191	4,342	4,750	4,695
Donations & fundraising revenue	4	0	0	0
Operating expenses	9,188	9,491	10,052	10,147
Net of revenue and expenses	4	4	3	2
Opening operating reserves	779	783	787	790
Ending operating reserves	783	787	790	792
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	1,376	1,758	2,015	32
Requested City of Calgary lifecycle grants	0	0	0	0
Other City of Calgary capital grants	0	0	0	0
Other capital revenues	650	650	750	1,263
Capital expenditures	(268)	(393)	(2,733)	(1,295)
Ending capital reserves	1,758	2,015	32	0

Excludes incremental funding for Energy Technology Accelerator

Risks and challenges

Internal Controls

- CTI has established and implemented very prudent budgeting and expenditure control processes which are overseen quarterly by the Audit Committee of the Board

Revenue

- Provided that government grants continue as currently defined, our biggest financial risk occurs in 2017 when one of our largest building tenants may leave. CTI will have a temporary loss of revenue and incur capital costs for re-purposing the vacated space. Although this is a financial hit to CTI, we view this as an opportunity to provide additional space to early stage start up companies

Alignment with Council Priorities

Priority/Action

- **A Prosperous City.** Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.
- **Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhance business development, marketing and place-making initiatives.**



Innovate Calgary Alignment

- All Innovate Calgary programs & services directly align with this Council priority.
- The Energy Technology Accelerator is a key element of this action, by establishing Calgary as an internationally recognized centre to build new energy technology businesses.
- The Startup Visa program will attract new entrepreneurs to the city
- Emergex enhances investment opportunities in energy technology.

Alignment with Council Priorities

Priority/Action

- **Advance purposeful economic diversification and growth.**
- **A Well Run City**

Innovate Calgary Alignment

- Innovate Calgary supports creation of new high growth businesses across the full spectrum of technologies ranging from energy and clean tech to ICT to bio, pharma, and medical devices. Innovate Calgary supports diversification of the economy by enabling high growth businesses.
- Innovate Calgary supports this priority through being very well run itself, through developing new efficiency improvement and overhead reduction initiatives year over year and through 11 to 1 leveraging of City grants to CTI.



YYCTECH²⁰¹⁴

SPOTLIGHT ON INNOVATION

Calgary tech companies

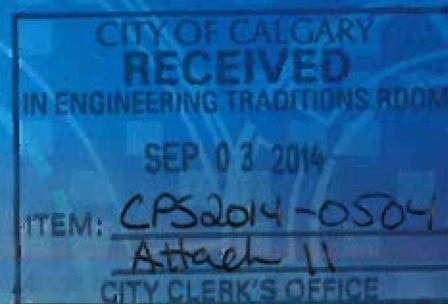
Changing the world through innovation

Evolving the tech ecosystem

Building a foundation for success

Research proves sector success

Contributing to GDP, creating jobs and capturing markets



CALGARY HERALD

TECHREV



INSIDE

Ecosystem supports technology innovation,

drives economic diversification

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- 6 Subsectors — profile on 3esi
- 7 Revenue growth — profile on Splice Software
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- 16 TechRev — recognizing success in advanced technology

Innovate Calgary: approaching commercialization differently

We are where entrepreneurs, researchers, investors, industry and partners take innovative technology ideas from concepts and startup companies to growing enterprises. Succeeding in the commercialization of an innovation or discovery is best not approached as a solitary endeavour. Engaging the support of the innovation ecosystem can dramatically accelerate the development and growth of a new company, and dramatically increase the probability of success.

Innovation is a contact sport; by working together collaboratively, greater results and accelerated success can be achieved. A new approach to nurturing commercialization — catering to the needs of the entire technology community — is necessary if we are to gain the traction needed to break the barriers that prevent innovation from becoming business. This is the new Innovate Calgary model; we support all stakeholders that contribute to successful commercialization, including entrepreneurs, researchers, small and medium enterprises (SMEs), early-stage investors and industry in

general. We do this through offering a variety of programs and services, and by facilitating connections that help build successful businesses.

We are focused on building Innovate Calgary as the hub of the innovation community in Calgary and southern Alberta. We want to be there as entrepreneurs launch new companies as well as being there as the journey unfolds. We want to help directly when we can and connect entrepreneurs to other resources as appropriate. Southern Alberta's innovation ecosystem has what it takes to drive innovation to market spurring wealth creation and contribute to our economy.

— Peter Garrett, president of Innovate Calgary

Navigating the innovation ecosystem

Alberta has enjoyed a high economic growth rate over the last 20 years. Seeking to continue this growth, provincial, federal and municipal governments have established a wide variety of programs and services aimed at helping innovators grow new businesses. As a result, understanding the programs and navigating through the numerous organizations offering services and procuring the right resources to take innovations to

the next stage can be a daunting challenge. Innovate Calgary is here to help you navigate the maze. Just Ask.

Over the past year, the federal government has increased the capacity of the National Research Council-Industrial Research Assistance Program (NRC-IRAP). Introduced the Western Economic Diversification-led Western Innovation (WINN) Initiative to strengthen growth capital in SMEs and introduced the Foreign Affairs

and International Trade (DFAIT)-led Going Global Innovation program to stimulate international research and development partnerships.

In addition to numerous existing provincially led initiatives, this past year the Government of Alberta introduced the Accelerate Fund to maximize growth capital by co-investing in early-stage businesses with angels. Alberta Innovates also continues the highly successful Alberta Innovation Voucher program.

Alberta innovators are building a more diverse and robust economy each and every day. Innovators are creating opportunities for commercialization, investment and career growth in technology. Equally important, Alberta innovators are demonstrating the strength and ability of Alberta's innovation system in introducing new technologies to the marketplace.

— Hon. Dave Hancock, deputy premier and minister of Innovation and Advanced Education

Sourcing innovation

Alberta's universities and academic programs are ranked among the best in the world. They have attracted some of the best researchers and distinguished professors from around the globe, many of which have succeeded in licensing technologies or forming a tech company

from their discovery/invention.

The University of Calgary is one of Canada's leading academic and research universities with innovation, discovery and entrepreneurship at the core of its vision. The pursuit of excellence in teaching and research programs drives the development of high-quality graduates to meet the needs of industry, to create new businesses through entrepreneurship and to commercialize new research driven innovation. The recently announced Hunter Centre for Entrepreneurship and Innovation at the Haskayne School of Business was created to shape a new generation of entrepreneurial thinkers, providing them the foundations critical to starting a viable business or to being "intrapreneurs" in existing businesses.

Innovate Calgary is the hub of the Calgary and southern Alberta innovation ecosystem, directly supporting the key needs of entrepreneurs and SMEs, researchers, inventors and early-stage investors. As a hub, Innovate Calgary can also connect you to the numerous other organizations in the ecosystem that are there to help grow new businesses. Getting the assistance to develop and grow new businesses has never been easier. Regardless of whether you need some quick coaching, a deeper mentoring relationship, training on building a business, or capital or space to grow your business, we are here to help. Just Ask.

The innovation ecosystem will continue to evolve and morph to better meet the needs of the community that it serves. This will result in further new programs, discontinuation of programs that have run their course, and the coming and going of support organizations. The innovation ecosystem



Peter Garrett, president of Innovate Calgary.

must fundamentally be innovative itself. Innovate Calgary will be there to help you make sense of all of these changes.

In this publication, you will learn about exciting technologies developed in Calgary and about the people leading their development. Statistics derived from the TechRev Innovators 2014 survey are included to provide further insight into the sector. All of the companies featured have been recognized as TechRev Innovators between 2009-2014. TechRev is an initiative of Innovate Calgary.

University of Calgary researchers are developing new technologies to help solve some of the most pressing global challenges faced by our society. By supporting world-class research and incubating new ideas, the University of Calgary continues to drive innovation in Canada's most enterprising city.

— University of Calgary president, Elizabeth Cannon

Our government is focused on helping small businesses develop innovative products and services. To accelerate business-led innovation in Western Canada, W.D. launched the Western Innovation Initiative. The \$100-million five-year federal initiative offers repayable contributions for small- and medium-sized enterprises (SMEs) to take new and innovative technologies from test bench to market.

— Hon. Michelle Rempel, minister of State Western Economic Diversification

YYCTECH
SPOTLIGHT ON INNOVATION

TECHREV

INNOVATE
CALGARY

This is a Calgary Herald special feature in partnership with Innovate Calgary

Project Co-ordinators: Charlene Kolesnik, Jamie Zachary

Publication Design: Charlene Kolesnik Writers: Pamela Boytinck,

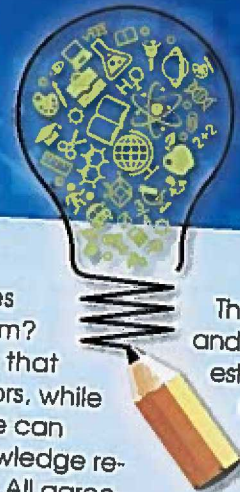
Chris Nelson, Annalise Klingbeil, Shelley Boettcher, Joel Schlesinger

Photographer: Adrian Shellard Innovate Calgary: Pamela Boytinck



Dan Themig, co-founder and president of Packers Plus.

So where exactly does innovation come from? Some would argue that people are born innovators, while others believe that people can develop the skills and knowledge required to be an innovator. All agree, however, that innovation often starts with a spark that ignites a passion to create, a drive to embark on a journey that is neither clearly marked nor easy.



That spark may be organic, personal and heartfelt, related to personal interest and experiences. Or, that spark may be more pragmatic — based on the opportunity to solve a problem, creating a market-driven solution. Wherever that initial spark comes from, innovation is regarded as the core of every technology company, the fundamental building-block of ongoing success and sustainability.

COMPANY LIFECYCLE



all starts with an idea — a solution to a problem, a creative concept, a revolutionary approach to something seemingly mundane. But then what? How does one turn a great idea into a burgeoning tech company? Whether it starts as a research project in the post-secondary arena or as a response in the field to an issue facing industry, the entrepreneurial spirit of an innovator takes over in driving the development and commercialization of technology products and services.

Establishing a company — a foundation from which innovation can flourish — is a daunting task for many. As such, the journey of a technology entrepreneur is both exciting and tenuous. According to Calgary Economic Development, "Calgary is home to the largest number of technology startups per capita in Canada" with a strong foundation of mentors, programs and organizations to support innovators in establishing and growing viable technology companies.



Douglas Hagedorn, CEO of Tactalis.

Groundbreaking innovation in Calgary

PACKERS PLUS

Perhaps one of the greatest demonstrations of game-changing innovation developed in Calgary is that of Packers Plus. Creators of the StackFRAC system, the first ball drop system used to complete horizontal wells in multiple stages, the company has truly revolutionized the oil and gas industry.

Reflecting on the genesis of Packers Plus and its incredible success, co-founder and president Dan Themig explains that he and his partners Ken Paltzat and Peter Krabben "decided right from the outset to be a high-value provider," allowing them to "compete at the highest level" in an industry that, at the time, was not known for innovation.

Themig recounts when the company was established in 2000, "the industry was into diversification, I told my business partners that we needed to be focused — pick a narrow technology and compete worldwide."

Deciding to address the most difficult downhole challenges in the oil and gas industry, Themig believed that "if we could be world-class at those, we could be game-changing... but we really didn't see it (the magnitude of the change) coming." The company's revolutionary technology launched the industry into a new realm — horizontal wells and shale plays.

Reinforcing the company's position as a world-leader — investing in research and development, launching new products and tackling new markets — Packers Plus has also revolutionized its operations. The company

recently opened the doors of its MX Manufacturing Centre — the first of its kind in the world. This state-of-the-art facility includes the world's first robotic assembly of its type, and a testing and torquing system that includes a proprietary traceability method that was developed in-house.

While innovation remains a cornerstone of Packers Plus' continued success, Themig points out that "we do a number of things to spark innovation."

Citing the company's annual technical conference, strategy sessions and workshops where people from the various business units contribute to the direction of the company, he shares that "people come with the expectation that we are going to be innovative, that they will see innovation and that they will be part of it."

TACTALIS

Ever since he can remember, Douglas Hagedorn has enjoyed building things.

His family always had a small business on the go, and he'd be a frequent entrant at junior entrepreneur competitions.

Even while he was taking his master's in geography at the University of Calgary, Hagedorn was dreaming of starting his own business.

Today, the 28-year-old is CEO and founder of Tactalis (formerly Invinci), a Calgary-based tech firm that develops accessible computer interface hardware and software.

Hagedorn first got the idea behind Tactalis after looking at the way maps are designed for and then interpreted by visually impaired people.

"In university, I had looked at ways to create maps for people who could not

see traditional maps," he says. "Things such as a Windows screen are, in many ways, just extrapolated from the way you would look at them upon an X and Y axis, which is pretty much what a map is. It is not too difficult to move from an arrangement which shows the capitals of Canada to one which shows my appointments for the week," he says.

"So we take a traditional computer screen and below that screen we build our own proprietary display, which you can activate by touch," adds Hagedorn.

Getting his company up and running has had its challenges. Not being able to hire people full time was the most difficult one to overcome.

"I started as a solo entrepreneur. The difficult thing in Calgary is finding people willing to give up an oil-and-gas-style wage or are able to contribute more than evenings and weekends."

He credits his academic background

in helping him overcome some of those hurdles, especially when it came to writing proposals for seed money grants.

"I have been fortunate in terms of the grants that are available for entrepreneurship. There is money available and a lot of it gets down to knowing how to write a grant application. I was lucky that I had some experience in that from academia," he says.

Hagedorn's advice for anyone hoping to start a technology company is simple: just do it.

"The biggest thing is to start doing it. You don't know what you don't know until you start asking permission and making mistakes," he says. "There are a lot of people in Calgary who will help you overcome the pitfalls, and it is important to leverage that network of people."

Our best innovations are things no one is asking for. They are created based on a vision of what you think could be — and that comes from understanding a customer and what they're trying to accomplish. You have to have some vision beyond what you're seeing.

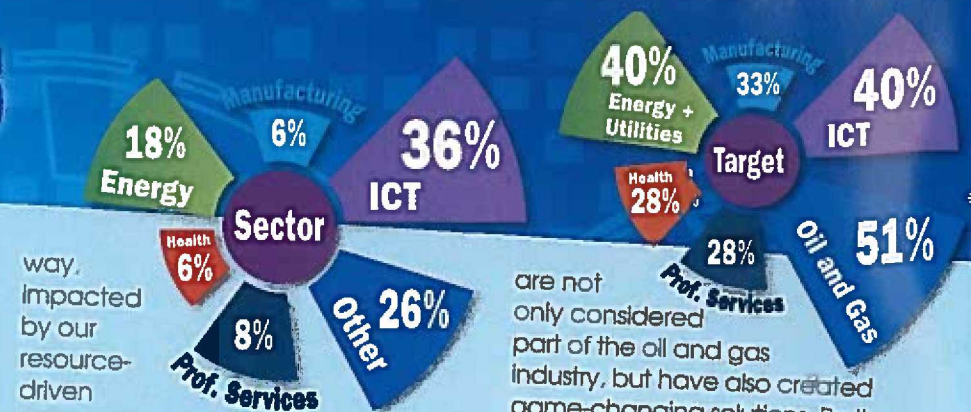
— Dan Themig,
co-founder and president of Packers Plus

Hunter Centre for Entrepreneurship and Innovation
**Shaping the next generation
of entrepreneurial thinkers.**

haskayne.ucalgary.ca/hunter-centre



Subsectors



The advanced tech sector is comprised of a number of categories, commonly referred to as sub-sectors.

Traditionally, tech has been synonymous with IT (information technology) or ICT (information and communications technology.) While some regions still hold fast to that definition, Calgary's innovation ecosystem is much broader in scope.

The reality of living and working in Alberta is that everyone is, in some

way, impacted by our resource-driven economy — even technology entrepreneurs.

While Calgary boasts diversity in innovation, generating some of the world's leading medical device diagnostic imaging and biotechnology innovations, it is important to note that local technology entrepreneurs

are not only considered part of the oil and gas industry, but have also created game-changing solutions. Be it software platforms, wireless communications, digital media, geomatics applications or even cleantech solutions, many Calgary tech companies have capitalized on the opportunity to tackle the challenges of the oil and gas industry.



Wayne Sim, CEO and president of 3esi.

3esi

In the span of a few short years, Calgary firm 3esi has revolutionized the way the oil and gas industry does business. Yet the company's founders are no strangers to success.

Having launched several years earlier the successful tech company Hyprotech, which provides process simulation solutions for the oil and gas industry, they are, in fact, some of Calgary's most experienced tech sector veterans.

They had taken a ride on the startup rollercoaster of ups and downs before, and they knew about do's they needed to implement and don'ts they had to avoid.

So in 2006 when Wayne Sim, Sandy Moreland and Salvador Clave launched 3esi, a firm providing specialized software solutions for the oil and gas industry, they already realized the keys to success involved more than developing innovative

technology and having great business acumen.

Based on their years of experience, they recognized a fine balance of both is required to grow a tech company from the ground up.

"If you focus solely on business success there's a high likelihood that you'll fail," says Sim, CEO and president of 3esi.

"If you focus solely on technology, there's also a high likelihood that you'll fail."

Instead, Sim, Moreland and Clave consulted with industry players first to find the software solution truly wanted and needed by these firms.

And only then did they set out to develop the technology to fulfil that need.

"Calgary is obviously an oil and gas town, so we talked to several companies about their biggest headaches in terms of problems," Sim says.

What they heard from some of the world's largest energy firms is a need for an information technology solution that is specifically designed and integrated to serve the day-in-day out business needs of running an oil and gas company — from finding and extracting the resources to refining product and bringing it to market.

"Our software understands the business from ground up — reservoirs, wells and pipelines — and it provides modelling for the physical assets owned by the business as well as the business operation side itself," Sim says. "It's not just about managing

the dollars so much as how do the dollars manifest themselves in terms of the physical activities within the organization?"

Tailoring the concept of integrated business planning for the industry took a few years.

But once the team focused on developing a software solution that companies could use themselves throughout their organizations to plan, develop and produce energy, 3esi's business quickly took off. Today it is a leading provider of oil and gas software solutions around the world.

"Right now we're growing at a pretty rapid pace. Although we're global right now, we want to expand further into Asia Pacific and the Middle East. It's an essential ingredient for any tech company in the recipe for success," Sim says.

"With the ups and downs in these marketplaces, you need the ability to manage the economic cycles and a great way to do that is having geographic reach. If you look at the last recession, for example, South America didn't experience it," he says.

Still, rapid growth brings its own set of problems. Finding the right skilled workers is a perpetual challenge.

"As an industry innovator, we're working in a green-field marketplace so there are no ready-made practitioners," Sim says, adding on-the-job training can take 18 months.

"You can't find a business analyst or programmer who has done this kind of work, so you pretty much have to make them yourself."

Revenues generated by survey respondents increased by 30% in 2012 and were expected to increase by 5% in 2013.

REVENUES	Pre-revenue	16% of companies
<1M	40%	
1-5M	27%	
5-10M	9%	
10-25M	6%	
25M+	2%	

PROFITABLE

YES	74%
NO	26%

People often consider revenues and revenue growth as indicators of success for any business.

While that may be so, it can take years for technology companies to get to that point and even longer to get to a profitable state — simply due to the nature of technology research, development and commercialization.

Depending on the type of technology being developed and the type of customer being targeted, the path to steady revenue growth and profitability will vary significantly.

Technology entrepreneurs, like most entrepreneurs, establish goals and strategies to drive revenues and profits.

Unique to technology entrepre-

neurs is the requirement to sustain the demands of developing new products and services while expanding their geographic footprint.

Each entrepreneur will chart a course that aligns with their specific needs — leveraging a variety of resources, tools and strategies that will move them closer to their end goal.

SPLICE SOFTWARE

Finding a way to show value to clients is one of the key ingredients in the success of Splice, a Calgary-based voice messaging company.

The company, which was started in August 2006, is the fourth startup launched by Tara Kelly — two of them in the technology sector.

Since its inception, Splice has grown into a leading provider of cost effective human voice and video messaging, both in- and out-bound, and is aimed at helping clients reach out to customers in various formats.

Revenues have risen dramatically and Kelly, the president and CEO, foresees more rapid growth ahead as Splice moves increasingly into the potentially lucrative insurance and financial industries.

"We are a nimble company and I would say we are successful, but we are not going to rest until we are significant. Right now, we are not that significant, so we expect to double and

double and double again," says Kelly.

"We have seen constant double-digit revenue growth. We've left triple digits, but we hope to get back there. When you get into the millions of dollars, it does get harder."

Kelly developed the idea behind Splice after witnessing first-hand phone interactions between companies and customers.

"I had a little bit of background as a developer and I was appalled at the normal phone interaction. I knew that these people knew everything about me, that all that data was stored, yet my experience was no better because of it," says Kelly.

Splice, which now has 20 employees, initially looked for a few customers to impress rather than trying a scattergun approach. It then designed a way to let those potential clients test its products.

It's advice Kelly believes startups should adhere to.

"Figure out a way to let people pilot your stuff," she says. "There has to be a way to try before they buy. Figure out a



Tara Kelly, president and CEO of Splice.

way to show your value."

"Then find a couple of customers and don't just have a good relationship — make them raging fans."

Kelly adds being "six out of 10" on a wide range of things is not the key to start-ups' success.

"Instead, be 10 out of 10 on one thing, and that will give you the ability to wow people and excite them. Once you have made some money on that, then you can grow your road map in line with customers' needs."

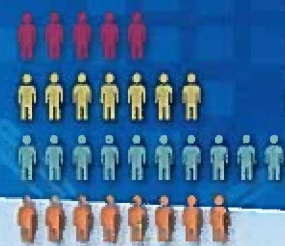


KPMG is proud to support Calgary's advanced technology sector

kpmg.ca/tmt

Job Creation

64% of respondents hired new employees



The overall employee base grew by 13% in 2013 *



Ivan Iantsevitch, CEO of TetraSeis.

TETRASEIS

Competing for talent with the big boys isn't easy in Calgary's energy sector, but it is essential if you are to grow your business.

That's the message from TetraSeis boss Ivan Iantsevitch who's seen a year of rapid growth in his seismic data processing company.

The Calgary firm has grown from four employees to 14 in the past 18 months, and that growth is likely to continue if the company's technology successfully passes an ongoing test to check its suitability in the world of heavy oil.

TetraSeis, which concentrates on providing services, and its sister company Tesserall Technologies, which sells software, grew out of research by Iantsevitch's father Alex Kostyukevych.

He founded Tesserall in 1997 after working as a researcher at the University of Alberta in Edmonton and the University of Calgary.

"He felt the academic world wouldn't let him realize his ideas quickly

Governments around the world regard job creation numbers as leading indicators of economic growth.

There has been a steady increase in new jobs created by local technology companies in recent years. It is commonly acknowledged that the No. 1 challenge faced by startups and early-stage tech companies in Calgary is people — attracting and retaining a solid team.

While job creation may be a key indicator of business or sector growth, viability and success, it is also

enough so he decided it would be best to try something on his own. The family supported him and we found some angel investors who provided us with seed capital," says Iantsevitch, adding the company expects sales to double or triple in the next year.

The system his father developed (duplex wave migration) is used to find oil deposits that elude traditional imaging tools. It's now being tested to see if it works in heavy oil deposits.

To grow, the two companies — which share employees — needed talented staff.

"It is difficult because in this town, you need to compete for talent. Companies such as Shell and Schlumberger can offer way more than any small company can pay," says Iantsevitch.

Yet what small companies have to their advantage is the ability to offer someone the chance to be part of the decision-making process.

"Here, it is easier for a person to realize their ideas and grow. Many people prefer to be a big fish in a small pond than a small fish in a big pond," says Iantsevitch.

In hiring staff, Iantsevitch says it's important to look beyond educational

a key challenge faced by technology companies who are competing with counterparts in the oil and gas industry for highly qualified, knowledge-based human resources.

It is difficult for small companies with limited budgets to attract and retain engineers, programmers, designers and business professionals.

Yet the lure to be part of something truly exciting and unique — part of a team of creative, focused and driven people; part of something that can change the world.

accomplishments.

"In geology and geophysics, experience plays a more important role even than formal training," he says.

"A person does not become a geologist by getting a master's degree in geology. They need to spend six or seven years under the mentorship of a senior geologist."

Iantsevitch also suggests looking at carefully at workers' personalities and technical skills.

"My experience tells me you should first look at the person — how he or she relates to others, (and whether) they are a team player — before looking at the resume," he says.

Iantsevitch adds startups should listen to advice and take advantage of mentorship and government programs — organizations such as the National Research Council, Canadian Environmental Technology Advancement Corporation — WEST and the Office of Energy Research and Development all provided great help to TetraSeis.

"Without their help, I don't think we could have survived the difficult times," he says.

"Now we must prove our technology for the heavy oil operations. Then I think the sky is the limit."

Exchange of finance risk banks
Investor funds money financial

67% of respondents were successful in securing investment

24% received more than \$1M *

Investment

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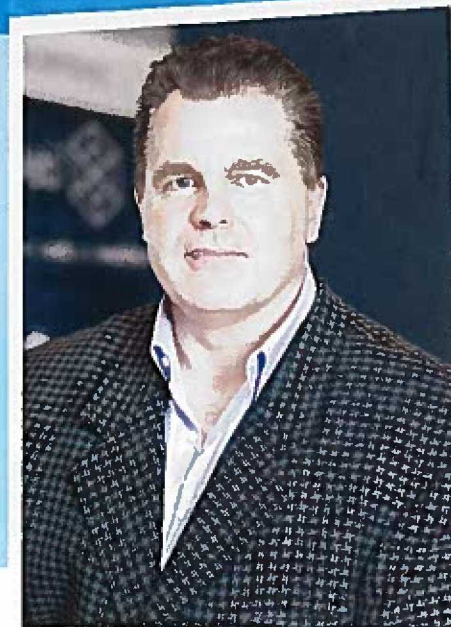
If you were to ask any technology entrepreneur about the barriers to establishing and growing a company in Calgary, access to capital would be near the top of the list.

The very nature of launching a new technology — research, development, pilot, commercial launch — requires significant time, effort and money; often without the benefit of a revenue stream for many months or even years.

As such, tech entrepreneurs can access the capital required to kick-

start or grow their companies in a few different ways: friends and family, banking institutions, government funding, debt financing and dilutive investment — commonly provided by angel investors or venture capital funds.

Accessing capital through investors can have a significant impact on the success of a technology company. While not a strategy for all, it is an increasingly common approach for tech companies in current times.



Byron Osling, co-founder and CEO of Calgary Scientific.

CALGARY SCIENTIFIC

president/CTO Pierre Lemire was CTO of Autodesk Inc. Infrastructure Division.

Having a team with a proven track record meant that when the company needed investment, they looked toward angel investors who had supported staff through other successful companies.

"We focused on financing our company through known business associates," Osling says, noting the company was purposeful in setting up a select group of individuals who would be great investors. "There was a trust factor there."

Aston Hill Financial Inc. remains Calgary Scientific's sole institutional investor.

Canada lacks the access to venture capital money that other tech-centred locales have, and Osling says having a staged process of knowing where your investment dollars will come from at different lifecycles of a company is vital.

Osling adds that successful companies in Canada, particularly in Alberta, need

a strategy on how to finance through private networks or angel investors. They should use this strategy until their technology is well developed and proven, and solid initial customers have been established.

"Only then can you start to look for institutional money," says Osling.

When seeking investment dollars, Osling says companies need to clearly define what their story is, where they fit in the world and what problems their technology uniquely solves.

He also urges startups to understand that securing investment dollars is a lengthy process that takes a minimum of six months.

"You have to have enough gun powder to be able to last long enough to raise that next round of money," he says.

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R&D

Research & Development

Whether undertaken by researchers at a post-secondary institution or by innovators in industry, research and development is generally the first phase in the lifecycle of a technology company.

This phase may take months or years, and often requires significant resources. As such, it is considered to be one of the most crucial un-

dertakings leading to the success of a tech company — ultimately determining what the final product or solution will be.

That said, successful technology companies never stop innovating, bringing both updated versions and new solutions to market. As such, they never stop investing time, money and effort in research and development.

30% 70% 125
of companies applied for a patent
did not apply

patents were granted

Just over \$50 million was invested in R&D by survey respondents

0	14%
1000 - 100,000	32%
101,000 - 250,000	13%
251,000 - 500,000	11%
501,000 - 1M	22%
1M+	3%

To ensure that technology is protected from unauthorized use, innovators will seek to secure patents for their intellectual property — providing them with a competitive advantage. Patents can also generate revenues for a company through licensing their technology for use by other innovators.

CoolIT SYSTEMS

After nearly 13 years of providing state-of-the-art liquid cooling solutions for high-performance desktop computers, Calgary-based CoolIT Systems continues to invest in R&D and file patents well into the company's lifecycle.

"We have never actually sold the same product two years in a row," says CEO and CTO Geoff Lyon, noting the tech company has a portfolio of more than 40 patents. "There is always an update, an upgrade, an improvement in the technology. The endless pursuit of innovation and efficiency are pretty critical to our existence. Our investment (in R&D) is one of necessity."

Founded in February 2011, CoolIT Systems focuses on providing a reliable liquid cooling solution for computers. Overclocking — the process of modifying a computer to make it operate faster than the clock frequency specified by the manufacturer — is a common practice primarily among gamers.

CoolIT Systems has since collaborated



Geoff Lyon, CEO and CTO of CoolIT Systems.

with industry leaders such as Apple, Dell, Delphi, HP, Intel and AMD.

The liquid cooling industry has heated up recently, and the company is currently in a "phenomenal stage of growth."

"The industry has almost all at once unanimously said it's OK," says Lyons, noting the adoption of liquid cooling is happening five years after the company predicted it would.

In the first quarter of 2014, CoolIT Systems will deploy its first large-scale data

centre cooling system. Lyon believes liquid cooling is also destined to become the thermal management foundation in the world of data centres.

CoolIT Systems has survived while others haven't because of its loyal customers, dedicated employees and "a will to survive" with the company's success, says Lyon.

Lyon lists risk as the biggest challenge the company has faced in the R&D process.

"We want to make as intelligent a judgment call as is possible, but there is always risk. The nature of R&D is you try things that are new and they may be successful or they may not," he says.

Finding and keeping quality staff in Calgary is also difficult.

"There is a huge demand for skilled engineering resources in Calgary. It makes it a challenge for a smaller company like us to maintain a strong group."

Lyon urges other local tech companies to invest in R&D throughout their lifecycles.

"We look at R&D as our lifeline to the future," he says.

Updated version No new products

New product

62%

20%

10%

11% of respondents launched more than one new product

Beta

8%

The official launch of a new product is the culmination of years of hard work — in most cases, that includes creative ideation, mind-bending problem-solving, focused technology development, diligent testing and, finally, commercialization to take a product to market.

This is the point where a tech solution is made available for

purchase or subscription by customers.

While go-to-market strategies for launching technology products may differ between products, companies and even markets, they all address key elements such as the product feature set, pricing model, marketing, sales and customer service. All of these pieces must work in concert to

ensure the success and long-term sustainability of a technology company.

The work is not over once a product is launched. Keeping an eye on the competition and on the ever-evolving needs of customers, successful innovators will continue to evolve their products and launch new ones throughout the company lifecycle.

TEKTELIC

Building incredibly complex technical products from the ground up is easy for Tektelic Communications.

It's predicting what the market will be like months down the road, what competitors will be creating, and foreseeing the market potential that's a challenge.

"I'm an engineer and everybody in our company is an engineer," says Roman Nemish, president and co-founder of Tektelic. "(Our) biggest barrier is still trying to foresee the market and the market potential. It has to be done three years out."

The Calgary company develops small-cell wireless base stations, wireless backhaul systems and high-power radios and power amplifiers for international customers and emerging telecom equipment suppliers.

Nemish and David Tholl founded the company in 2009 after working together at Nortel for years developing wireless base station and radio solutions. When

Nortel's Calgary R&D campus was shut down, the pair saw it as an opportunity to create a tech company of their own.

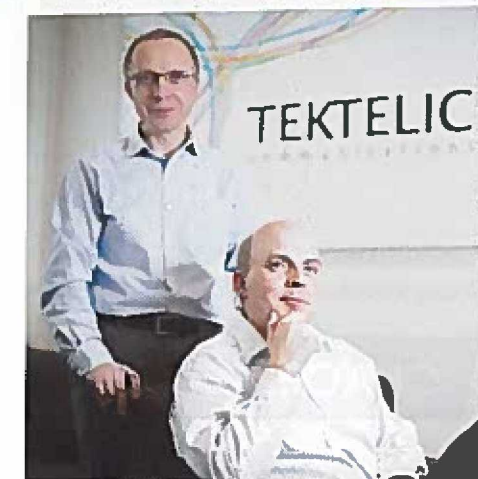
They launched Tektelic in February 2009 with a team of eight R&D members. Today, most team members have advanced degrees and 10 to 15 years of development experience.

Nemish says from day one, the company was determined to focus on a niche market with fewer competitors, rather than a "trendier" product, such as applications, to differentiate itself.

While the company focused on an area where their staff had high expertise, finding strategic customers was initially challenging.

"Starting a tech company in Calgary means you're starting a company in a location that's quite remote when compared to other similar companies located in Silicon Valley," says Nemish.

"One of the biggest challenges we had was to spread the word," says Nemish. "Another challenge is not underestimating how long it will take



Left: Roman Nemish and David Tholl co-founders of Tektelic.

to create a product."

"From the time you start developing a product to the time you introduce it, it's an 18-month (or more) cycle," says Nemish.

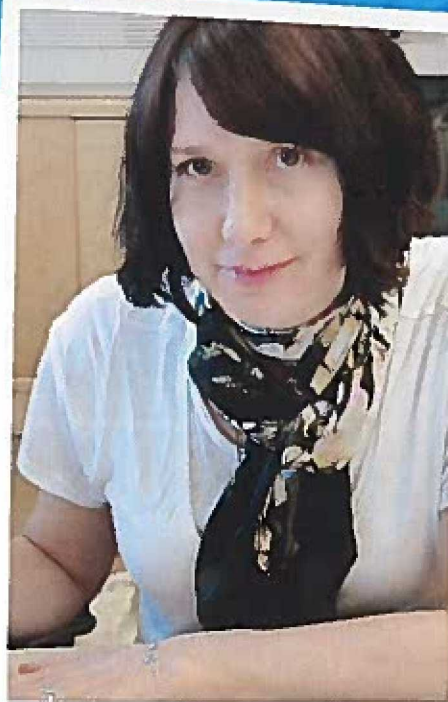
"When somebody says they want this product, you have to really ask them is this decision not going to change over the next 24 months, or five years because you want to sell the product."

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Shelley Kuipers, CEO and founder of Chaordix.

CHAORDIX

A seven-hour time difference with one of your main customer markets can make for long days and early mornings.

Yet that's just part of the job for staff at Chaordix, which opened an office in London in late 2013.

"The market really pulled us here," says CEO and founder Shelley Kuipers, who regularly commutes between Calgary and London, England.

"The number of customers that we were delivering in the London time zone, it just became material to our business."

Kuipers never set out to go global with her marketing technology company that provides an enterprise marketing technology platform and applications for predictive brand and product innovation communities.

But the nature of Chaordix's product meant there was global, not local, interest for the company's services.

While Chaordix has operated in Canada, it doesn't currently have

One would think that the logical approach to establishing and growing a company is to start local — set up shop, sell to the local market, expand regionally and, once you have sufficient experience, go global.

While that may be the case for some companies — and while some companies may never expand their reach beyond the local market — that is not often the case for technology entrepreneurs.

There are numerous cases in which sales efforts are significantly

focused on international markets, and in which revenues derived from international markets far outweigh those from local markets. In fact, it has been noted many times that local technology innovators seemingly have to prove themselves globally before they are deemed worthy of local business.

While that may be disheartening to some, it is a motivator to others who go on to tackle international markets with great success, establishing a network of international locations and personnel.

any active Canadian customers. All of the company's business comes from outside of Canada. Clients include IBM, KPMG and American Airlines.

"Marketing needs at organizations beyond the Canadian borders are forced to be a little more competitive than Canadian companies. That's why we work global," Kuipers says.

The company, founded in 2009, has grown substantially since a rebrand and reposition in 2011.

Kuipers, who relied on her previous experiences at other tech companies when launching Chaordix, says the company was born out of a crowdsourcing community called Cambrian House.

After Chaordix launched in 2009, the first two years were spent trying to figure out what problems customers were trying to solve. After two years of market testing, the company re-launched in 2011 and has since emerged as a sought after global leader.

Taking the time to test the market has been a key to generating revenue globally, says Kuipers.

The nature of the crowdsourcing industry meant that in 2009, the company was early to market. Even now, its clients are early adopters of crowdsourced brand and product innovation.

In 2013, Chaordix tripled its growth and it's on track to do the same in 2014.

Chaordix employs a staff of 35 between its Calgary and London locations. Kuipers has her eyes set on continued global growth, including a potential New York expansion.

Opening a new international location was made easier by spending two years growing the company in London from Calgary. The international expansion was well-thought out and calculated, Kuipers says.

That being said, growing internationally hasn't been without challenges.

Kuipers lists finding capital to grow and quality talent as challenges the company is actively managing.

"How do we maintain our culture in such a high growth phase? That's going to be really important because our culture has really driven who we are and our success to date," she says.

Arrangements are being made to move some Calgary employees to London, as well as to hire new employees in the new market.

Ultimately a "flexible, dynamic, ambitious" team that's willing to work hard, at any time of the day, has been key to global growth," says Kuipers.

"If you are going to grow fast and global, you need to rely on your team," she says.

General Dynamics
intel
Lafarge
HP
Salesforce.com
Microsoft
Cisco
Motorola
Genovus

The stereotypical image of an inventor is one where they are secluded from the rest of the world, squirreled away in a desolate laboratory or workroom in the basement — emerging into the daylight only once their creation has been perfected.

As entertaining and as intriguing as they may seem, it is not a true reflection of reality in the tech sector. Technology entrepreneurs depend in large part on collaboration and teamwork to develop and commercialize their solutions. In addition to creating a solid

team of employees, many successful tech entrepreneurs reach out into the ecosystem to leverage the expertise and resources of others.

While mentors and advisers play an important role in supporting technology innovators, more formal strategic partnerships with key industry leaders can prove to be invaluable. These strategic relationships can offer support to the individual components or the entire realm of a tech company from technology development right through to marketing and sales.



Trent Johnsen, CEO of Hookflash.

HOOKFLASH

Strategic partnerships are key to successfully growing a tech company.

Just ask Hookflash CEO Trent Johnsen, whose three-year-old start-up has already collaborated with industry giants such as LinkedIn and Microsoft to create free alternatives for voice, HD video and messaging.

"If you get good engineers and you publish good stuff, then you get to play with other good guys who are doing important work," says Johnsen, whose company, co-founded with Eric Lagerway, got its big break presenting at an International Engineering Task Force meeting. "It's about credibility. It's about the quality of your work."

He compares it to being a writer. "You're only as good as your last

story," says Johnsen. "Are you writing good stuff and putting it out there? Is it meaningful to the community that you and I are in? That is what has created all of our best collaborations and strategic partnerships."

The Hookflash open peer software enables businesses to integrate live voice, video and messaging into their own applications, websites and software.

Businesses then connect directly with employees and customers on mobile and web-enabled devices via social networks or private corporate directories. This provides businesses with enhanced communication systems while reducing those communications costs.

"We are collaborating with one of the largest players in the world to author the standard for web real-time communications," says Johnsen. "Think of it as the second coming of the web browser."

"Our core competency is building software. We don't deal with the end users. Strategic partnerships are critical to us."

Johnsen is no stranger to the start-up world. He worked at Shift Networks, a voice over Internet protocol (VoIP) provider, and he was a founder of Bryjoh Communications, one of the first wireless dealers in Western Canada.

His advice to other startups? Stick with the vision, no matter the challenges to finance pre-revenue technology.

"The hardest thing is identifying the opportunity," Johnsen says. "But once you have that, just work toward it. Define the objective and start taking the first steps toward it."

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Key Customers

Google Amazon Cisco Apple
AT&T Walmart
GE Harvard Siemens
Mayo Clinic Husky

The first step in getting a customer is knowing your customer — often referred to as the target market. While a technology company may not actually sell a product for many months or even years after they begin the process of developing their technology, knowing the customer from the very beginning of the

process is important as it ensures that they develop a product that meets the needs of the customer. Selling a product direct to consumers is much different than selling a product to a business and this is where a strategy for engaging key customers comes into play. The relationship a technology entrepreneur develops with

a particular client can catapult them from obscurity to a state of global recognition. Often, first customers or strategic customers become integral to the development and ongoing evolution of a technology and, as such, tech companies are wise to know everything they can about their customers.

BENEVITY

Know your clients. Focus. And then follow through until the deals are inked. That's the advice for new start-ups from Calgary entrepreneur Bryan de Lottinville.

"A strategic focus on client segmentation and acquisition is absolutely necessary, especially for many technology or other startup companies that don't have tens of millions of venture capital to support them," he says.

"Most importantly though, they need to execute because all the best focus and strategy won't matter a hoot if you can't get those key relationships to buy what you're selling."

De Lottinville knows what he's talking about. He's the founder and chief executive officer of Benevity, a Calgary-based tech company that aims to improve the impact of corporate giving programs. Founded in 2008, Benevity offers global online solutions for volunteering and charitable donations. The company currently has 37 staff and services 45 countries, but does most of its work in Canada, the U.S. and the United Kingdom.

"A key element of relationship building for us has been to consistently execute with a level of professionalism, passion and client responsiveness that belies our relatively small size and makes change management more seamless," he says.

"Great technology is necessary, but rarely sufficient."



Bryan de Lottinville, CEO of Benevity.

There have been challenges. "Everyone wants to be innovative, but almost no one wants to be first," says de Lottinville. "A critical challenge for us was building our capability and base of client relationships to the point where a Fortune 100 company — and the corporate throngs involved in their IT procurement and implementation processes — would be comfortable in choosing us and acting as an early adopter."

So far, so good. Major Benevity clients include Ameriprise Financial, Canadian Pacific, New York Life Insurance Company, Roche Pharmaceuticals, and a Fortune 500-ranked producer of athletic gear and footwear.

"Since we needed early adopters, we also tried to focus on companies that showed progressive thinking or other indications of embracing innovation," he says.

But, he notes, his team had to be

careful what they wished for once they landed those first few big clients. "These huge companies are used to getting what they want and are not bashful about asking."

That includes thinking about everything from data security to privacy to compliance issues, all the while "providing best-in-class functionality," he says.

Then again, de Lottinville is no stranger to big business transactions. He was the chief operating officer at iStock Photo, which was sold to Getty Images in 2006 for \$50 million US. And before that, he was the executive vice-president of SMED International, a modular office furniture manufacturer that was sold for \$250 million to Haworth in 2000.

In 2014, de Lottinville estimates Benevity will redistribute \$150 million of charitable donations, "but in five years, if that isn't a billion, I'll be ashamed of myself," he says.

Benevity streamlines the giving process — tax receipts, donor contact lists, things that are "essential but not strategic" for a charity's success. Benevity's automated systems mean charities save money, so they can focus on what they do best: help people who need it.

"Since scale and transaction velocity are key to delivering on our vision for an aggregated, automated platform that drives efficiencies, we focused on acquiring a critical mass of something that would drive growth and take-up amongst all of the targeted constituents," says de Lottinville.

"In the context of our platform, that is gifts of money and time."

Product release Revenues customer

Cash-flow positive quarter

\$1M revenues

\$1M deal International sale International location \$1M investment secured *

Milestones

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There is a certain timeframe during the course of a company's lifecycle when a number of firsts are achieved — when a concentration of milestones are reached. This is an exciting time for technology entrepreneurs as they finally see the fruits of their labour: first investment secured, first

product launched, first customer acquired, first revenues generated, first cash flow positive quarter.

The milestones, though fewer and farther between, are no less significant as a tech company grows and evolves: first international sale, first million-dollar deal, first \$10 million in revenue; \$25 million; \$100 million.

It is important to announce, recognize and celebrate the milestones that innovators reach along the way. Sharing such news, not only offers a pat on the back to the team contributing to the success, but it can also be a catalyst for engaging new investors, employees, customers and collaborators.

MOBOVIVO

It's been quite the year for Mobovivo.

The Calgary-based startup began the year with the gamification of the Academy Awards broadcast.

The company also signed a five-sport deal with ESPN, a leading global sports cable TV channel.

And it has since inked a deal with Time Warner Cable to "second-screen" the current season of the Los Angeles Lakers basketball games.

With the aid of the app, "You can predict who will win the game, whether a foul shot will be successful, who their girlfriends are, who's at the game," says Mobovivo CEO Trevor Doerksen.

"We work with the network and we're right there in the control room during the broadcast."

The idea for Mobovivo developed out of Doerksen's master's thesis research in educational technology and computer science at the University of Calgary.

The company now numbers about 20

people, as well as contractors in Brazil and partners in the U.S.

Doerksen cites studies that show TV viewers are distracted by their mobile devices every two to four minutes. And about 86 per cent of TV viewers are also engaging with a mobile device at the same time they're watching television.

How does a TV channel compete with the mobile distraction? How does a show or game engage and keep its viewers?

Mobovivo develops apps that create "a second screen beat during broadcast." Facts, trivia, statistics, videos and more are tracked down, edited and then published in real time on the app, for viewers who might otherwise change the channel in their search for constant entertainment.

So far, so good. The ESPN app launched in October 2013 and immediately became the No. 1 sports app in Brazil.

"You get more information about the athletes, behind-the-scenes information and photos," says Doerksen.



Trevor Doerksen, CEO of Mobovivo.

And this year, the Mobovivo team will tackle the FIFA World Cup soccer schedule.

There have been challenges along the way. Mobovivo created a second-screen app for AXN's Hannibal TV series. The series was broadcast in six languages in 18 countries. So was the app.

"My email inbox doesn't automatically translate, and neither do legal agreements," says Doerksen with a laugh. "Communication can be tough."

It's time to move the business out of the basement.

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Benevity www.benevity.com

Benevity is a software social enterprise that offers innovative solutions and services to help power "Goodness Programs" across multiple applications.

Calgary Scientific www.calgaryscientific.com

Calgary Scientific revolutionized health care with its Resolution MD technology, providing collaboration for diagnostic health-care records over the web and on mobile devices.

CodeExcellence www.codeexcellence.com

Organizations of all sizes are using CodeExcellence's software quality monitoring and governance products to eliminate potential system crashing code defects.

Decisive Farming www.decisivefarming.com

Through its web software, My Farm Manager, Decisive Farming provides growers with a suite of services to increase the profitability of their farm business, from field to market.

Lumiant Corporation www.lumiantcorp.com

Lumiant Corporation's, TitanMade®, has the strength of steel alloys at less than half the weight, and can withstand temperatures up to 900°C.

MRF Geosystems Corporation www.mrf.com

MRF Geosystems is a Geographic Information System (GIS) company offering software products that have been licensed to more than 6,000 customers in 40 countries worldwide.

Nanalysis www.nanalysis.com

Nanalysis develops and manufactures compact Nuclear Magnetic Resonance (NMR) instrumentation, providing of industry with spectroscopic resolution practically anywhere.

Packers Plus www.packersplus.com

Packers Plus revolutionized the oil and gas industry with the creation of open hole, multi-stage fracture stimulation systems.

Tactalis (Invici) www.invici.com

Tactalis has created a computer interface and online content store that allows visually impaired people to explore, edit and share digital media.

TEKTELIC Communications www.tektellc.com

TEKTELIC Communications designs and develops leading edge wireless products that address 3G and 4G coverage and data requirements of service providers.

TetraSeis www.tetraseis.com

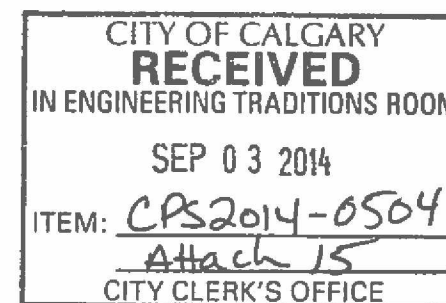
TetraSeis develops leading edge seismic data processing technologies, setting industry standards in direct seismic imaging of sub-vertical discontinuities.

TechRev, recognizing success in advanced technology

TechRev, an initiative of Innovate Calgary, has established a framework to recognize and profile local technology companies, promoting opportunities for investment, collaboration and innovation. This framework consists of: TechRev Innovators — an annual recognition platform established in 2009 and the best-known of the TechRev activities; TechRev.ca — a website that shares news, feature articles and success stories about local technology companies; TechRev events — held to shine the spotlight on the milestone achievements of tech entrepreneurs while bringing the community together; YYCTECH: Spotlight on Innovation — an annual publication created to provide people with insight into Calgary's dynamic and vibrant tech sector.

Calgary's tech sector is thriving and our city is gaining a reputation for being a hotbed of innovation. Companies who have been recognized as TechRev Innovators represent some of the most forward-looking and promising tech ventures in the Calgary area. These companies are growing and making their mark on the world through innovation — and they have chosen to call Calgary home.

— Mayor Naheed Nenshi,
City of Calgary



Talisman Centre

Action Plan 2015-2018



Talisman Centre 2013 Annual Achievements

Became a more effective and disciplined organization

- Followed a strategic plan, advancing 7 goals
- Developed and followed an Asset Management Plan, invested \$1.4M in capital upgrades and enhancements
- Focused on effective Board governance
- Measured impact and made improvements where needed

Invested in great communities and a vibrant urban fabric

- Supported 27 Sport Partners, 1000's of school aged children and 4 community associations
- Provided recreation and sport opportunities for approximately 1.5M people
- Increased transparency and accountability
- Improved service effectiveness and efficiency

Achievements

- Recognized as Best Fitness Facility in Calgary (ffwd)
- Recognized as Most Inclusive Facility in Calgary (Between Friends)
- Provided more subsidies than any other recreation centre in Calgary
- Inducted into the Mayor's Youth Council
- Year-end surplus budget
- High levels of customer and stakeholder satisfaction

Action Plan 2015-2018 – Business Plan

Deliver on Council Priorities to help create a prosperous city, a city of inspiring neighborhoods, a healthy and green city, and a well-run city.

Reinvest in the facility as per Article 15.1 of the Management and Operating Agreement, to ensure Talisman Centre remains a world class training and competition facility.

Serve the dual mandate by supporting athletes in their training and competition and meeting the recreation needs of all citizens of Calgary.

Follow the Centre's 5-year strategic plan through to completion.

Explore opportunities to expand the facility (in-skin and out-of-skin) to meet the growing needs of Calgarians.

Performance Measures

Talisman Centre measures performance through the following:

- Financial metrics – sales targets in the areas of membership, facility rentals and program registration
- Employee satisfaction survey
- Member and program satisfaction survey
- Competitive analysis (local and international)
- Annual employee performance reviews and future year goal setting linked to strategic plan and goals
- CEO performance plan
- Rates and Fees benchmark assessment study
- Annual admissions
- Facility visits
- Number of competitions/events
- Board of Governor survey

2015-2018 Operating & Capital Budgets

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	1,253,350	1,300,149	1,348,620	1,398,762
Other operating grants	-	-	-	-
Earned revenue from operations	9,489,041	9,707,289	9,930,557	10,158,959
Donations & fundraising revenue	-	-	-	-
Operating expenses	9,629,397	9,850,873	10,077,443	10,309,224
Net of revenue and expenses	1,112,994	1,156,565	1,201,734	1,248,497
Transfer to capital reserve	(1,112,994)	(1,156,565)	(1,201,734)	(1,248,497)
Opening operating reserves	1,000,000	1,000,000	1,000,000	1,000,000
Ending operating reserves	1,000,000	1,000,000	1,000,000	1,000,000
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	6,634,164	6,847,158	7,103,723	4,405,457
Requested City of Calgary lifecycle grants	500,000	500,000	500,000	500,000
Other City of Calgary capital grants	-	-	-	-
Transfer from operating reserves	1,112,994	1,156,565	1,201,734	1,248,497
Capital expenditures - movable equipment	(400,000)	(400,000)	(400,000)	(400,000)
Capital expenditures - building (see note)	(1,000,000)	(1,000,000)	(4,000,000)	(3,000,000)
Ending capital reserves	6,847,158	7,103,723	4,404,457	2,753,954

2015-2018 Operating & Capital Budgets

HIGHLIGHTS:

Forecasted annual surplus

Maintain, upgrade and enhance the facility

- building modifications (approximately \$1M annually)
- program equipment (\$200K annually)
- high performance sport equipment (\$200K annually)
- facility expansion

Grow capital reserve fund

Invest in Talisman Centre's dual mandate – support for high performance sport, support for citizens of Calgary (recreation and wellness). Accessible and inclusive.

Attract local, national and international competitions

Position the facility as a world class place for training and competition

2015-2018 Operating & Capital Budgets

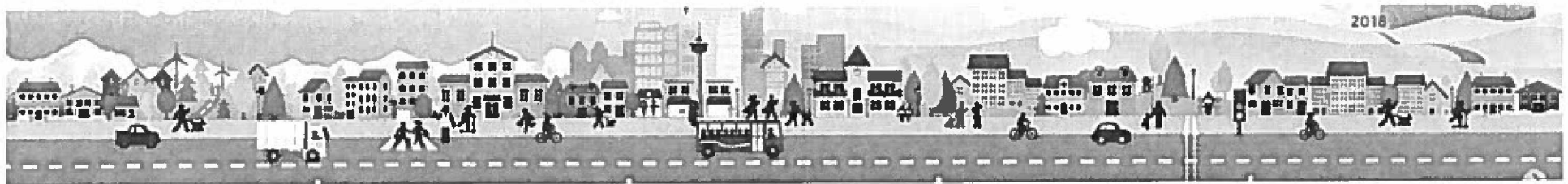
Highlights (continued):

Potential Expansion

- Delivering on the Centre's dual mandate to support athletes and citizens of Calgary
- Responding to growing demand and capacity issues
- Enhancing Talisman Centre's reputation as a world class training and competition facility
- Reacting to changing needs
- Fulfilling objectives outlined in the Recreation Master Plan, 10 year Strategic Plan for Sport, PAMA study and more.

Risks and challenges

- **Competition – local and national**
- **Capital requirements**
- **Changing needs and demands**



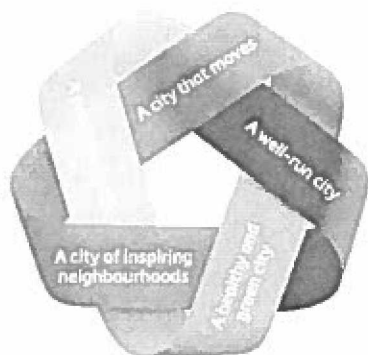
Alignment with Council Priorities

PRIORITY: A prosperous city
Community Well-Being

PRIORITY: A city of inspiring neighborhoods
Public Safety, Great Neighborhoods

PRIORITY: A healthy and green city
Healthy Living

PRIORITY: A well-run city

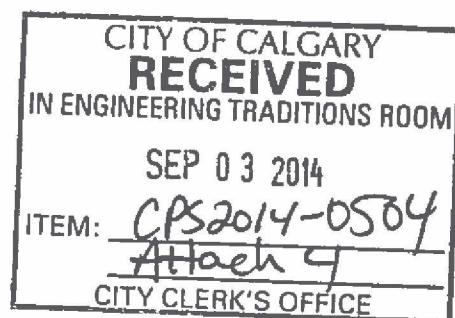


THE CITY OF CALGARY

Action Plan

2015 – 2018

Aero Space Museum Association of Calgary *Action Plan 2015-2018*



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THE CITY OF
CALGARY

ASMAC 2013 Annual Achievements

- Hosted over 3,000 students in Campus Calgary/Aero Space School and day programs
- Over 27,000 visitors learned about flight and Calgary's aviation history
- Attentive to professional standards in operations and governance, especially collections, exhibitions, strategic planning, accountability and transparency
- Connected with our communities through events, including a fashion show, our annual Father's Day celebration, a Remembrance Day service and RCAF mess dinner, and an immigration ceremony. Hosted numerous private functions which generated operational revenue
- Focused on alternative delivery methods, reviewing vendor contracts, and seeking efficiencies wherever possible
- Invested in lifecycle maintenance, including basic building maintenance, IT software and hardware, fire, elevator and security systems
- Began an aggressive plan to correct building issues, which has culminated in extensive building repairs planned for 2014/2015
- Applied for federal funding to hire a qualified collections consultant – funding received in second quarter of 2014

Action Plan 2015-2018 – Business Plan

The museum will concentrate on sustainability, increasing community connections and relevancy, and professionalism and standards through five strategic directions:

- Improve Identity and Visibility in the Community
- Strengthen our Community Connections
- Formalize a Long Term Facility Strategy
- Ensure Sustainability
- Develop a 5 Year Plan for Exhibitions, Programs and Events

Action Plan 2015-2018 – Business Plan

Trends

- Stiff competition for steadily shrinking project oriented grant funds; lack of grants to support operations
- A continued focus on museums as places of community engagement
- Life-long learning and structured, curricula based educational programs, ethnically diverse population
- Audience centered exhibitions and activities allowing for personal context
- The use of the internet (virtual museums, social media)
- An aging population
- A greater focus on professionalism, standards, accountability and transparency
- A shift toward sustainability and building capacity through non-museum activities (e.g. facility rentals) and museums as attractions

Issues

- Shortage of permanent qualified staff in key function areas, which hinders our ability to provide services
- Aging building which was not built to support museum functionality and requires ongoing maintenance
- An aging volunteer force

Performance Measures

- Combination of qualitative and quantitative performance indicators, including admission statistics, monthly revenue review and electronic surveys
- Due to an increase in marketing efforts and alternate delivery methods, we can expect a slight and consistent (3 – 5%) annual increase in the numbers of admissions, bookings and facility rentals
- Educational bookings are expected to increase dramatically in 2016 – 2018 as a result of an emphasis on curricula related programs for all age levels and the introduction of summer camps
- With the new focus on collections care and access, we can expect to see a slight rise in research requests to access the collections, as well as an increase in the numbers of artifact and archival donations made to the Museum

2015-2018 Operating & Capital Budgets

- We have anticipated that operational revenue (including earned) will realistically increase by 3% annually over the next 4 years (the exception being education programming which will ramp up in 2016)
- We expect operational expenses to rise by 3% annually; the exception being wages, as we focus on filling important positions, many of which will aid in revenue generation and sustainability
- Our budget reflects our intention to enter into a comprehensive fund development strategy, which will support operational and capital projects, and provide endowment funds
- The growth of capital reserves indicates our intention to develop additional exhibition and operational space south of our main hangar
- Continually focused on the 'bottom line' and restraining expenditures
- Dedicated to finding alternative and creative ways to address budget requirements

Risks and challenges

Events: Weather and competition

Earned Revenue: Competition for the leisure dollar and an increasingly sophisticated audience

AGLC Casino: Occurs late in the fourth quarter every two years

Grants: Very competitive; steadily shrinking grant funds

Fundraising: A comprehensive fund development campaign is in the early stages of development, and it is difficult to forecast projections, both in fundraising and capital revenues

Staffing: Without adequate and qualified personnel, it is challenging to build capacity and increase service levels

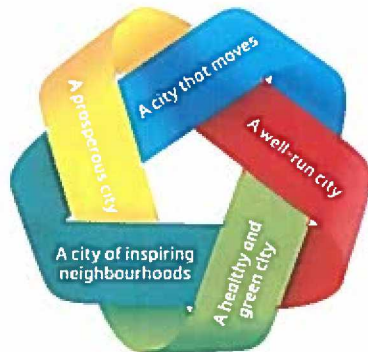


THE CITY OF CALGARY

Action Plan
2015 – 2018

Alignment with Council Priorities

- **Improving our identity and visibility in the community** will support a prosperous city through the provision of a
 - + museum which will aid in the attraction of global talent
- ASMAC is committed to **community engagement and strengthening connections** and thus a healthy city with inspiring neighbourhoods through the provision of educational programs for children and an aging population and the furtherance of partnerships with stakeholders
- **Formalizing a long term facility strategy** supports the development of the museum to meet the needs of a changing and diverse community
- **Development of a 5 year exhibition, program and events plan** delivers opportunities for connections, urban vitality and protects, enhances and interprets our heritage assets
 - **Ensuring sustainability** provides a buffer against over-reliance on government funding; sustainability will be ensured through fund development strategy, alternate service delivery, partnerships and growing our internal revenue streams, while managing our growth within our financial capacity

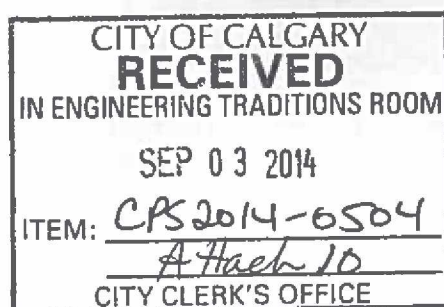


THE CITY OF CALGARY

Action Plan

2015 – 2018

TELUS Spark *Action Plan 2015-2018*



TELUS
Spark*

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THE CITY OF
CALGARY

TELUS Spark 2013 Annual Achievements

Economic Prosperity: City-backed **Bridge Financing Loan** for the completion of the new facility on St. George's Drive paid off 3 years early:

- Loan Agreement: \$ 17.0M 8 years
- Loan Actuals: \$ 12.0M 5 years
- Net savings to TELUS Spark of \$2,000,000 in interest payments

Collective Impact:

- Launched our *Community Connections* partnership program to support access for vulnerable Calgarians, supported by Longview Systems. e.g. Centre for Newcomers, CUPS, Metis Calgary Family Services
- The "Inclusive Community Award" from the *Developmental Disabilities Centre of Calgary*.
- Partnerships with hundreds of individuals and organizations to bring a wide range of content that might otherwise not achieve a public profile, e.g. *Rachel Duckhouse* as Artist in Residence as part of the *Watershed+* project w Utilities & Enviro Protection dept.

TELUS Spark 2013 Annual Achievements

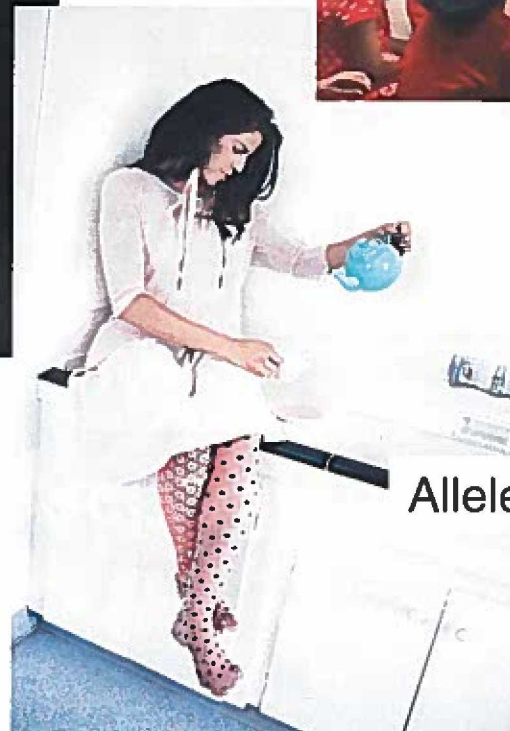


CAL1212-TR1G credit: Ted Rhodes/Calgary Herald

First Live Surgery Program in
Western Canada



Spark Trek



Alleles Design Studio

TELUS Spark 2013 Annual Achievements

↑ **12%**

increase in
Adults Only Night visitors



Partners contributed

969

volunteer hours to
Adults Only Nights
and Special Events

3,205 in-need
Calgarians visited
through the Community
Connections Program

2x

the number of
participating social service
agencies over the 2012 pilot



67,290

students engaged in
school programs



including 676

students who took part in
the immersive week-long
Chevron Open Minds program

↑ **11%**

increase in volunteer hours

That's the equivalent of
9.6 full time employees!



THE CITY OF CALGARY

Action Plan
2015 – 2018

TELUS Spark 2013 Annual Achievements



18,145 -strong
membership base
(at December 2013)

↑ 20%
increase in Gold
level Members

2
new memberships
introduced: Ignite
and Green family

373 events in **365 days**
↑ 36% increase in total events hosted

We were the facility of choice for:

201 corporate or community events
23 facilitated team-building programs
149 birthday parties



+100
earned local and
national media stories

In-kind contributions from
media partners **more than**
double advertising budget

+130
community partners
collaborated on content
and programming

26
new program streams
introduced

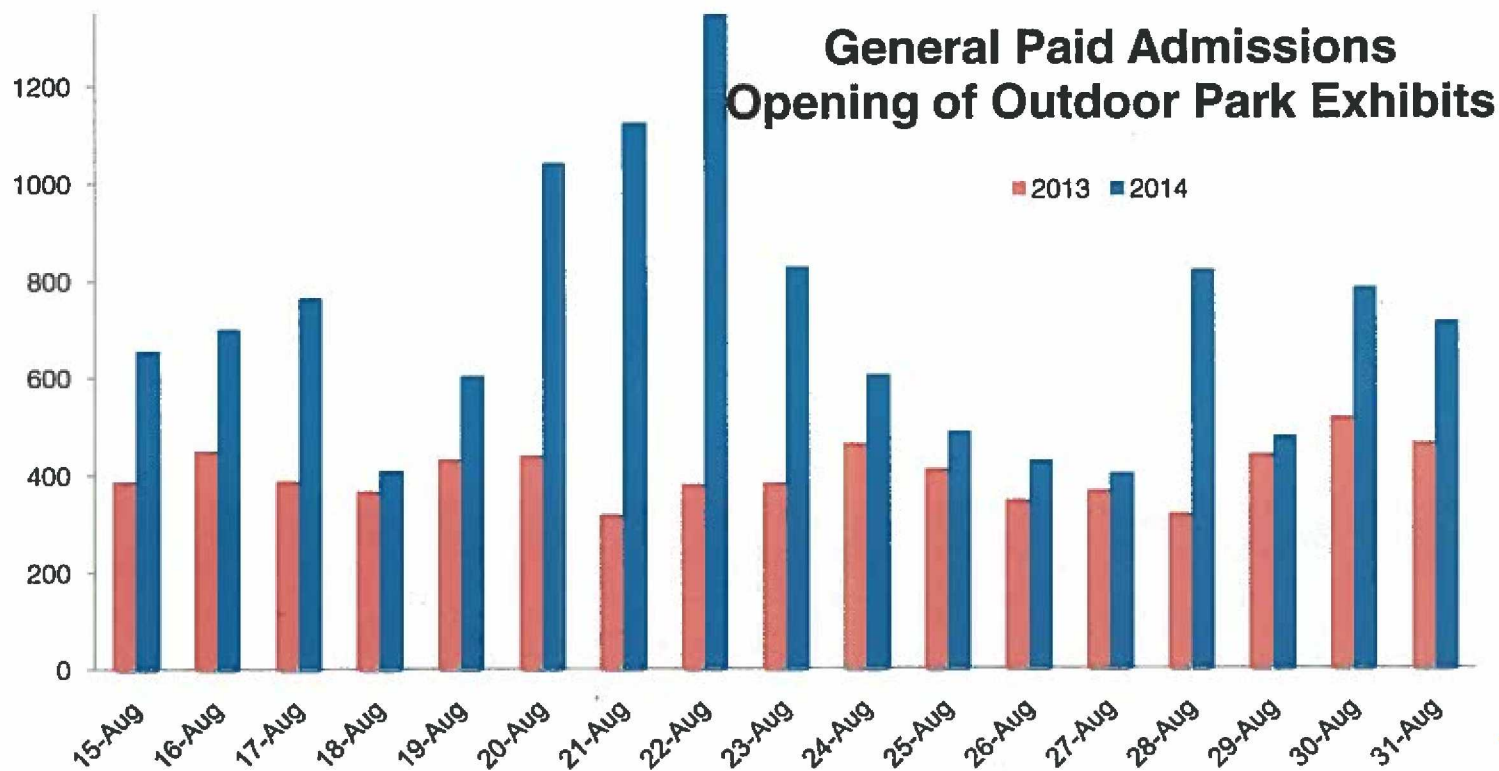
THE CITY OF CALGARY

Action Plan
2015 - 2018

Action Plan 2015-2018 – Business Plan

2013-2015 Business Plan was presented to PFC on April 30, 2013:

- Priority was placed on an General Paid Admissions revenue growth strategy
- Actions to support this were new visitor experiences (park exhibits Aug 2014, electricity exhibits Fall 2014)



Action Plan 2015-2018 – Business Plan

2015-2018 Business Plan strategy is to balance the reliance on general paid admissions revenue through diversification:

- Optimize existing revenue generating programs
- Apply successful core competencies to the development of new revenue generating programs

Existing Successes for Optimization

- *Direct From the Operating Room*
- School Programs
- Summer Camps
- Professional Development programs
- Facility Sales

Growth Program examples

- Virtual Education program delivery
- Additional "*Direct From...*" content
- Weekend paid programs
- Additional Professional Development programs
- New Facility Sales offerings

Action Plan 2015-2018 – Business Plan

... cont'd

2015-2018 Business Plan strategy is to reduce the reliance on attendance revenue through diversification:

- Optimize existing revenue generating programs
- Apply successful core competencies to the development of new revenue generating programs

Additional Revenue & Funding Priorities

- Fundraising trend improving out of the Capital Campaign to Annual Support requests
- Government funding at provincial and federal levels as part of education and curriculum changes; innovation skills development

Performance Measures

Science Centre sector operating benchmarks*:

revenue sources	Earned Income	Public	Private	Endowment/Reserve
Sector Averages	47%	28%	23%	2%
TELUS Spark 2015 (projected)	64%	20%	10%	6%

- Expenses / Interior Exhibit Area
- Expenses / Onsite Visitor
- Earned Revenue / Onsite Visitor
- Onsite Visitors / FTE
- Onsite Attendance / Interior Exhibit Area

TELUS Spark specific operating benchmarks:

Operating Reserve = 25% of annual expenditures

Employee Retention <15% turnover

Employee Engagement >40% engagement & aligned with strategies

* Association of Science & Technology Centres, 2013

2015-2018 Operating & Capital Budgets

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	1,982,550	2,056,577	2,133,247	2,212,562
Other operating grants	0	0	0	0
Earned revenue from operations	6,846,200	7,193,823	7,712,853	8,085,738
Donations & fundraising revenue	950,000	1,025,000	1,050,000	1,050,000
Operating expenses	10,378,750	10,575,400	10,896,100	11,148,300
Net of revenue and expenses	(600,000)	(300,000)	0	200,000
Opening operating reserves	2,500,000	1,900,000	1,600,000	1,600,000
Ending operating reserves	1,900,000	1,600,000	1,600,000	1,800,000
Capital (000's)	2015	2016	2017	2018
Opening capital reserves				
Requested City of Calgary lifecycle grants	819,500	500,000	1,500,000	1,000,000
Other City of Calgary capital grants				
Other capital revenues				
Capital expenditures				
Ending capital reserves				

Risks and challenges

General Paid Attendance

Private Donations

Upward pressure on Compensation expenses

City Operating Grant stability

Utilities and Maintenance

School Board policies



THE CITY OF CALGARY

Action Plan
2015 – 2018

Alignment with Council Priorities

Effective management of city asset – Proactive maintenance, capital infrastructure renewal through optimum timing for equipment aging. Cost-effective and/or partnered service contracts in utilities, landscape management, etc. Skilled employees to operate the facility.

Focus on value for money – Continue to strive for improvement in this measure. Ongoing market research to identify areas of highest impact. Maintain prices at 2011 levels as long as possible.

Public awareness of natural environment and through play, healthy lifestyles – Investment in outdoor park exhibits and programs. Partnerships with other Calgary-based and international organizations. Act as a key contributor to the 2017 *International Play Association* conference.

Great public spaces & urban vitality – Increase pedestrian & bicycle access. Host public dialogue & programs related to sustainable mobility issues.

Affordable youth programs & after-school partnerships – Expand social agency partnerships.

Creative lives for citizens, community partnerships and government – CADA partnership

Attract local and global investment – International Dome theatre program sales. Distance learning program sales, international granting programs.



THE CITY OF CALGARY

Action Plan

2015 – 2018

TELUS Spark *Action Plan 2015-2018*

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Performance Measures

Science Centre sector operating benchmarks*:

revenue sources	Earned Income	Public	Private	Endowment/Reserve
Sector Averages	47%	28%	23%	2%
TELUS Spark 2015 (projected)	64%	20%	10%	6%

Operating Measures	TELUS Spark	ASTC	TWS Edmonton
Expenses / Interior Exhibit Area	\$193/sf	\$145/sf	\$253/sf
Expenses / Onsite Visitor	\$24.75	\$23.75	\$21.41
Earned Revenue / Onsite Visitor	\$15.60	\$10.93	\$16.41
Onsite Visitors / FTE	3,500	3,909	5,175
Onsite Attendance / Interior Exhibit Area (sf = square foot)	7.8/sf	5.7/sf	11.8/sf

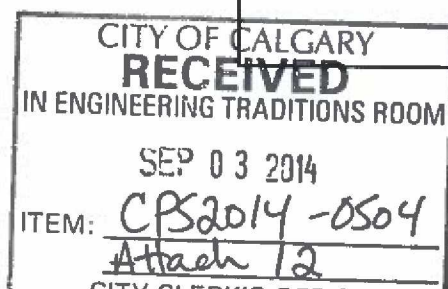
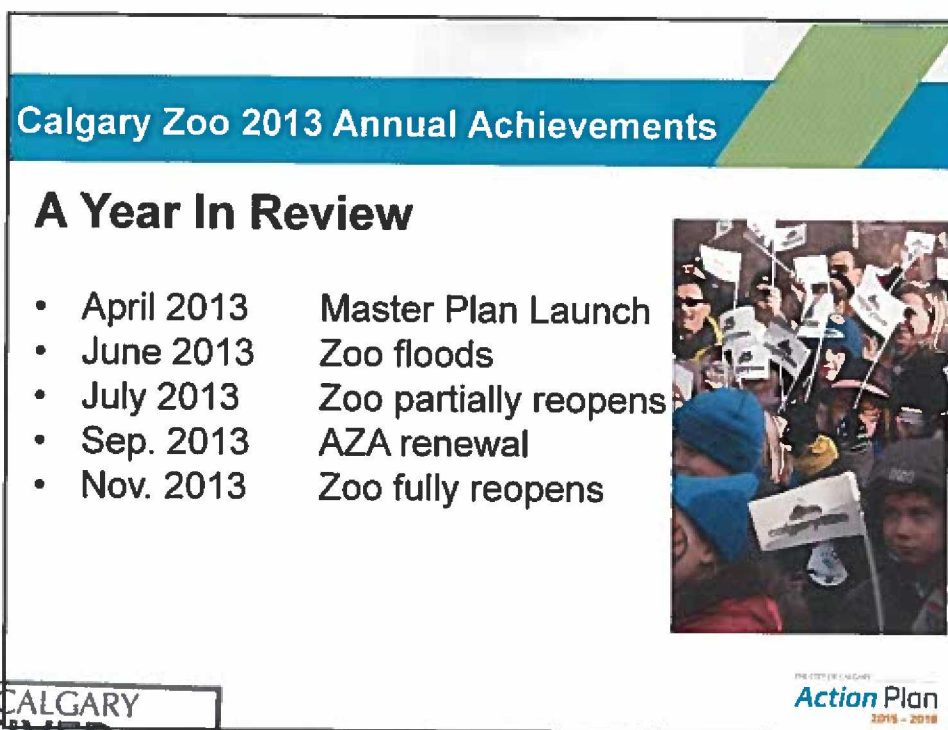
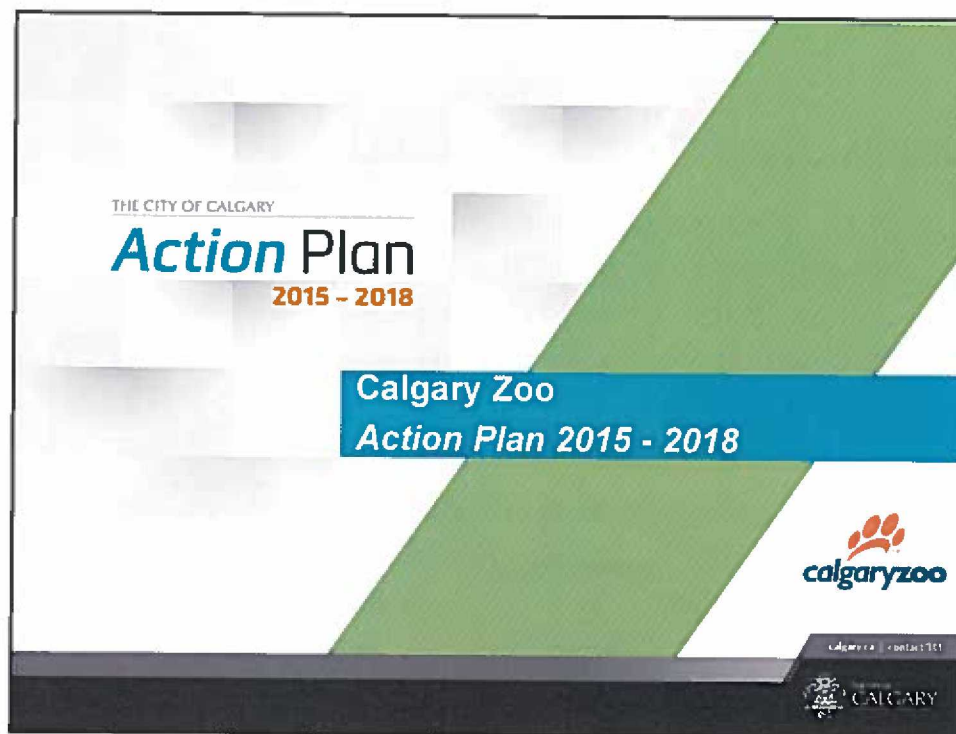
TELUS Spark specific operating benchmarks:

Operating Reserve = 25% of annual expenditures

Employee Retention <15% turnover

Employee Engagement >40% engagement & aligned with strategies

* Association of Science & Technology Centres (ASTC),
2013



Recognition

- *Nature* (science journal) rated the Calgary Zoo as one of the top zoos in the world for conservation research
- Dr. Axel Moehrenschrager appointed co-chair of the Reintroduction Specialist Group of the IUCN
- AZA commission stated "The Calgary Zoo sets itself apart as one of the top zoos in the world."



THE CITY OF CALGARY
Action Plan
2015 - 2018

Awards and Highlights



- Joint Parks Canada CEO Award of Excellence with Parks Canada
- Calgary's Child Magazine Parent's Choice Awards – 3 awards
- FFWD Magazine – 2 awards
- Best single day attendance in zoo history, Good Friday
- Conventional and social media reached more than 145 million people

THE CITY OF CALGARY
Action Plan
2015 - 2018

Action Plan 2015-2018 – Business Plan

The next few years are a period of final flood recovery and growth including the following four steps:

1. Welcoming Giant Pandas

- To be hosted from 2018-2023
- Attendance forecast to increase by 30 to 50%
- Create unique and engaging experiences



THE CITY OF CHICAGO
Action Plan
2015 - 2018

Action Plan 2015-2018 – Business Plan

2. Land of Lemurs

- Create an extraordinary experience:
 - *Impactful*
 - *Immersive*
 - *Interactive*
 - *Interpretive*
- Increase in visitation



THE CITY OF CHICAGO
Action Plan
2015 - 2018

Action Plan 2015-2018 – Business Plan

3. Wildlife Interactive Education Centre

- New state-of-the-art education facility to deeply engage children, teens and adults in wildlife conservation
- Enhanced capacity to meet growing demand for school programs
- Focus on enabling and empowering personal conservation action

4. Re-vitalize Prehistoric Park Area

- Phase one of the plan for this area
- Innovative world-class habitats for endangered Chinese takins and Japanese snow monkeys
- Enhanced infrastructure for phase two

THE CITY OF CHICAGO
Action Plan
2015 – 2018

Action Plan 2015-2018 – Business Plan

City Projects

- **Flood Mitigation**
 - Report
 - Design
 - Approval
 - Timing
 - Construction impact on zoo operations
- **New 12 Street SE Bridge**
 - Timing
 - Construction will impact zoo operations



THE CITY OF CHICAGO
Action Plan
2015 – 2018

Performance Measures

The Calgary Zoo's long-term objectives:

1. Deliver outstanding enjoyable experiences that attract and retain guests, increasing use by Calgarians and tourists.
2. Motivate stakeholders to take action for wildlife and wild places.
3. Achieve and be recognized for the highest standards of animal welfare.
4. Be a centre of excellence and influence in wildlife conservation.
5. Develop an effective, cohesive and engaged workforce that embraces the Zoo's mission, vision and values.
6. Achieve financial and environmental sustainability.
7. Effectively communicate internally and externally to build pride in and support for the zoo.

Action Plan
2015 - 2018

2015-2018 Operating & Capital Budgets

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	\$7.4MM	\$7.7MM	\$8.0MM	\$8.2MM
Other operating grants	\$0	\$0	\$0	\$0
Earned revenue from operations	\$38.3MM	\$39.4MM	\$40.6MM	\$41.8MM
Donations & fundraising revenue	\$1.2MM	\$1.3MM	\$1.4MM	\$1.5MM
Operating expenses	\$33.6MM	\$34.7MM	\$35.7MM	\$36.8MM
Net of revenue and expenses	\$4.7MM	\$4.7MM	\$4.9MM	\$5.0MM
Opening operating reserves	\$6.0MM	\$6.0MM	\$6.0MM	\$6.0MM
Ending operating reserves	\$6.0MM	\$6.0MM	\$6.0MM	\$5.0MM
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	\$5.0MM	\$3.6MM	\$2.1MM	\$6.6MM
Requested City of Calgary lifecycle grants	\$2.2MM	\$2.3MM	\$2.3MM	\$2.4MM
Other City of Calgary capital grants	\$0	\$0	\$0	\$0
Other capital revenues	\$4.7MM	\$4.7MM	\$4.9MM	\$5.0MM
Capital expenditures	\$8.3MM	\$8.5MM	\$8.7MM	\$8.9MM
Ending capital reserves	\$3.6MM	\$2.1MM	\$0.6MM	\$0.1MM

Action Plan
2015 - 2018

Risks and Challenges



- Revenue streams must grow to invest in:
 - Life-cycle maintenance
 - Create new exhibits attracting guests to zoo
- Giant Panda arrival will incur operating and capital expenses
- To full realize the Master Plan, major capital investment is needed from third parties



Action Plan
2015 - 2018

Alignment with Council Priorities

Priority: A city of inspiring neighbourhoods

- **Bullet 4** - Revitalize the role and ability of community associations, and use of community facilities.
- **Bullet 9** - Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.

Priority: A healthy and green city



- **Bullet 6** - Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.

Action Plan
2015 - 2018

Alignment with Council Priorities

Priority: A well-run city

- **Bullet 6** - Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.

Priority: A Prosperous City

- **Bullet 1** - Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
- **Bullet 2** - Advance purposeful economic diversification and growth.
- **Bullet 3** - Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.

Action Plan
2015 - 2018

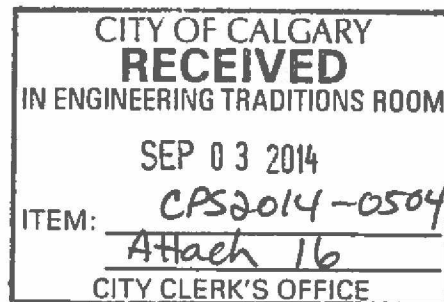
Questions?

MERCI

Action Plan
2015 - 2018

Parks Foundation Calgary

Action Plan 2015-2018



Parks Foundation Calgary

2013 Annual Achievements

INTRODUCTION:

2013 was a very successful year for us. We appreciate the City's support for our operations which allows us to maintain our talented complement of seven staff.

PFC's programs and major capital project – the Rotary/Mattamy Greenway – continue to bring significant value to the City. Since 2009 to the end of 2013 – PFC has successfully leveraged City resources of \$7.1 million to our infrastructure and programs up to a total of over \$39 million in total value over this period. In %, the City's contribution makes up 18% of the total value. This success in the past and our promise for the future lies in PFC's unique ability to bring together diverse partners around a shared vision and leverage resources in infrastructure and programs in direct alignment with the City's stated priorities.

Building Playgrounds and Communities(BPC) Grant Program

- 16 playgrounds built in 2013 – valued at \$3.8 million
- Since 2009 – 2013 - 85 playgrounds valued at \$12 million; City's cash and in-kind is 14% - rest leveraged from other sources.
- By the end of 2014 – 100 playgrounds at nearly \$15 million

Horticultural Program (HP)

- This no fee program offers disadvantaged persons the ability to connect with nature. For the 2013 program, over \$100,000 was raised or carried forward from previous years allowing PFC to fund the program at four sites in 2013 – Haultain Park, Calgary Botany, Challenger Park, Twin Visions Garden in Denver and an Equinox site

Parks Foundation Calgary 2013 Annual Achievements

Amateur Sport Grant Program (AMSP)

- Valued partnership with Calgary Flames and Saddledome Foundation
- 43% increase in new application groups resulting in \$238K awarded in 2013
- Since 1987 – more then \$10M to sport Groups in Calgary area

Bench Dedication Program

- 43 sponsored in 2013 – PFC's 23rd yr of facilitating – well over 1000

The Rotary/Mattamy Greenway

- Over \$40M raised – including major title sponsorship announced in 2013 - \$5M Rotary and \$5M Mattamy - City support enabling

ORP – “Energy Innovation Park” – working name

- Master Plan completed in 2013
- Sincerely appreciated funded of \$170K from Council Innovation Fund – matched by private donor

PartnerParks Admin Cost Allocation – free services to 42 community-initiated groups

Action Plan 2015-2018 – Business Plan

Synopsis of priorities and actions

Building Playgrounds and Communities Grant Program: Continue to work with the City of Calgary, corporate and community partners to build exciting play spaces that foster connections within communities in Calgary; align projects with City's budget and development goals. Estimate 15 per year, however grant funds for AD expire in 2015 – that is the catalyst that drives BPC as well as one full time staff dedicated to help communities.

Rotary/Mattamy Greenway: Increase accessible recreation by continuing to fund raise and complete the 138 kilometers of pathways connecting 55 communities, including up to 25 specialty parts and amenities. Project completion target 2017. 81% done by end of 2014. \$10M left to raise to build the last 26 km of pathway.

Horticultural Program: Collaborate with marginalized groups within Calgary by providing accessible opportunities to garden and connect to community. Will continue to operate no fee program and raise funds to do so.

Bench Dedication Program: Continue to work with sponsors, communities and the City of Calgary to install and maintain dedication benches in honor of loved ones. Estimate continuing with at least 40/year sponsored.

Action Plan 2015-2018 – Business Plan

PartnerParks Administration Cost Allocation Program: Continue to provide free administration and accounting services to community-initiated and led projects.

Amateur Sport Grant Program: Encourage healthy, active lifestyle by supporting amateur sport organizations with equipment, expansion of existing facilities, and development of new facilities. Increase exposure of Program and number of applications.

Old Refinery Park – “Energy Innovation Park” (working name): In partnership with the City of Calgary Environmental and Safety Management and other stakeholders, design, fund raise, and construct the innovative science park. Currently applying \$50.6M in funds

- CCEMC (\$25M) – completing EOI
- P3 Canada (\$21.4M) – Public Private Partnerships Federal – application submitted, queries responded to
- CFI Canada F (\$4.2M) – EOI accepted, submitted full project proposal in June

Performance Measures

Banking on the financial support from the City for PFC's operations, it is anticipated that PFC will continue to administer and raise funds for its projects and programs; and evaluate its performance in 2015-2018 as follows:

Building Playgrounds and Communities Program: The number of playground builds, sponsors, and volunteers; community feedback; and the creation of community capacity leading to further community- driven initiatives.

Horticultural Program: The success of the Twin Views Communal Garden, number of participants in the program, sponsors, and the harvest.

Bench Dedication Program: The number of benches sponsored.

Rotary/Mattamy Greenway: Adequate funds raised and the completion of the pathways, specialty parks and amenities.

Old Refinery Park: Success in securing interests and funds for the project

PartnerParks Cost Allocation Program The value of administration services provided the communities and the cash contributions raised and spent on community-initiated and led projects.

Amateur Sports Program: The number and value of grants awarded.

2015-2018 Operating & Capital Budgets

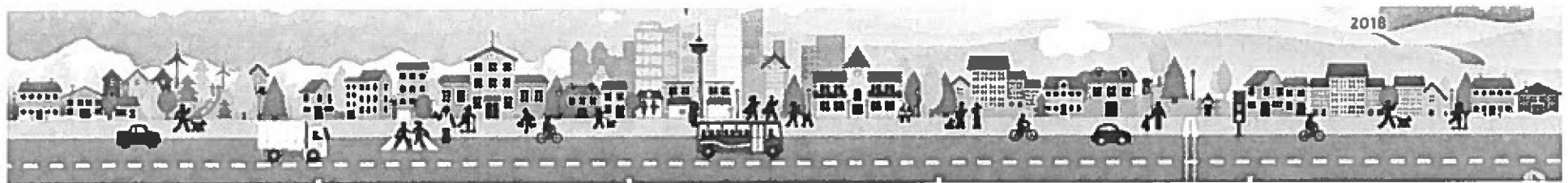
Operations	2015	2016	2017	2018	2015-2018	
Other operating grant from The City of Calgary \$	200	\$ 200	\$ 200	\$ -	\$ 600	16%
Investment Income City Operating Endowment \$	75	\$ 75	\$ 75	\$ 75	\$ 300	8%
Saddledome management costs allocation \$	36	\$ 36	\$ 36	\$ 36	\$ 144	4%
PartnerParks administration cost allocation \$	109	\$ 109	\$ 109	\$ 109	\$ 436	12%
Donations \$	35	\$ 35	\$ 10	\$ 10	\$ 90	2%
Reserve investment income \$	5	\$ 5	\$ 5	\$ 5	\$ 20	1%
Projects and programs \$	421	\$ 447	\$ 499	\$ 727	\$ 2,093	57%
Revenue \$	881	\$ 907	\$ 934	\$ 962	\$ 3,683	100%
Operating expenses	\$876	\$902	\$929	\$957	\$3,664	
Net of revenue and expenses	\$5	\$5	\$5	(\$172)	(\$157)	
Opening operating reserves	\$505	\$510	\$515	\$520	\$505	
Ending operating reserves	\$510	\$515	\$520	\$348	\$348	
Capital	Nil					

Risks and challenges

Variable source of revenue consists of administration and management costs recoveries, which depend on funds raised for and construction costs incurred on the projects. Variable revenues account for 69% of earned revenue from operations.

Most importantly as PFC completes the Greenway in 2017, we must be actively engaged in another major capital project, like the brownfield research/public Old Refinery Park project. It is from our capital initiative that the majority of our earned revenue from operations comes from.

In fiscal 2018, when the city's operating grant of \$200K ceases, it is anticipated that PFC will incur a deficit and will utilize its accumulated surplus.



Alignment with Council Priorities

Parks Foundation Calgary's core programs and capital project are aligned with Council priorities. They

- contribute to community well-being
- promote public safety and great neighborhoods
- add alternative mode of transportation within the city
- promote a healthy and green city; and
- conserve the city's capital exposure in restoring and building parks, playgrounds, and pathways.

The intrinsic value of partnership with the City, other levels of government, corporations, foundations, other not-for-profit organizations, and more importantly with the communities' grass root is immeasurable. Parks Foundation Calgary facilitates this partnership thereby creating awareness, involvement, active participation, citizens' ownership of community initiatives, and social harmony.

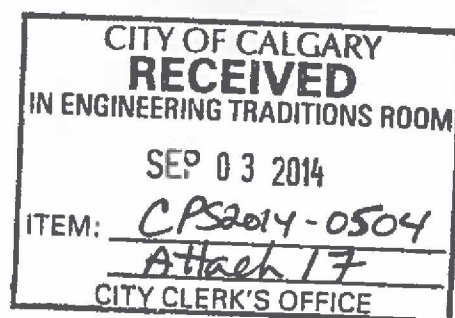


THE CITY OF CALGARY

Action Plan

2015 – 2018

Tourism Calgary *Action Plan 2015-2018*



tourism
calgary

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Tourism Calgary 2013 Achievements



- Doors open post-flood campaign;
- New, open-ended agreement with Calgary Hotel Association;
- 7.5 million visitors, contributing \$1.6 billion in spending.

Action Plan 2015-2018 – Business Plan

Tourism Calgary's strategic priorities – 2015 to 2018



CITY OF CALGARY

Action Plan
2015 – 2018

Key performance measures from 2013:

Indicator	2013 target	2013 actual
- Events booked	42	50
- Room nights	50,000	44,044
- Annual occupancy	72%	73.1%
- Visitcalgary.com traffic	1.15 million	1.3 million
- Social media reach	43,750	72,303
- Partner contributions	\$725,000	\$719,363

2015-2018 Operating & Capital Budgets

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	2,519,372	2,613,443	2,710,875	2,811,665
Other operating grants	5,974,900	5,982,600	5,992,700	6,003,100
Earned revenue from operations	1,612,801	1,560,858	1,539,992	1,819,325
Donations & fundraising revenue	400,000	420,000	440,000	460,000
Operating expenses	10,507,073	10,576,901	10,683,567	10,794,090
Net of revenue and expenses	0	0	0	0
Opening operating reserves	0	0	0	0
Ending operating reserves				
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	508,050	734,610	944,540	1,126,060
Requested City of Calgary lifecycle grants	0	0	0	0
Other City of Calgary capital grants	0	0	0	0
Other capital revenues	291,560	266,930	238,520	248,090
Capital expenditures	65,000	57,000	57,000	41,000
Ending capital reserves	734,610	944,540	1,126,060	1,133,150

Risks and opportunities

Opportunities

- Expansion and development within Calgary (new attractions, airport expansion and increased hotel capacity);
- New agreement with the Calgary Hotel Association.

Risks

- Competition in the marketplace for the attention of travellers;
- Uncertainty in federal and provincial funding.



Alignment with Council Priorities

Tourism Calgary alignment with Council Priorities for 2015-2018

Economic growth and competitiveness:

- Working to grow leisure tourism and weekend visitation.

Community wellbeing:

- We promote, highlight and elevate local talent to international media and tourists.

Public safety:

- Working with provincial authorities and local community to promote crisis planning and business resiliency,



Heathy living:

- Calgary Sport Tourism Authority continues to make strategic investments in bid opportunities.

Questions?



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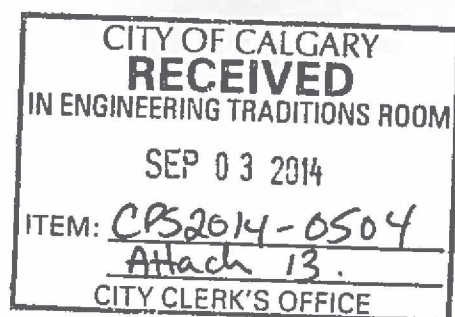
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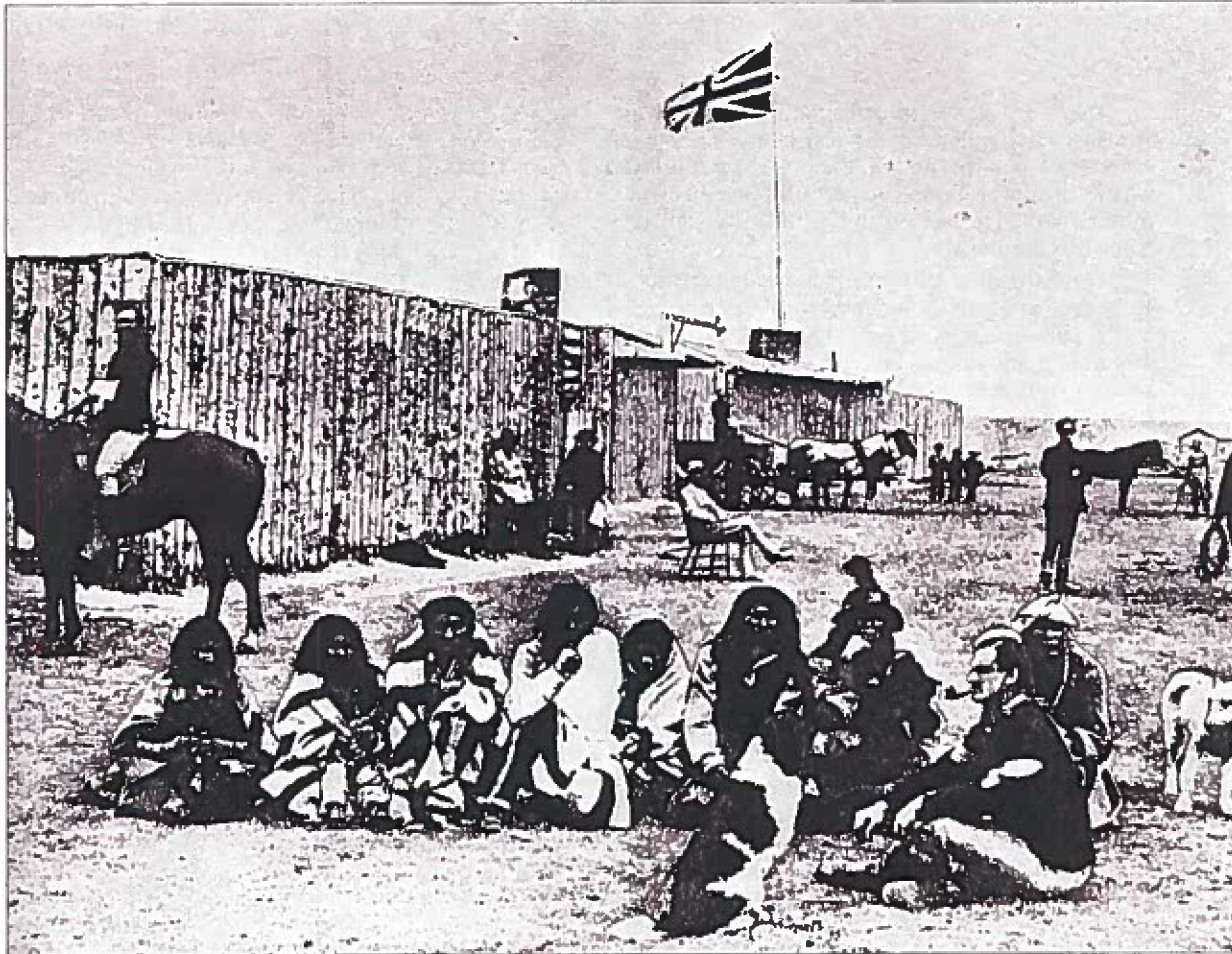
Fort Calgary *Action Plan 2015-2018*



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Fort Calgary



THE CITY OF CALGARY

Action Plan
2015 – 2018

Fort Calgary 2013 Annual Achievements

MAKE HISTORY Master Plan Highlights:

- Phase One Sod Turning Ceremony – Deane House Rehabilitation, Hunt House Restoration and Park Development.
- In conjunction with CMLC, proceeded with Elbow River Bridge and 6th Street S.E. edge and the 6th Street S.E. Sentinels.
- Secured additional **MAKE HISTORY** donations.

Post Flood:

- Continued Community Special Events – Stampede Parade, Canada Day, Heritage Day, and Culture Days/Doors Open.
- Financially successful despite lost revenues.

Celebrated another successful year:

- Increased market segments.
- Attracted new partners and clients.
- Raised profile.
- Expanded CMLC and East Village partnership.

THE CITY OF CALGARY

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Action Plan 2015-2018 – Business Plan

Economic:

- To sustain a well-managed and fiscally responsible organization.
- To complete the **MAKE HISTORY** Capital Campaign and associated redevelopment.
- To continue playing a vital role in East Village and the Rivers District.

Community Well-Being:

- Maintain and expand community partnerships and partnerships with all levels of government.
- Facilitate and expand programs and services for children and youth.
- Maintain community wide special events such as Canada Day, Heritage Day, Culture Days/Doors Open, Winter Carnival and Mountie Day.



Great Neighbourhoods:

- Continue to be a gathering place for the community to come together in downtown's major open and public park space.
- Continue to preserve and promote Calgary's history with two of the city's most significant heritage resources: The Deane House and Hunt House.

A City that Moves:

- Continue to promote the use of a variety of transportation modes. Fort Calgary is accessible by bicycle and walking on the new RiverWalk, by Calgary transit, LRT and boat.

Healthy and Green:

- Continue to be a park that celebrates our prairie landscape. Located at the confluence of two rivers, Fort Calgary's programs build public awareness of our shared responsibility to conservation.

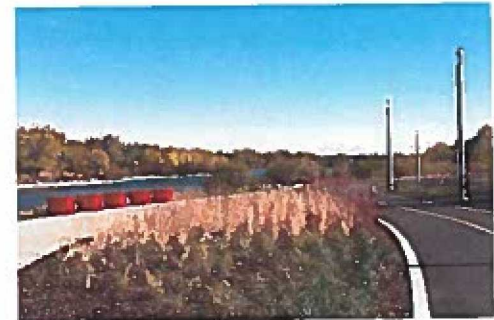
Action Plan 2015-2018 – Business Plan

Strategic Direction:

- Complete the Fort Calgary Master Plan.
- Continue to be a key player in East Village.

Trends:

- Increased demand for services and programs.
- Decreased resources to meet demands.



THE CITY OF CALGARY

Performance Measures

Performance measures and targets for 2015-2018:

- Financial success – meeting budget targets.
- Attendance - increased.
- Evaluation form - monitor.
- Testimonials from community.
- Increased number of donors.
- Demand for services and programs.
- Community awareness and understanding.



2015-2018 Operating & Capital Budgets

Operating:

- Risk management by budgets prepared on an annual basis.
- Zero based budgeting on previous year's performance.
- Spend only realized revenues.
- Unknown closure dates – impossible to budget.
- Challenges associated with lifecycle funding and matching funds.

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	1,019,008	1,057,057	1,096,465	1,137,231
Other operating grants	55,000	85,000	60,000	Unknown
Earned revenue from operations	1,786,334	1,786,334	1,786,334	1,786,334
Donations & fundraising revenue	Unknown	Unknown	Unknown	Unknown
Operating expenses	2,860,342	2,928,391	2,942,799	2,923,565
Net of revenue and expenses	0	0	0	0
Opening operating reserves	230,029	234,630	239,323	244,109
Ending operating reserves	234,630	239,323	244,109	248,991
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	0	0	0	0
Requested City of Calgary lifecycle grants	125,000	137,500	150,000	162,500
Other City of Calgary capital grants	0	0	1,890,000	0
Other capital revenues	Unknown	Unknown	Unknown	Unknown
Capital expenditures	250,000	275,000	2,399,790	325,000k
Ending capital reserves	0	0	0	0

Risks and challenges

Issues / Risks / Challenges:

- Financially responsible for lifecycle maintenance – lack of ability to provide matching funds.
- Limited resources to meet growing demands.
- The Unknown, i.e.
 - 9th Ave. S.E. bridge closure, road closures and scheduling.
 - Stable funding.
 - Interpretive Centre closure for renovations - timing unknown.



Alignment with Council Priorities

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together we have built a city of energy, born of a powerful convergence of people, ideas, and place. Fort Calgary exists to tell that story.

Fort Calgary is the original location of the NWMP Fort built at the confluence in 1875. It is a National Historic Site that was designated in 1925 for two reasons: it is the birthplace of the city of Calgary and because of the role that it played in the evolution of Canada's world renowned RCMP.

Fort Calgary today is committed to creating a place where geography and history intersect with people to reinforce Fort Calgary as the historical centre of the community.

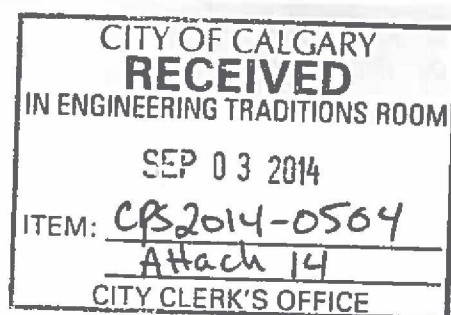


THE CITY OF CALGARY

Action Plan

2015 - 2018

HERITAGE PARK SOCIETY *Action Plan 2015-2018*



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Heritage Park 2013 Annual Achievements

- Capital projects funded by the City, corporate sponsorship, and other donations included: Upgrades of the Wainwright Hotel kitchen and saloon, the Alberta Bakery; Big Eli Ferris wheel overhaul and safety upgrade; River Fort Dining Car refurbishment; lighting retrofit in the Village, service building and in the Gasline Alley Museum classrooms; replaced five furnaces with high efficiency models; overhauled the Moyie's hydraulics and began work to replace the engine and generator set.



- Construction began on the Famous 5 Centre of Canadian Women and a train-themed playground. Both will open in 2014.
- Continuous maintenance to grounds, roads, rail and streetcar tracks, electrical infrastructure, sewer and sanitary storm systems, buildings and other assets.

Heritage Park 2013 Annual Achievements



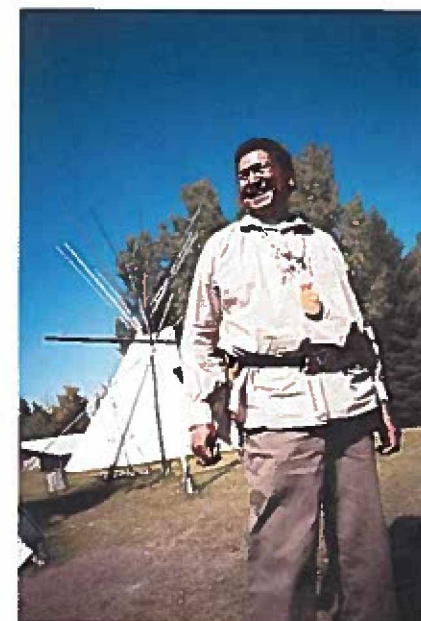
- New cultural and education programs included: Rosebud Theatre Vaudeville in the Village: Aboriginal Experiential; Blackfoot Tipi Raising, Heartbeat of the Blackfoot (dancing, singing, drumming); Drought on the Prairies; A Doctor's Life; Surveying the West; and new adult education workshops, Cooking through the Decades, and Historical Restoration. We offer curricula-based programs for school-aged children, and are an educational field trip destination of choice in Southern Alberta.

- 2,274 volunteers donated 63,264 hours to the Park in 2013, and we employed 750 people at peak season.

- Our new website saw ecommerce sales of nearly \$300,000 in the first six months. Our scanner upgrades allow us to verify admissions purchased from our website on guests' phones.

- A University of Calgary PhD student is developing a virtual reality app to launch to the public in 2014.

- 2 vehicles were replaced as part of our fleet management program. Major vendor contracts were revisited and put out to RFP, including food & bakery supply, paper products, soft drinks, and Microsoft Partner. We maximized government employment grants, receiving \$73,308 in 2013.



THE CITY OF CALGARY

Action Plan
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Action Plan 2015-2018 – Business Plan

- Expanded and enhanced way finding, including onsite signage, additional augmented reality applications for smart phones, online virtual tours, and a mobile website.
- Expand the costume room to accommodate the current and future inventory of historically-accurate costumes and provide the necessary space to continue to create additional costumes for new staff and new programs.
- Refurbish the natural resources area, including returning the Dingman Well, miner's cabin, coal mine and other areas back to functioning and interactive exhibits.
- Restore the CP Rail Colonist Car, building interpretive and education programs around this important Canadian artifact.
- Refurbish the rodeo grounds and deliver one or more old-fashioned rodeos each summer season to be included with regular admission.

Action Plan 2015-2018 – Business Plan

As part of Heritage Park's Master Plan "Moving Forward 2014-2015" the following initiatives have been identified for development to reach the goal of 1 million visitors by year 2025.

Focus on the development of engaging, memorable experiences

1. Leverage existing buildings to create the experience
2. Regular evaluation to ensure we are meeting the consumers' needs
3. Build infrastructure needed to support:
 - a. the experience(yrs 1 to 10)
 - b. the growth of attendance (yrs 5 to 10)
 - c. re-fresh the Park (yr 10)

Performance Measures

Indicator	2015	2016	2017	2018
Total Attendance Increase	-5%	3%	4.5%	3%
Spend per guest	2.5%	2.5%	2.5%	2.5%
Increase in global visitors	2%	3%	4%	3%
Increase in unique website visitors	3%	5%	7%	5%
Education Program Attendance	2%	2%	1.5%	1.5%
Increased operating donations	3%	3%	3%	3%
New donors	3%	3%	3%	3%
Capital donations/non-municipal grants as a % of capital spend	45%	45%	45%	45%

2015-2018 Operating & Capital Budgets

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	2,790,085	2,894,265	3,002,165	3,113,787
Other operating grants	330,000	338,250	446,490	357,192
Earned revenue from operations	15,409,847	15,875,060	16,476,620	16,967,793
Donations & fundraising revenue	682,442	702,915	724,002	745,722
Operating expenses	19,087,763	19,686,896	20,428,564	21,081,276
Net of revenue and expenses	124,611	123,594	220,713	103,218
Opening operating reserves	1,001,153	1,000,764	1,000,358	1,000,071
Ending operating reserves	1,000,764	1,000,358	1,000,071	1,000,289
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	675,600	514,200	327,950	298,300
Requested City of Calgary lifecycle grants	1,901,500	2,030,000	1,296,500	1,373,500
Other City of Calgary capital grants				
Other capital revenues	1,915,100	2,038,750	1,486,850	1,451,650
Capital expenditures	3,978,000	4,255,000	2,813,000	2,997,000
Ending capital reserves	514,200	327,950	298,300	126,450

THE CITY OF CALGARY

Action Plan
2015 - 2018

Risks and challenges

Aging assets and uncertainty of maintenance and lifecycle costs – Maintenance and lifecycle of buildings, structures, artifacts, equipment and infrastructure is our most substantial risk. Historic structures require specialized and costly maintenance. Strategically planned annual maintenance programs help mitigate risk and costs.

Availability of capital funding – City capital funding is leveraged to obtain grants from other levels of government, corporate, and private donors. City funds are not guaranteed, doubling the risk, and if discontinued would result in severe cuts in our maintenance program, amplifying the risk to many of our original historic and reproduction structures.

Lack of public awareness – Many Calgarians believe that we are owned and operated by the City and that their municipal taxes pay for our operations. We face pressure to lower admission rates as a result. Risk mitigation in this case must come from education and awareness programs spearheaded by the City.

Donor Fatigue – Attrition through a loyal but aging donor demographic is a risk. Mitigation strategies include using social media and fundraising initiatives to target a younger demographic and expand our donor base through annual giving programs.

Volunteer fatigue – We have a loyal and consistent volunteer pool who may face fatigue if we don't expand our volunteer base. We actively pursue new volunteers, work with youth organizations, and reach out to corporate volunteers.

Relevance – The original historic time period presented was only 50 years, within one or two generations of visitors' experience. Younger generations are becoming further removed from that period. We mitigate this risk by expanding our offerings into the '30s to '50s and by filling the void between the Town Square and the Village.



THE CITY OF CALGARY

Action Plan
2015 – 2018

Alignment with Council Priorities

The Park aligns with each of Council's priorities for 2015-2018. As Canada's largest living history museum, we bring heritage to the community. We provide numerous employment and volunteer opportunities, employing a total of 745 people at some point in the year, as well as availing of the generosity of almost 2300 volunteers. Situated on the edge of the Glenmore Reservoir, we are diligent in protecting the water, ensuring the S.S. Moyie runs safely and only uses environmentally safe, water soluble fluids and fuels. We build exhibits and buildings that fit the surroundings, both from an historic and a natural point of view. We provide a safe, family-friendly environment that enriches the community and provides extensive cultural programming and interactive, educational, and recreational opportunities. We present the settlement of the West from the viewpoint of a multitude of cultures and faiths.

We continue to prove fiscal responsibility by:

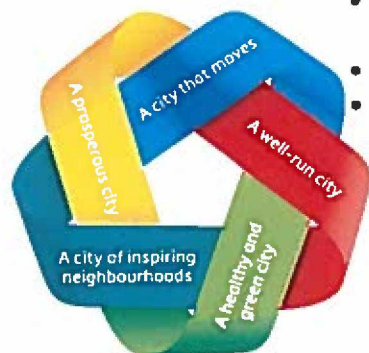
Reducing energy costs through conservation and innovative planning:

- Ensure all tenders, service contracts, and major equipment purchases have an energy saving component or "green value."
- Replace outdated, less efficient equipment as necessary.
- Reinforce with all staff and volunteers the simplicity of turning lights off to save power, not allowing Park vehicles to idle, and maintaining vehicles and equipment properly.

Efficiently managing internal staff and contractors to produce the best value.

- Conduct annual business reviews with major vendors, and ensure a regular cycle of product tenders is undertaken.
- Assess current service contracts and analyze value of internal vs. external service providers where appropriate.
- Continue to monitor existing programs aimed to reduce WCB costs.
- Perform a cost/benefit analysis of major expenditures and fixed asset additions.

Upgrading major financial and other business software to take advantage of built-in efficiencies and improvements.



THE CITY OF CALGARY

Action Plan
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2013

**ACCOUNTABILITY
REPORT**

CALGARY ARTS DEVELOPMENT



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Cover: Artist Katy Whitt paints mural for Swallow-a-Bicycle's *i-Robot Theatre* at artBOX on 17E. Photo: Jordan Baylon

This page: Participants at Alberta Printmakers Society Print It Yourself Festival. Photo: Alberta Printmakers Society

MESSAGE FROM THE PRESIDENT

I HAVE ONE OF THE BEST JOBS IN TOWN.

SINCE ASSUMING MY ROLE AS CALGARY ARTS DEVELOPMENT'S PRESIDENT & CEO IN AUGUST 2013, THE JOURNEY HAS ALREADY BEEN FULL OF ADVENTURE. IN MY FIRST 120 DAYS, CALGARY ARTS DEVELOPMENT DEALT WITH ONE OF THE WORST NATURAL DISASTERS IN OUR COUNTRY'S HISTORY, FOUND A NEW HOME FOR OUR OFFICES, MET WITH MEMBERS OF A NEW CITY COUNCIL, AND COMPLETED THE COMMUNITY CONSULTATION FOR CALGARY'S FIRST LONG-TERM ARTS DEVELOPMENT STRATEGY.



Through all of it, perhaps the most gratifying thing has been discovering who our friends really are. And to my delight, Calgary Arts Development's circle of friends is wide.

I have had the privilege of working in the arts for most of my professional life, and in that time, I have encountered a community of artists, arts leaders and arts supporters who have become my bedrock. These same people continue to be forces of good in our city, and their generosity and passion for the arts is humbling.

However, Calgary Arts Development's circle of friends is made up of more than the usual suspects. In my new role, I have met countless people who are creating a vital, prosperous and connected city through the arts. They aren't all from the arts sector—some are far from it. They come from all sectors and represent a variety of cultural, social, geographic and economic perspectives. And regardless of who they are, Calgary Arts Development seeks to enrich their creative lives by serving as a hub and facilitator for the arts in our city.

All of this is what excites me for the next stage of our journey: *Living a Creative Life: An Arts Development Strategy for Calgary*. As a signatory to the strategy, Calgary Arts Development will facilitate collaboration and lead tracking and reporting on progress towards the strategy's goals. Moreover, we will continue to align Calgarians in working to achieve the strategy's vision.

The story we are sharing in this year's Accountability Report is about the impact of Calgary Arts Development's programs and activities, and the remarkable contributions of the arts towards building our city. You'll also find extraordinary examples of resilience, innovation and generosity in a time of great change.

Finally, I would like to personally thank the staff and board at Calgary Arts Development for their work over the past year. Someone very wise once told me that the secret to success is to surround yourself with people who are smarter than you and make you look good, and boy, do I have that here! I am especially grateful to Terry Rock for the legacy of his work—Terry, you started something great here, and we continue to build on your successes.

I look forward to meeting new friends, and working with those already infusing the arts into our city and our lives.

The journey continues!

Patti Pon
President & CEO
Calgary Arts Development

MESSAGE FROM THE CHAIR

CALGARY WILL REMEMBER 2013 FOR MANY YEARS TO COME.

**OF COURSE, THE “100-YEAR FLOOD” IS
WHAT WILL MARK THE YEAR INDELIBLY;
OR, MORE PRECISELY, OUR CITY’S
COLLECTIVE GENEROSITY, STRENGTH
AND ADAPTABILITY THAT EMERGED
FROM THE DISASTER IS WHAT WILL BE
REMEMBERED. THE ARTS COMMUNITY
EXEMPLIFIED THIS SPIRIT, WITH ARTISTS
AND ARTS ORGANIZATIONS
CONTRIBUTING TO FUNDRAISERS,
RAISING THE SPIRITS OF THOSE
AFFECTED, AND REBUILDING THEIR OWN
PRACTICES AND BUSINESSES.**



From my vantage point as Calgary Arts Development's new Board Chair (I joined in February of last year), 2013 was a transformative year. It has been heartening to be part of an organization that strives to serve the arts community in meaningful ways, knowing how significantly the community serves all Calgarians.

By attracting dozens of signatories that range from arts organizations to civic partners to private sector businesses, *Living a Creative Life: An Arts Development Strategy for Calgary* is laying the foundation for substantial, sustainable change in Calgary and the lives of its citizens. That such diverse groups are able to align their work in support of a vital, prosperous and connected city through the arts proves we are a place not limited by our boundaries and sectors, prepared to pitch in and dream big.

Calgary Arts Development is on the cusp of a new era. Over the past few months, Calgary Arts Development's board and staff have engaged in a rigorous—and rewarding—strategic planning process. Our 2015 – 18 Strategic Plan, which will be publicly available later in 2014, stays true to Calgary Arts Development's values of creativity, collaboration, authenticity, diversity, optimization and wise judgement. Special thanks to Pat Schneider for expertly guiding us through the strategic planning process. I would also like to thank all board members for their service, and in particular those who are leaving us this year: Patti Dibski, Dr. Daniel Doz and Judy MacLachlan.

We believe that arts development goes well beyond grants, and seek the greatest benefit for the arts sector and our city in all that we do. This can be accomplished through new Community Investment programs like Arts for All and the Artist Opportunity Grant, programs launched in 2013 that are reaching communities previously underserved by Calgary Arts Development. It can come through fostering and sharing resources, reaching out to new arts champions, or building capacity, as you'll see with our Impact & Engagement team. And it can certainly be through a shared long-term arts development strategy that seeks to benefit all Calgarians, artists and non-artists alike.

Arts development, just like artistic excellence, is the work of decades and not a single year. And so while I am proud to report on the 2013 achievements of Calgary Arts Development and, more importantly, Calgary's arts sector, I am looking forward to the changes we'll witness in our city in 2014, 2015 and beyond.

Dean Prodan
Chair, Board of Directors
Calgary Arts Development

LIVING A CREATIVE LIFE



LIVING A CREATIVE LIFE: AN ARTS DEVELOPMENT STRATEGY FOR CALGARY WAS FINALIZED IN JANUARY 2014, WITH THE COMPLETE PUBLICATION RELEASED IN EARLY MARCH. ***LIVING A CREATIVE LIFE*** (FORMERLY ARTS PLAN) EMERGED FROM CLOSE TO TWO YEARS OF RIGOROUS CONSULTATION AND IS A RESULT OF CALGARY'S YEAR AS A CULTURAL CAPITAL OF CANADA.

OVERARCHING VISION

Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.

MISSION

To align and activate Calgarians in creating a vital, prosperous and connected city through the arts.

Engaging a wide group of stakeholders, the Arts Plan process took place from April 2012 to December 2013 and involved consultations with Calgarians who ranged from interested citizens, community groups, educators, and civic and provincial partners, to arts administrators from organizations of all sizes, and independent artists of all disciplines.

These conversations included over 1,000 voices and occurred at dialogue sessions, summits, open houses and discipline-specific meetings, as well as at four full-day sessions spent with the 36 members of the Citizens' Reference Panel, who were randomly selected from across the city.

After many hours of discussion, a shared vision and five major focus areas for the arts in Calgary emerged. Each of these focus areas is supported by detailed outcomes, drivers and tactics, as well as indicators by which success will be tracked and progress measured.



CREATIVE COMMUNITIES

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



CENTRE CITY ARTS DISTRICT

Calgary's Centre City radiates creative energy from the core out, making it a destination for Calgarians and visitors alike.



ARTS INCUBATION

Calgary strongly attracts artistic talent to live, work and achieve artistic excellence.



ARTISTIC EXCHANGE

Calgary is regarded as a world-class city because its artists, arts organizations and presenters import and export the highest quality of work on regional, national and international markets.



YOUTH & EDUCATION

Calgary's youth become highly engaged and innovative citizens as they connect with their communities through the arts.

SIGNATORIES AND ENDORSERS

Those who believe in the vision presented in *Living a Creative Life* are encouraged to formally support the strategy as an endorser or signatory:

- Endorsers are individuals or organizations that endorse the overall vision and focus areas of *Living a Creative Life* and believe that the arts contribute to a Calgary they want to live in. Endorsers make no formal commitment to the strategy other than personally striving to live a creative life and encouraging other Calgarians to do the same. Anyone can endorse *Living a Creative Life* at LivingCreative.ca.
- Signatories are groups or organizations that will contribute to one or more tactics outlined in *Living a Creative Life* and agree to consider the strategy's overall framework during their own strategic planning. Signatories will also participate in shared measurement activities so that the progress of the strategy's goals can be tracked. Signatories make a formal declaration of their support through a signed document that outlines their commitments to *Living a Creative Life*.

As a signatory, Calgary Arts Development is committed to delivering the following support to *Living a Creative Life*:

- Analyzing data collected from signatories and other sources
- Ongoing tracking and annual reporting on the progress made towards the outcomes of *Living a Creative Life*
- Continuing to engage endorsers and signatories to *Living a Creative Life*
- Facilitating collaboration between signatories

TACTICAL PLANS

Tactical plans are an essential part of *Living a Creative Life*, as they will detail the work required to accomplish the strategy's outcomes. The first tactical plan to accompany *Living a Creative Life* includes the following:

- Tactics that contribute to achieving the goals of each focus area
- A list of signatories that have committed to aligning with some or all of the strategy's focus areas
- Success indicators and measurements for each focus area

Future tactical plans will also contain the following:

- A summary of the work currently being undertaken in support of each focus area and the activities of relevant signatories
- Measurements of progress in each focus area, as data is collected by Calgary Arts Development in collaboration with *Living a Creative Life* signatories

LIVING A CREATIVE LIFE HAD 78 SIGNATORIES AS OF JUNE 2014, REPRESENTING A RANGE OF GROUPS INCLUDING ARTS ORGANIZATIONS, CIVIC PARTNERS, PROVINCIAL ARTS SERVICE ORGANIZATIONS, CREATIVE INDUSTRIES ASSOCIATIONS AND PRIVATE SECTOR BUSINESSES. CALGARY ARTS DEVELOPMENT WILL CONTINUE TO ENGAGE SIGNATORIES THROUGHOUT THE LIFE OF THE STRATEGY.

**MORE INFORMATION ABOUT *LIVING A CREATIVE LIFE* IS AVAILABLE
AT LIVINGCREATIVE.CA.**

COMMUNITY INVESTMENT

IN LINE WITH THE 2004 CALGARY CIVIC ARTS POLICY, CALGARY ARTS DEVELOPMENT IS RESPONSIBLE FOR ESTABLISHING ARTS INVESTMENT PROGRAMS FOR CAPITAL PROJECTS, ANNUAL OPERATIONS OF ORGANIZATIONS, INDIVIDUAL ARTISTS AND OTHER PURPOSES THAT ACHIEVE CALGARY ARTS DEVELOPMENT'S STRATEGIC OBJECTIVES AND IN TURN BUILD STRENGTH IN THE ARTS SECTOR.

In 2013, Calgary Arts Development continued to administer the Operating Grant Program, as well as crowdfunding platform InvestYYC.com. Calgary Arts Development also initiated two new Community Investment programs: the Artist Opportunity Grant Program and the Arts for All Program.

OPERATING GRANT PROGRAM

The goal of the Operating Grant Program is to ensure that Calgary arts organizations have the opportunity to flourish in an environment with a resilient and sustainable base of resources. In 2013, The City of Calgary invested nearly \$3.7 million in 151 arts organizations through the program, including professional organizations, community organizations and festivals of all sizes and disciplines.

In order to fulfill its fiduciary responsibility to the citizens of Calgary, Calgary Arts Development assessed the long-term financial and organizational health of its granting clients through an extension report in 2013.

Through this process, Calgary Arts Development sustained the investments indicated by peer assessment panels in 2011. These panels, composed of artists and community members, play a crucial role in identifying organizations with strong artistic and public impact, directing investments and contributing to a dialogue on the long-term value of municipal investment in the arts.

Peer assessment was deferred in 2012 and 2013 in anticipation of the publication of *Living a Creative Life: An Arts Development Strategy for Calgary* and the identification of outcomes that might impact future Operating Grant Program design. In 2014, the Operating Grant Program was opened to new organizations and peer assessment was renewed.



Crowd at 2013 Calgary Folk Music Festival.
Photo: Calgary Folk Music Festival

2013 OPERATING GRANT PROGRAM RECIPIENTS:

Acoustic Music Society of Calgary, The.....	\$3,000	Calgary Kiwanis Music Festival	\$10,000
Adult Recreational Choir Society of Calgary	\$4,500	Calgary Men's Chorus	\$5,000
Afrikadey Arts & Culture Society	\$22,000	Calgary Multicultural Choir	\$2,400
Alberta Ballet.....	\$204,000	Calgary Opera Association	\$204,000
Alberta Craft Council	\$8,000	Calgary Philharmonic Orchestra	\$290,000
Alberta Media Arts Alliance Society	\$5,500	Calgary Pro Musica Society	\$15,000
Alberta Playwrights' Network.....	\$10,000	Calgary Reggae Festival Society	\$22,000
Alberta Printmakers Society	\$15,500	Calgary Renaissance Singers & Players	\$4,200
Alberta Theatre Projects.....	\$285,000	Calgary Round-Up Band.....	\$3,000
Alexandra Writers' Centre Society.....	\$5,400	Calgary Sketch Club	\$3,700
Alliance Française of Calgary.....	\$7,000	Calgary Society of Independent Filmmakers	\$34,000
Amici String Program Association.....	\$5,000	Calgary Society of Organists	\$1,700
Antyx Community Arts Society.....	\$12,500	Calgary Spoken Word Society.....	\$16,000
Artpoint Gallery & Studios Society	\$5,000	Calgary Underground Film Festival Society	\$22,000
Association for Non-Profit		Calgary Young People's Theatre	\$7,000
Architectural Fieldwork (Alberta).....	\$6,000	Calgary Youth Orchestra Society.....	\$10,000
Association of the Inside Out		Canadian Music Centre,	
Integrated Theatre Project, The	\$5,000	Prairie Region Association	\$15,000
Book Publishers Association of Alberta	\$4,500	Cantaré Children's Choir Society.....	\$5,500
Brazilian Community Association of Alberta	\$5,000	Caribbean Community Council of Calgary, The	\$5,000
Burç Intercultural Centre (Calgary Turkish Festival)	\$4,000	Chinook Musical Society	\$2,400
Calgary Animated Objects Society.....	\$50,000	Classical Guitar Society of Calgary.....	\$6,200
Calgary Arts Resource Society.....	\$2,500	Clouds 'n' Water Visual Production Society	
Calgary Artwalk	\$2,500	(The New Gallery)	\$35,500
Calgary Bach Festival Society.....	\$2,500	Corps Bara Dance Guild of Calgary.....	\$3,400
Calgary Blues Music Association.....	\$45,000	Curiously Canadian Improv Guild, The	\$4,000
Calgary Children's Choir	\$3,600	Dancers' Studio West Society	\$31,000
Calgary Chinese Orchestra.....	\$1,800	Decidedly Jazz Danceworks	\$89,000
Calgary Cinematheque.....	\$9,000	Downstage Performance Society, The	\$10,000
Calgary Concert Band Society.....	\$2,000	Early Music Voices Concert Society.....	\$4,800
Calgary Fiddlers	\$3,980	EMMEDIA Gallery & Production Society.....	\$38,000
Calgary Fireworks Festival Society, The		EnChor Choral Society	\$1,800
(GlobalFest)	\$32,000	Evergreen Theatre.....	\$2,000
Calgary Foothills Barbershop Chorus Society.....	\$3,600	Exposure: Calgary Banff Photography Festival	\$17,500
Calgary Girls Choir	\$8,800	FairyTales Presentation Society.....	\$22,500
Calgary International Children's Festival	\$100,000	Festival Chorus, The	\$7,000
Calgary International Film Festival Society.....	\$60,300	filling Station Publications Society.....	\$6,505
Calgary International Fringe Festival.....	\$30,000	Fire Exit Theatre Society.....	\$4,000

Fish Creek Concert and Cultural Society	\$3,500	Revv52 (formerly Calgary Choral)	\$5,200
Folk Festival Society of Calgary	\$90,000	Rocky Mountain Concert Band	\$1,200
Foothills Bluegrass Music Society	\$3,500	Sage Theatre	\$21,000
Foothills Brass Society	\$5,000	Savridi Singers Association	\$2,000
FreeFall Literary Society of Calgary	\$5,775	Second Story Art Society	\$45,000
Front Row Centre Players Society	\$8,000	Shakespeare Company, The	\$4,500
Ghost River Theatre Society	\$16,500	Silver Stars Musical Revue Society	\$2,000
Glenbow-Alberta Institute	\$135,000	Single Onion	\$3,600
Gli Azzurri – Calgary Italian Folk Dancers	\$1,200	Sled Island Arts Fellowship	\$52,700
Green Fools Theatre	\$10,000	Society of Alberta Dance Theatre for	
Ground Zero Theatre	\$13,500	Young People, The	\$3,200
Hispanic Arts Society	\$17,000	Soulcentric Theatre and Dance Society	\$6,000
Honens	\$60,000	Southern Alberta Woodworkers Society	\$1,000
Illingworth-Kerr Gallery at ACAD	\$10,000	Spiritus Chamber Choir	\$3,600
In-Definite Arts	\$9,000	Springboard Dance Collective Calgary Society	\$12,500
Instrumental Society of Calgary	\$2,000	Stage Left Productions Theatre Association	\$9,000
International Festival of Song and		StoryBook Theatre Society	\$20,000
Chamber Music Society	\$7,800	Stride Art Gallery Association	\$33,000
Jazz Is Society of Alberta	\$2,000	Studio C, Prospect Human Services Society	\$7,000
Jeunesse Classique Ballet Society	\$6,000	Suzirya Ukrainian Dance Theatre	\$2,400
Kantorei Choral Society	\$4,800	Swallow-a-Bicycle Theatre Society	\$4,500
Kensington Sinfonia	\$6,300	Sykotik Mas Club of Calgary	\$1,000
Land's End Chamber Music Society	\$8,000	Theatre Alberta	\$8,000
Leighton Foundation and Art Centre, The	\$14,000	Theatre Calgary	\$290,000
Loose Moose Theatre	\$11,700	Theatre Encounter Performance Society	\$1,000
Lunchbox Theatre	\$58,000	Theatre Junction Society	\$77,000
MoMo Multi Ability Movement Arts		Trickster Theatre Society	\$11,500
Society of Calgary	\$6,000	Tryzub Ukrainian Dance Society	\$3,000
Morpheus Theatre	\$8,500	University of Calgary Student Radio Society,	
Mountain Standard Time Performative		The (CJSW Radio)	\$20,000
Arts Festival	\$15,000	Untitled Art Society	\$7,500
Mount Royal Choral Association	\$3,600	Urban Curvz Theatre	\$6,000
Museum of Contemporary Art Calgary Society	\$20,000	Verb Theatre	\$1,720
National Music Centre	\$55,000	Vertigo Theatre Society	\$90,000
New Works Calgary	\$7,000	VoiceScapes Music Collective Society	\$3,000
Old Trout Puppet Workshop, The	\$27,000	W&M Dance Projects of Calgary Association	
One Yellow Rabbit/High Performance Rodeo	\$75,000	(Eko Dance Projects)	\$7,000
Orchestral Society of Calgary	\$9,000	W.P. Puppet Theatre Society	\$1,000
Polanie Polish Song and Dance Association	\$1,200	Westwinds Music Society	\$5,000
ProArts Society	\$4,000	Wordfest	\$60,000
Pumphouse Theatres Society	\$52,500	Workshop Theatre Society	\$9,120
Quest Theatre Society	\$30,500	Writers' Guild of Alberta	\$5,500
Quickdraw Animation Society	\$34,500	Youth Singers of Calgary	\$17,500

ARTIST OPPORTUNITY GRANT

"THE ARTIST OPPORTUNITY GRANT IS A BRILLIANT RESOURCE FOR CALGARY ARTISTS THAT IS A RARE AND VALUABLE SUPPORT SYSTEM. ... THE SPEED AT WHICH THE ENTIRE PROCESS TURNED AROUND WAS KEY TO MY PERSONAL EXPERIENCE AS OPPORTUNITIES MOVE AND PASS QUICKLY. THROUGH THE EFFICIENCY I WAS ABLE TO ACT QUICKLY AND NOT LOSE OUT ON THIS VALUABLE OPPORTUNITY."

– Carl White, Artist Opportunity Grant recipient

Calgary Arts Development is piloting the Artist Opportunity Grant Program in 2013 and 2014 to invest in professional development opportunities for individual professional artists. With no set deadlines for applications, the program allows artists to take advantage of short-term opportunities that will develop their careers, to a maximum request of \$2,500. Applications opened in October 2013.

Twenty Artist Opportunity Grants were awarded in 2013, totalling \$38,709. Opportunities included mentorships, workshops, exhibitions, residencies, festivals and conferences in 16 cities, eight countries and on three continents. Twenty-five percent of opportunities took place in Alberta, 15% elsewhere in Canada and 60% outside of Canada.

2013 ARTIST OPPORTUNITY GRANT RECIPIENTS:

Jennifer Akkermans
Carissa Baktay
Kyle Beal
Jade Benoit
Lyndsie Bourgon
Jeff Chan
Ingrid Christensen

Steven Cottingham
Natalie DeJong
Amy Dettling
Danielle French
Emma Harding
Stacie Harrison
Brenda Lieberman

Jacquelynn Mulyk
Scott Munro
Karl Schwonik
Sharon Stevens
Wanda St. Hilaire
Carl White



Green Fools Theatre's Greater Forest Lawn Social Circus. Photo: Jordan Baylon

ARTS FOR ALL PROGRAM

“THE ARTS FOR ALL PROGRAM IS A PERFECT MATCH TO HIGHLIGHT THE VAST POTENTIAL IN EAST CALGARY AND AN EXCELLENT MARRIAGE BETWEEN THE ARTS, LOCAL BUSINESS AND COMMUNITY. THERE HAS BEEN AN INCREASE IN VISITORS TO THE DISTRICT WITH MORE ARTS-RELATED ACTIVITY AND THE NEIGHBOURS ARE BURSTING WITH PRIDE.”

– Alison Karim-McSwiney, Executive Director, International Avenue BRZ

Calgary Arts Development is piloting 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.

The goals of the program are:

- A high level of participation from Greater Forest Lawn artists and community members
- Participation of Greater Forest Lawn artists, organizations and community members from diverse backgrounds
- Increased community engagement with the arts
- Arts learning opportunities, including but not restricted to those for youth
- Benefit to local businesses or increased economic activity in Greater Forest Lawn

The program offers two investment opportunities: the Greater Forest Lawn Project Grant and the Greater Forest Lawn Artist Award.

The Greater Forest Lawn Project Grant is intended for arts projects that will contribute to the program goals of increased arts activity and opportunities for artists in Greater Forest Lawn. All artistic disciplines are welcome, and applicants can apply for a maximum of \$20,000 through the program. In 2013, the program invested \$48,500 in the following:

African & Italian Murals Project, International Avenue Mural Society	\$15,000
Forest Lawn in Story and Song, Phyllis Wheaton	\$7,710
GlobalFest Urban Arts Program, Calgary Fireworks Festival Society (GlobalFest)	\$8,905
Greater Forest Lawn Social Circus, Green Fools Theatre	\$16,885

The Greater Forest Lawn Artist Award is a \$5,000 award intended to support at least two months of living expenses for the recipient to devote concentrated time to artistic work. The award is open to artists living and practising in Greater Forest Lawn. The recipient will be an artist who is highly involved with the artistic communities of Calgary and Greater Forest Lawn specifically. The impact of the award on the artist's practice will also be taken into consideration.

Recipients of the Greater Forest Lawn Artist Award and the second intake of the Greater Forest Lawn Project Grant will be announced in summer 2014.



Artist Sisay Shimeles in front of his piece “Love’s Harmony” at artBOX on 17E. Photo: Jordan Baylon

ARTBOX ON 17E

artBOX on 17E is a 3,300-square-foot temporary presentation, production, performance, meeting and workshop space for the arts in east Calgary, located at 1807 42nd St. SE. The space, created through a partnership between Calgary Arts Development and the International Avenue Business Revitalization Zone, aims to increase arts activity in Greater Forest Lawn and be a resource for artists living or working in the area. As of April 2014, the space has hosted over 2,500 people at close to 40 events, including theatre productions, concerts, arts activities, community meetings and community celebrations. Much of this activity was made possible through the efforts of individuals from all over Calgary who are passionate about the Greater Forest Lawn area, and who gathered at “Possibilities” meetings to talk about vitalizing the community. The momentum continues, with even more participation and activity expected later in 2014.

INVESTYYC

Developed as a legacy project of Calgary's year as a Cultural Capital of Canada, InvestYYC.com is a crowdfunding website exclusively for Calgary-based artists and arts organizations to raise funds, find volunteers and generate awareness. Projects that wish to use the platform are reviewed for their impact on the community, ability to achieve their goals and artistic excellence. Applicants receive personalized support from Calgary Arts Development while they develop their project pages and crowdfunding plans. Project organizers also have access to crowdfunding training and best practices. InvestYYC provides tax receipts to cash donors via the Canadian Online Giving Foundation.

InvestYYC is a space where citizens can make meaningful connections to local arts projects. After inheriting the platform from Calgary 2012 in early 2013, Calgary Arts Development matched the first \$50,000 in donor contributions with funds from Calgary 2012 starting on February 26, 2013. Contributions reached \$50,000 in only two months, and over 30 projects benefited from matching funds.

In 2013, InvestYYC supported 24 successful campaigns, raising a total of \$470,403 through the support of 1,372 donors, matching funds and Calgary Arts Development-organized fundraisers such as PechaKucha Nights and the Mayor's Lunch for Arts Champions. Each InvestYYC project sets its own "tipping point," which is a minimum amount that the project must raise for it to be funded through the platform. In 2013, tipping points ranged from 1% to 80% of fundraising goals, and fundraising goals ranged from \$1,500 to \$200,000 (not including Alberta Arts Flood Rebuild, which had a goal of \$500,000). On average, successfully funded projects reached 88% of their total fundraising goals.

SUCCESSFUL 2013 INVESTYYC PROJECTS

Alberta Arts Flood Rebuild,	
Calgary Arts Development	\$268,057*
Alec's Year Book, Sam Hester	\$415
Badger by Andrew Torry, Theatre BSMT.....	\$2,575
The Betty Mitchell Awards' Sweet Sixteen,	
Betty Mitchell Awards.....	\$655
The Calgary Project:	
A City Map in Verse and Visual, Dymphny Dronyk.....	\$1,855
The CAST Program 2013 (Collaborative Artists' Summer Training), Youth Singers of Calgary	\$2,050
The Dandelion Project:	
A Verbatim Docudrama World Premiere, Verb Theatre...	\$1,885
Equinox Vigil, Sharon Stevens.....	\$10,680
Five Women Wearing the Same Dress, Theatre BSMT.....	\$2,535
The Fortune Cat, Studio Cartel.....	\$2,750
i-ROBOT Theatre at Beakerhead,	
Swallow-a-Bicycle Theatre	\$24,374
Mata Hari in 8 Bullets, David Rhymer.....	\$6,010
Music of the Spheres, Cum Vino Cantus	\$8,590
Super 8, Charles Netto and Mark Hopkins	\$14,131
Papergirl Calgary 2013, Papergirl Calgary.....	\$1,505
Pavo Concertus, Pavo Concertus.....	\$655
Percussion Up!, Foothills Concert Band	\$1,250
Pop-Up Opera, The Cowtown Opera Company	\$6,186
Shakespeare in the Park:	
Romeo and Juliet, Shakespeare in the Park	\$3,200
Shakespeare Outreach Program,	
The Shakespeare Company	\$25,718
Sled Island Flood Relief,	
Sled Island Music and Art Fellowship	\$38,687
TOUCH: Part One of the Six Senses	
Performance Series, Ghost River Theatre	\$9,330
Two Projects + Five Cities + Six Presentations =	
An Eastern Canadian Tour, Sophie Farewell	\$17,245
WRECK CITY: An epilogue for 809, WRECK CITY.....	\$20,065

As of April 2014, there have been 10 new projects listed on InvestYYC in 2014 and the platform boasts 2,063 active users.

**Alberta Arts Flood Rebuild launched an InvestYYC project in June 2013 to raise money for flood-affected artists and arts organizations. The project had an initial goal of \$500,000, and had raised \$268,057 when it closed on December 31, 2013. With additional support in 2014, the Alberta Arts Flood Rebuild Fund surpassed its goal, raising a total of \$530,000.*



Graffiti house (artist anonymous) at WRECK CITY.
Photo: Caitlind Brown

IMPACT THROUGH COMMUNITY INVESTMENT

Calgary Arts Development's Community Investment programs direct funding to organizations and individuals in support of public impact (defined as engagement and participation amid audiences, artists, arts professionals and volunteers), as well as artistic impact (defined as the quality of an organization's artistic programming and operations, or the quality of an individual's artistic practice). We are pleased to share 2010 – 2013 data from the Operating Grant Program, as well as data from the 2013 intakes to the Artist Opportunity Grant, the Arts for All Program and InvestYYC, to demonstrate return on these investments.*

ACTIVITIES AND ATTENDANCE

Activities and attendance are key indicators of public engagement and participation in the arts. After a large increase in activity and audience numbers from 2011 to 2012, growth slowed in 2013. In 2013, over a third of activities reported were free to attend. Total activities and attendance reported in 2013 Operating Grant Program data show growth in both areas.

	2012	2013	CHANGE
Public arts activities in Calgary	7,876	8,075	▲ 3%
Public arts attendance in Calgary	2,577,473	2,626,638	▲ 2%

ARTS EDUCATION

Students are engaged in the arts through arts education programs like school residencies and off-site arts experiences. Children and youth (defined as age 0 – 18) are also engaged with the help of ticket subsidies and youth programming. The number of arts education activities available has increased slightly over the past three years; however, participation in arts education activities continues to decline.

	2012	2013	CHANGE
Arts education activities for children and youth	5,124	5,402	▲ 5%
Participants in arts education activities for children and youth	520,854	448,985	▼ 14%

**Some data has been estimated based on historic trends because of incomplete form submissions. Organizations that did not apply to the Operating Grant Program in 2014 are not represented in the data despite receiving investment in previous years. Calgary Arts Development has not independently verified the source data.*

REVENUES AND EXPENSES

Revenue and expense trends indicate the financial health of Calgary's arts sector. The chart below provides a breakdown of arts organizations' sources of revenue and expenses in 2012 and 2013, derived from data collected through the Operating Grant Program.

In 2013, decreasing revenue from the public and private sectors was offset by increased earned and other revenue. Fundraising, facility operation and artistic expenses increased, with overall revenue growth keeping pace with growth in expenses from 2012 to 2013. Three-year trends indicate that the overall revenue and expense growth from 2011 to 2012 has been maintained in 2013.

REVENUE

	2012	2013	% OF TOTAL REVENUE 2013	% CHANGE FROM 2012 TO 2013
Earned Revenue	\$43,823,929	\$45,276,785	40%	▲ 3%
Other Revenue*	\$3,838,148	\$4,901,655	4%	▲ 28%
PRIVATE SECTOR				
Foundations	\$3,841,436	\$3,313,579	3%	▼ 14%
Fundraising	\$4,734,772	\$5,057,958	4%	▲ 7%
Individual Donations	\$6,432,085	\$6,356,470	6%	▼ 1%
Corporate Donations	\$8,480,950	\$8,065,097	7%	▼ 5%
Other Private Sector	\$10,537,282	\$10,428,883	9%	▼ 1%
Total Private Sector	\$34,026,525	\$33,221,987	29%	▼ 2%
PUBLIC SECTOR				
Calgary Arts Development Grant	\$3,669,105	\$3,630,500	3%	▼ 1%
Federal	\$5,738,455	\$5,704,132	5%	▼ 1%
Provincial	\$17,924,855	\$17,432,875	15%	▼ 3%
Other Municipal/Regional	\$1,053,542	\$1,055,716	1%	0%
Other Public Sector	\$1,890,040	\$1,948,056	2%	▲ 3%
Total Public Sector	\$30,275,997	29,771,279	26%	▼ 2%
TOTAL REVENUE	\$111,964,600	\$113,171,707		▲ 1%

EXPENSES

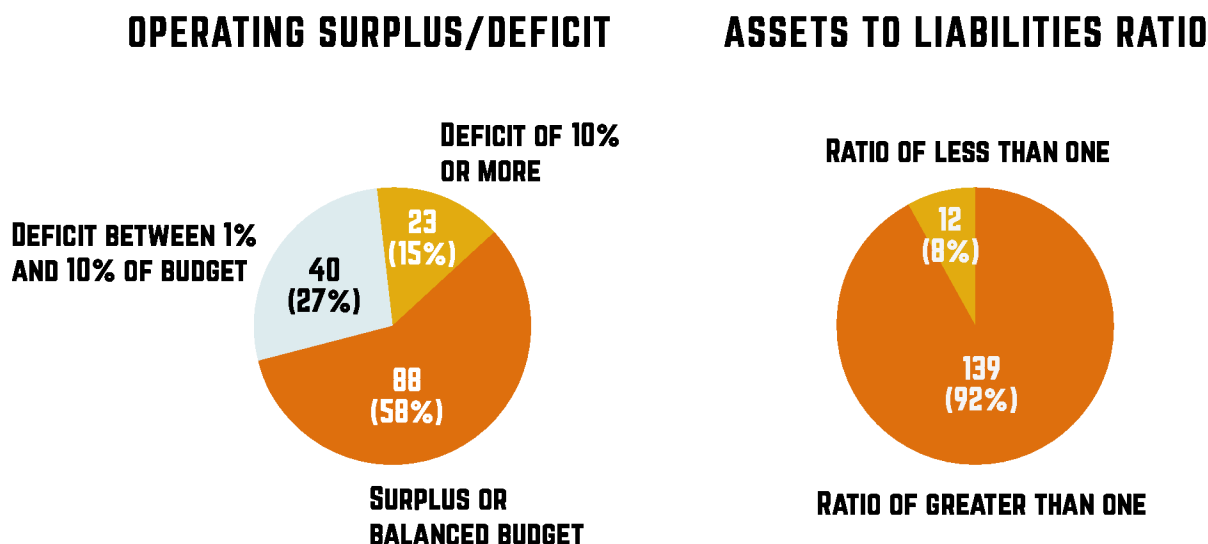
Fundraising	\$8,447,455	\$9,188,083	8%	▲ 9%
Facility Operating	\$12,074,324	\$12,674,960	11%	▲ 5%
Marketing/ Communications	\$13,530,038	\$13,335,821	12%	▼ 1%
Administration	\$19,661,616	\$19,351,185	17%	▼ 2%
Artistic**	\$55,895,182	\$57,312,347	51%	▲ 3%
TOTAL EXPENSES	\$109,608,615	\$111,862,396		▲ 2%

*Trust, endowment, investment and miscellaneous revenue.

**Artistic expenses include exhibition, production, technical, programming and services expenses, as well as all associated fees, wages and salaries (not including touring).

FINANCIAL RESILIENCY

Calgary Arts Development considers two measurements as indicators of financial resiliency: operating surpluses/deficits and an assets to liabilities ratio. Organizations are flagged for resiliency issues if a) they present an operating deficit of 10% or more in the last full year of operations, unless assets mitigate the deficits, or b) they present a current assets to current liabilities ratio of less than one, unless mitigated by other assets or investment strategies.



EMPLOYMENT

Arts sector employees and volunteers contribute to the capacity of arts organizations to deliver meaningful arts experiences. Organizations in the Operating Grant Program range in size, from large organizations with dozens of employees, to small organizations with few full-time staff, to organizations that are entirely volunteer-run. After an 11% decrease in sector employment between 2010 and 2011, the recovery made in 2012 shows only a slight decrease in 2013.

	2012	2013	CHANGE
Full-time equivalent staff	659.4	652	▼ 1%

VOLUNTEERS

Volunteers provide invaluable resources in the forms of skills-based contributions and board leadership, allowing organizations to achieve impact within their budgets. Volunteerism for Calgary arts organizations saw a significant increase in 2013, in part due to tremendous community support for arts organizations impacted by the 2013 flood. Volunteer hours have increased significantly since 2012.

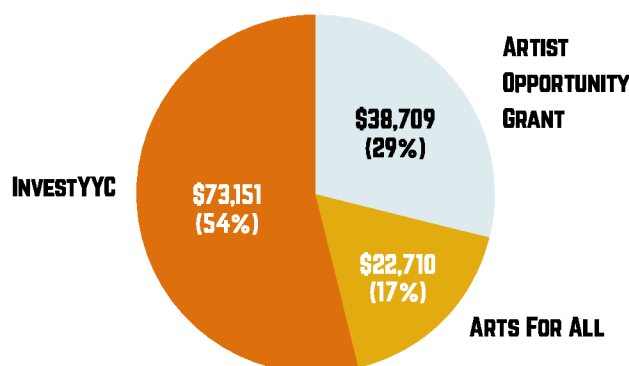
	2012	2013	CHANGE
Number of volunteers	21,252	23,499	▲ 11%
Volunteer hours	704,491	807,860	▲ 15%
Volunteer hours as full-time equivalent (based on 37.5 hours per week)	391	449	▲ 15%
Value of volunteer hours*	\$10,567,365	\$12,117,900	▲ 15%

*Volunteer work is valued at \$15/hour by Alberta Culture.

INDIVIDUAL ARTISTS

In 2013, Calgary Arts Development provided direct financial support to 28 artists through the Artist Opportunity Grant, the Arts for All Program and InvestYYC. In addition to these programs, individual artists are employed by and receive artist fees from Operating Grant Program organizations. In 2013, Operating Grant Program organizations hired 8,289 artists (an 8% increase over 2012).

DIRECT ARTIST SUPPORT IN DOLLARS



NOTES ON IMPACT

While Calgary Arts Development strives to accurately represent the public and artistic impacts of its client organizations through the data shared in this section, some activities undertaken by Operating Grant Program organizations are difficult to capture through our statistics-gathering process.

ARTIST-RUN ORGANIZATIONS

Calgary's artist-run organizations (artist-run centres, media centres and artist-run festivals) provide arts experiences to the public in unconventionally engaging ways. By bringing contemporary visual and media art to public spaces, these organizations provide opportunities for Calgarians to encounter innovative and progressive works produced in Calgary.

Notable projects include the inaugural Intersite Visual Arts Festival, a 2013 collaboration between artist-run organizations in conjunction with Alberta Culture Days that showcased contemporary arts projects in public spaces across three days to over 20,000 people, as well as the +15 window galleries in the EPCOR CENTRE for the Performing Arts, which program exhibitions year-round and reach nearly 2,000 people each day.

ARTS SERVICE ORGANIZATIONS

Arts service organizations support the needs of Calgary-based arts organizations and about 3,000 individual artists. Though they are not directly focused on creating and presenting work, their activities make a crucial contribution to the vitality and sustainability of the arts in Calgary.

All have close relationships with the individuals and organizations they represent, resulting in robust programming that effectively supports artistic practice. Examples of their services include professional development workshops and conferences; mentorship opportunities; peer-to-peer networking; editing and critique; platforms for disseminating work; catalogues, archives and member lists; as well as marketing resources.



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IMPACT & ENGAGEMENT

IN 2013, CALGARY ARTS DEVELOPMENT'S RESOURCE DEVELOPMENT TEAM WAS RENAMED IMPACT & ENGAGEMENT. THIS SHIFT SIGNALLED A NEW EMPHASIS ON ENGAGING WITH ARTS CHAMPIONS FROM A VARIETY OF BACKGROUNDS AND SECTORS, AND FORMALIZED CALGARY ARTS DEVELOPMENT'S COMMITMENT TO MEASURING AND COMMUNICATING THE IMPACT OF THE ARTS ON OUR CITY AND CITIZENS.

Impact & Engagement undertakes activities that engage Calgarians from all walks of life as arts champions. This includes attracting new champions and working with existing champions to develop the capacity of Calgary's artists and arts organizations, and increase resources for the arts sector. In 2013/14, Impact & Engagement initiatives engaged thousands of Calgarians and leveraged over \$590,000 in private sector investment to support Calgary artists, arts organizations and artistic projects.

2014 MAYOR'S LUNCH FOR ARTS CHAMPIONS

This annual event expands the circle of champions by bringing together Calgarians from multiple sectors to celebrate the transformative power of the arts, building momentum for the future.

Each year, the event inspires both new and veteran arts champions to support Calgary's arts sector through investment, promotion and participation. With programming including a video presentation of this year's Cultural Leaders Legacy Artist Award recipients, a panel on the interplay between arts and business, a youth artist showcase, and thoughtful words from emcee Dave Kelly as well as His Worship Mayor Naheed Nenshi, the event left attendees with a renewed commitment to championing the arts in Calgary.

The Mayor's Lunch for Arts Champions contributes resources to the arts sector by investing all proceeds in projects listed on InvestYYC.com at the time of the event (nine projects in 2014). This year, attendees learned about the site and each voted on which project a portion of their ticket purchase would go toward.

THE EVENT RAISED \$30,000 FOR INVESTYYC PROJECTS, WHICH SAW THREE OF THE PROJECTS INSTANTLY REACH THEIR FUNDRAISING GOALS.



2014 Cultural Leaders Legacy Artist Award recipients. Photo: Benjamin Laird Arts & Photo

**THIS YEAR, HIS WORSHIP
MAYOR NAHEED NENSHI
LEFT THE AUDIENCE WITH
A SIMPLE BUT IMPORTANT
CALL TO ACTION.**

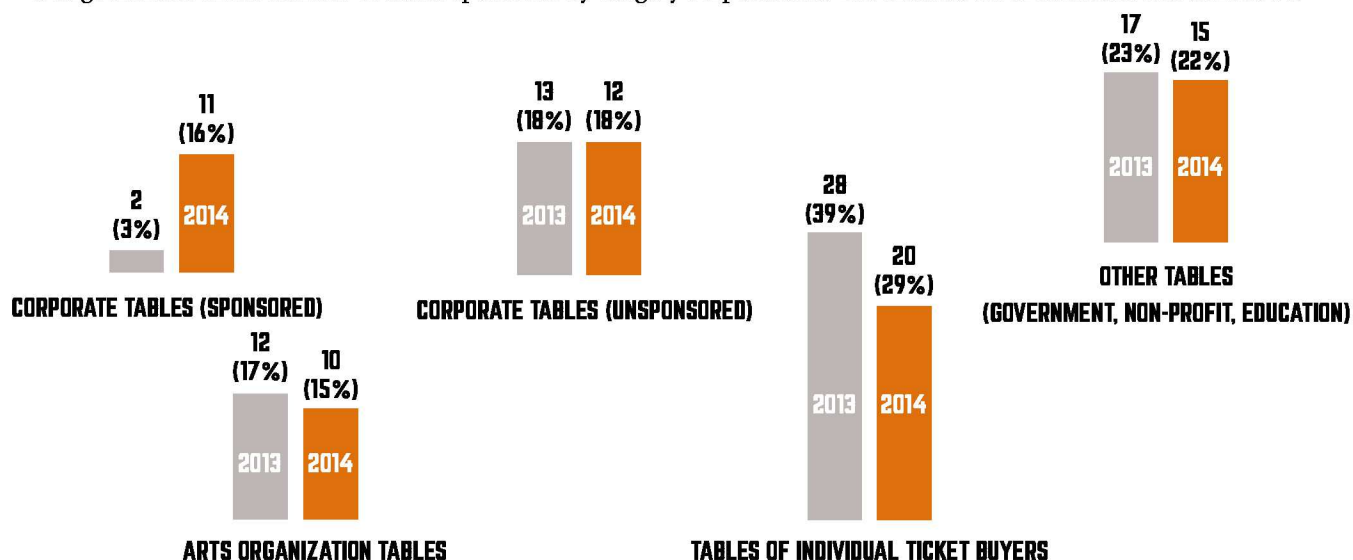
**HE CHALLENGED ALL
ATTENDEES TO DO
THREE THINGS:**

- 1) ATTEND ARTS EVENTS,**
- 2) TAKE FRIENDS AND
CO-WORKERS ALONG, AND**
- 3) INVEST FINANCIALLY IN
THE ARTS.**



Crowd at 2014 Mayor's Lunch for Arts Champions. Photo: Michael Scullen

The sold-out 2014 Mayor's Lunch for Arts Champions was held on February 20, 2014 and attracted 612 arts champions (a nearly 10% increase over 2013), who were joined by 68 artist table hosts for a total of 680 guests. The event also saw a large increase in the number of tables sponsored by Calgary corporations. The breakdown of attendees was as follows:



This impact would not have been possible without generous contributions from the event's sponsors:

Champion Sponsor &

Youth Arts Showcase Sponsor:
TELUS

VIP Sponsors:

Nexen
Parkland Fuel Corporation
Strategic Group

Arts Patron Sponsors:

Alberta College of Art + Design
Allied/Westbank
First Calgary Financial
Flames Foundation for Life
Katapult.com – Crowdfunding Software
Suncor Energy

Film Sponsor:

Nur Films

Floral Sponsor:

Peaseblossoms

CULTURAL LEADERS LEGACY ARTIST AWARDS

The Cultural Leaders Legacy Artist Awards expand the circle of arts champions by giving local philanthropists and organizations the opportunity to support an award in an area that has significance for them. The awards offer each recipient a \$5,000 cash prize, totalling \$30,000 awarded to Calgary artists and organizations this year.

Each Legacy Award is funded by a \$10,000 contribution from a local philanthropist or organization with equal matching money from Calgary 2012, and will be awarded annually at the Mayor's Lunch for Arts Champions for four years, with winners determined by a jury of peers. This is the second year for all the awards except for the ATB Financial Healing Through the Arts Award, which was presented for the first time at the 2014 lunch. In 2013, Calgary 2012 pledged an additional \$100,000 to the Cultural Leaders Legacy Artist Awards to serve as matching funds and to establish new awards in partnership with corporate and individual champions.

In 2014, the awards received 44 nomination six categories. The recipients were:

Antyx Community Arts Society
SANDSTONE City Builder Award

Dean Bareham
ATB Financial Healing Through the Arts Award

Chris Cran
Doug & Lois Mitchell Outstanding Calgary Artist Award

Roberto Roza
Calgary Catholic Immigration Society New Canadian Artist Award

Sharon Stevens
William MacLachlan Community Beacon Award

Paul Welch
Enbridge Emerging Artist Award

CALGARY POET LAUREATE



"[POET LAUREATE IS] A TITLE THAT RIGHTLY ACKNOWLEDGES POETRY AS THE BEST WAY OF DOCUMENTING A SOCIETY AND EXPRESSING ITS COLLECTIVE PASSION—WITH SUBLIMITY AND ELEGANCE, IN WAYS THAT BEG PATIENCE, REFLECTION, INTERPRETATION, IMAGINATION."

– Kris Demeanor (*Alberta Views*, December 2013)

2012 – 14 Calgary Poet Laureate Kris Demeanor.

The Calgary Poet Laureate is an artistic ambassador for Calgary and its citizens via event appearances, new work creation and sharing a love of poetry. Calgary's inaugural Poet Laureate, Kris Demeanor, completed his term in April 2014, welcoming derek beaulieu as his successor.

During his tenure, Demeanor appeared at over 100 events in Calgary and its surrounding areas as a performer, writer, emcee, workshop instructor, special guest, contest judge and more. Events included the High Performance Rodeo, the Alberta Flood Aid benefit at McMahon Stadium, the Calgary Stampede's Youth Talent Competition, Canada Hockey Days in Lloydminster, CBC Calgary Reads, in-school poetry workshops and various fundraisers. Demeanor has also been part of the creative teams behind *Making Treaty 7*, the new musical *Crime Does Not Pay*, and a new anthology titled *The Calgary Project: A City Map in Verse and Visual*.

The Calgary Poet Laureate program proudly awards each Poet Laureate with an annual honorarium of \$10,000 funded entirely by the private sector, with contributions from six Calgary Poet Laureate Ambassadors: The Calgary Foundation, the Calgary Chamber, First Calgary Financial, FirstEnergy Capital, TransCanada and one anonymous donor.



2014 – 16 Calgary Poet Laureate derek beaulieu.
Photo: Andy Nichols

REMARKABLE EXPERIENCE ACCELERATOR

“AS THE LEADER OF AN ORGANIZATION I CANNOT SPEAK ADEQUATELY TO THE IMMEASURABLE IMPACT OF AN INITIATIVE SUCH AS THIS; AS A FUNDER THE INITIATIVE IS, TO MY KNOWLEDGE, UNIQUE. TO BE GIVEN THE OPPORTUNITY TO STRATEGICALLY FAST-TRACK ONE’S ORGANIZATION FORWARD IS INVALUABLE. ... THE LEAP OF FAITH TAKEN BY THE CALGARY HOTEL ASSOCIATION, IN PARTNERSHIP WITH ARTS ORGANIZATIONS AND CALGARY ARTS DEVELOPMENT, WAS BOTH STRATEGIC AND INSPIRED. IT FURTHERED ITS OWN GOAL OF ENHANCING CALGARY AS A DESTINATION WHILE INCREASING THE STRENGTH AND VIBRANCY OF THE ARTS COMMUNITY IN A SUSTAINABLE FASHION.”

– Anne Green, Remarkable Experience Accelerator panel member

The first of its kind in Canada, the Remarkable Experience Accelerator program is a risk capital arts funding program presented in partnership with the Calgary Hotel Association. Through its \$825,000 investment from 2012 to 2014, the Remarkable Experience Accelerator program has invested in a variety of extraordinary arts experiences that contribute both short- and long-term benefits to the economic and cultural vibrancy of Calgary’s city centre. The Calgary Hotel Association was awarded the Best Entrepreneurial Award in the 2013 Globe and Mail Business for the Arts Partnership Awards for its efforts in seeding and starting the Remarkable Experience Accelerator program with Calgary Arts Development.

The Remarkable Experience Accelerator is a unique funding model that nurtures relationships with arts organizations that demonstrate proven track records, sufficient capacity and a readiness to accelerate the creation of remarkable experiences for their audiences. With selected arts organizations, the program develops customized, multi-year investment strategies in addition to providing capacity-building opportunities. An assessment panel (comprising Calgary Arts Development’s President & CEO, the Executive Director of the Calgary Hotel Association, as well as civic, business and arts leaders) selects program participants and forms investment strategies. In order to achieve significant acceleration and long-term sustainability, a maximum of five organizations may participate at any given time.

Since its inception in 2012, the program has committed to strategic investments of \$712,500 in four arts organizations. Investment purposes include seed capital, working capital and risk capital, and are customized in order to support the vision, growth and conditions that will lead to creating remarkable experiences long into the future.

In 2013/14, investment strategies were renewed with the Calgary International Film Festival, Calgary Opera/Opera in the Village, One Yellow Rabbit/High Performance Rodeo and Sled Island.



Calgary Opera’s Opera in the Village.
Photo: Calgary Municipal Land Corporation



ARTS SPACES

Market Collective at cSPACE King Edward. Photo: Mike Tan

ACCESS TO AFFORDABLE ARTS SPACES WAS AN UNDERLYING THEME OF THE ARTS PLAN PROCESS THAT LED TO THE CREATION OF *LIVING A CREATIVE LIFE*, AND ARTS SPACES CONTINUE TO BE A KEY FOCUS AREA FOR CALGARY ARTS DEVELOPMENT.

The emphasis is on promoting investments in the development and efficient operation of arts facilities, including incubator facilities, flagship facilities, galleries and theatres clustered in the Centre City, as well as community-based, purpose-built arts facilities in all quadrants of the city. Calgary Arts Development makes strides in space development through the operation of the Cultural Space Investment Process, ongoing research on arts spaces in Calgary, as well as working alongside cSPACE Projects, a non-profit real estate enterprise created by Calgary Arts Development in partnership with The Calgary Foundation in 2011.

CULTURAL SPACE INVESTMENT PROCESS

2013 saw the fourth year of applications from non-profit arts organizations to the Cultural Space Investment Process (CSIP). CSIP is a capital project evaluation process established and operated by Calgary Arts Development to inform The City of Calgary of priorities for community-led cultural infrastructure projects. The process is open to standalone capital projects or portions of larger capital projects that create or renovate purpose-built arts or cultural space that will be operated through a non-profit model.

Each year, CSIP draws on the professional expertise of a group of arm's length volunteer assessors to review projects and make recommendations. In 2013, the assessors recommended the following projects as priorities for funding consideration by The City of Calgary:

- Alberta Ballet's proposed 87,000-square-foot facility that will increase their capacity to develop, rehearse and perform innovative, world-class ballet
- Calgary Opera's proposal for the purchase of a building or land for the Calgary Opera Creative Development, Administration & Production Facility
- cSPACE Projects' proposal to renovate an existing building associated with the Bow Building project as artist studios

OTHER INITIATIVES

In 2014, Calgary Arts Development also supported the creation of arts spaces in Calgary by participating in The City of Calgary's process for reuse of the Centennial Planetarium (Old Science Centre); initiating a program of connecting commercial landlords with arts-based tenants; participating in the development of The City's downtown density incentives; providing expertise on the design and operation of performing and visual arts spaces in The City's proposed new recreation centres in Rocky Ridge and Seton; and providing seminars on topics such as developing an owner's capital project budget.

cSPACE PROJECTS

In 2011, Calgary Arts Development established cSPACE Projects in partnership with The Calgary Foundation to respond to the need for stable, affordable, suitable space for artists and non-profit organizations. cSPACE's flagship project, cSPACE King Edward, is a transformed 100-year-old sandstone building with over 45,000 square feet of creation, production, exhibition and rehearsal space. The facility will support dozens of small organizations and the hundreds of creators they work with. Purpose-built studios and Calgary's first affordable live/work housing for artists will also add much-needed creation space. Groundbreaking is set for fall 2014.



Rendering of the King Edward project.

In 2013, cSPACE demolished the wings added to the 100-year-old sandstone school in the 1950s and 1960s. The removal of the wings provided a unique opportunity to invite Calgary artists to transform the former classrooms and library into *Phantom Wing*, an exhibition of art installations. At the same time, cSPACE hosted YYC Fashion Week and PechaKucha Night Calgary #17. Market Collective followed up with four weekends at the King Edward, attracting over 20,000 people in December to their art, design and music event.

Like many in 2013, cSPACE stepped up to support artists and non-profit organizations impacted by the southern Alberta floods. Over 400 mud-covered canvases were restored at the King Edward over three months, including collections from Stride Gallery, the Museum of the Highwood in High River and individual collections.

In 2014, cSPACE launched its final tenant call for non-profit organizations interested in moving to the King Edward in early 2016. These new tenants will add to those that have already been identified for the project (Alberta Craft Council, the Calgary Society of Independent Filmmakers, EMMEDIA, the Maria Montessori Education Centre, Quickdraw Animation Society, Studio C and Wordfest).

AWARENESS

AS PART OF ITS ROLE AS A COMMUNICATIONS HUB AND CONNECTOR, CALGARY ARTS DEVELOPMENT SERVES CALGARY'S ARTS COMMUNITY AND ENGAGES THE PUBLIC THROUGH INITIATIVES LIKE CALGARYCULTURE.COM AND THE CALGARYARTSDEVELOPMENT.COM CLASSIFIEDS. 2013 ALSO MARKED THE CONCLUSION OF CALGARY ARTS DEVELOPMENT'S INVOLVEMENT IN THE POPULAR SPEAKER SERIES PECHAKUCHA NIGHT CALGARY, WHICH IS NOW MANAGED AUTONOMOUSLY BY THE PECHAKUCHA NIGHT CALGARY ADVISORY COMMITTEE.



Crowd at PechaKucha Night Calgary #15: All Stars. Photo: Michael Scullen



Jett Thunders at PechaKucha Night Calgary #17: Rock. Photo: Michael Scullen

CALGARY CULTURE

Since 2009, CalgaryCulture.com has been a one-stop source for information about what's happening in Calgary's arts and culture scene. As a free, self-serve listings website, Calgary Culture benefits artists and arts organizations by spreading the word about upcoming events, as well as anyone in the city interested in attending arts events. The online listings and weekly e-newsletter highlights events of all sizes, from all artistic disciplines.

While the total number of events posted to CalgaryCulture.com in 2013 was lower than the previous year (1,159, down from 1,372 in 2012), Calgary Culture significantly increased its visibility, with more than 82,000 unique visitors to the site in 2013 (a 33% increase over 2012) and more than 16,000 followers of @CalgaryCulture on Twitter (a 60% increase over 2012). Other numbers are also growing, including 6,250 subscribers to the weekly newsletter and over 2,000 "likes" on Facebook. As an important hub for connecting the arts community with Calgarians, Calgary Culture continues to expand its reach.

CLASSIFIEDS

Calgary Arts Development hosts a robust classifieds section on CalgaryArtsDevelopment.com. This free service is an online venue for sharing announcements relevant to the arts sector such as job listings, volunteer opportunities, audition notices, calls for submissions, educational opportunities, industry events, items for sale or wanted, requests for proposals and notices of spaces available or wanted. These classifieds fill an important communications niche for the arts community, and had 560 ads posted in 2013 (a 16% increase over 2012) with over 22,570 unique visitors (a 14% increase over 2012).

PECHAKUCHA NIGHT CALGARY

Devised in Tokyo in 2003, PechaKucha Nights are based on a simple presentation format: speakers present 20 slides each, for only 20 seconds per slide. As the official presenter of PechaKucha Nights in Calgary, Calgary Arts Development worked with a volunteer Advisory Committee comprised of past PechaKucha Night presenters to organize four successful events in 2013: a special "All Stars" event in February, featuring favourite presenters from PechaKucha Nights past; "Sweet Sixteen" to celebrate the 16th installment of PechaKucha Night Calgary in June; in September, "Rock" was a nod to Calgary Arts Development's outgoing President & CEO, Terry Rock; and finally, a "Medal"-themed event celebrated sports and more at WinSport's Canada Olympic Park in November. With attendees' ticket purchases going to InvestYYC.com, these four events raised over \$4,500 for local arts and culture projects.

After organizing 18 PechaKucha Nights over four years, Calgary Arts Development passed the torch to its Advisory Committee, which is now the official presenter of PechaKucha Nights in Calgary. Information about future PechaKucha Night Calgary events can be found at PechaKucha.org/Cities/Calgary.

ALBERTA ARTS FLOOD REBUILD

IN JUNE 2013, ALBERTA EXPERIENCED A “100-YEAR FLOOD” THAT DEVASTATED COMMUNITIES THROUGHOUT SOUTHERN ALBERTA. MANY ARTISTS AND ARTS ORGANIZATIONS WERE AFFECTED BY THE FLOODWATERS.

To respond to their needs in the wake of the disaster, Calgary Arts Development convened more than 30 government and community agencies to form Alberta Arts Flood Rebuild. Alberta Arts Flood Rebuild partners worked together to assist in rebuilding efforts and serve as a coordinator, information source and guide.

In the immediate aftermath of the floods, Alberta Arts Flood Rebuild gathered impact assessments from Alberta’s arts community to determine the following:

REPORTED IMPACT ON ARTS ORGANIZATIONS* FROM JUNE 2013 SOUTHERN ALBERTA FLOODS

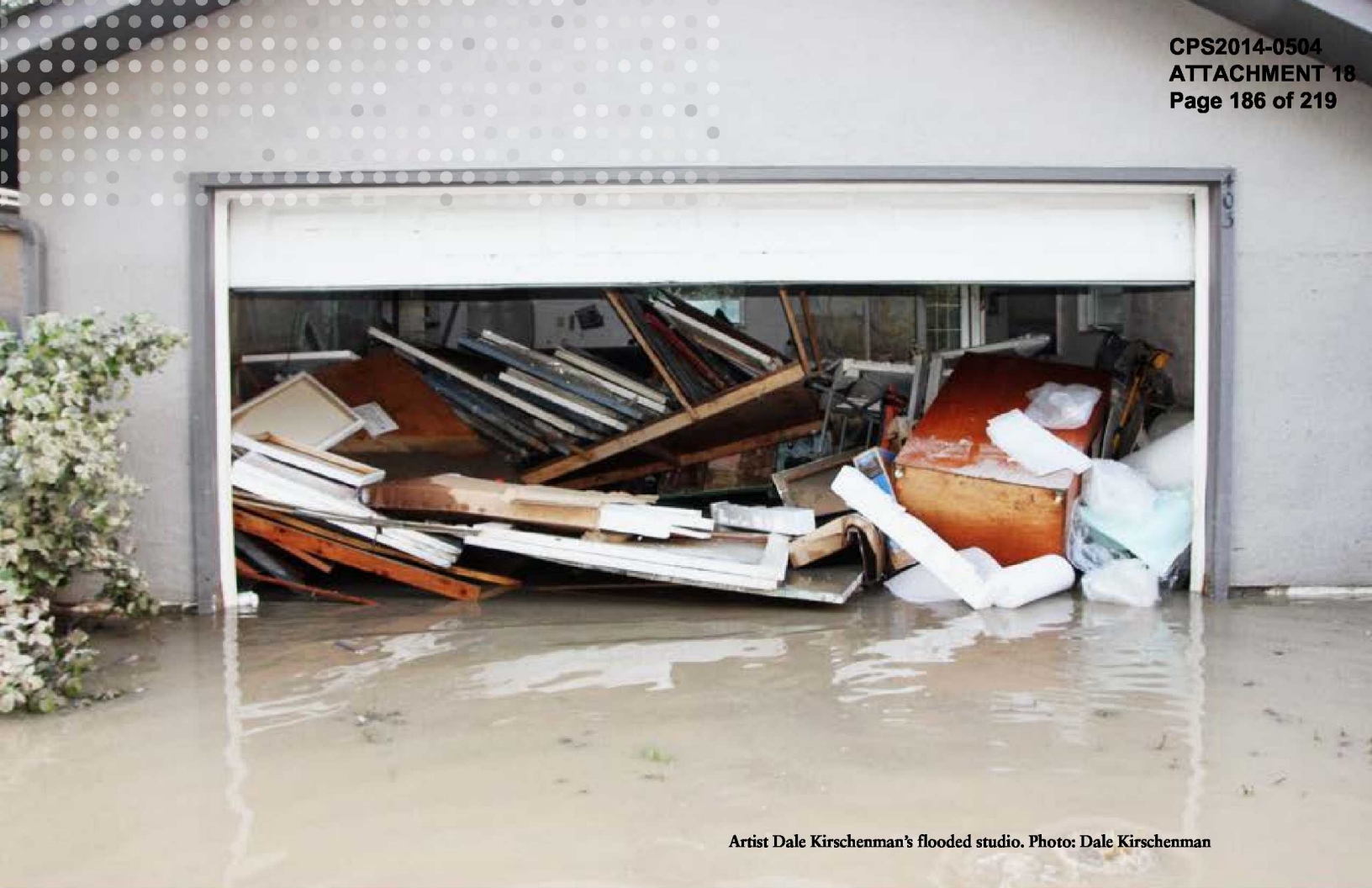
IMPACT	COST (IN CALGARY)	COST (OUTSIDE CALGARY)	TOTAL COST
Damaged or lost equipment and supplies	\$184,819	\$32,500	\$217,319
Expenses related to lost or damaged venues	\$52,250	\$30,000	\$82,250
Lost revenue	\$571,445	\$140,000	\$711,445
TOTAL:			\$1,011,014

**Based on 75 impact assessments.*

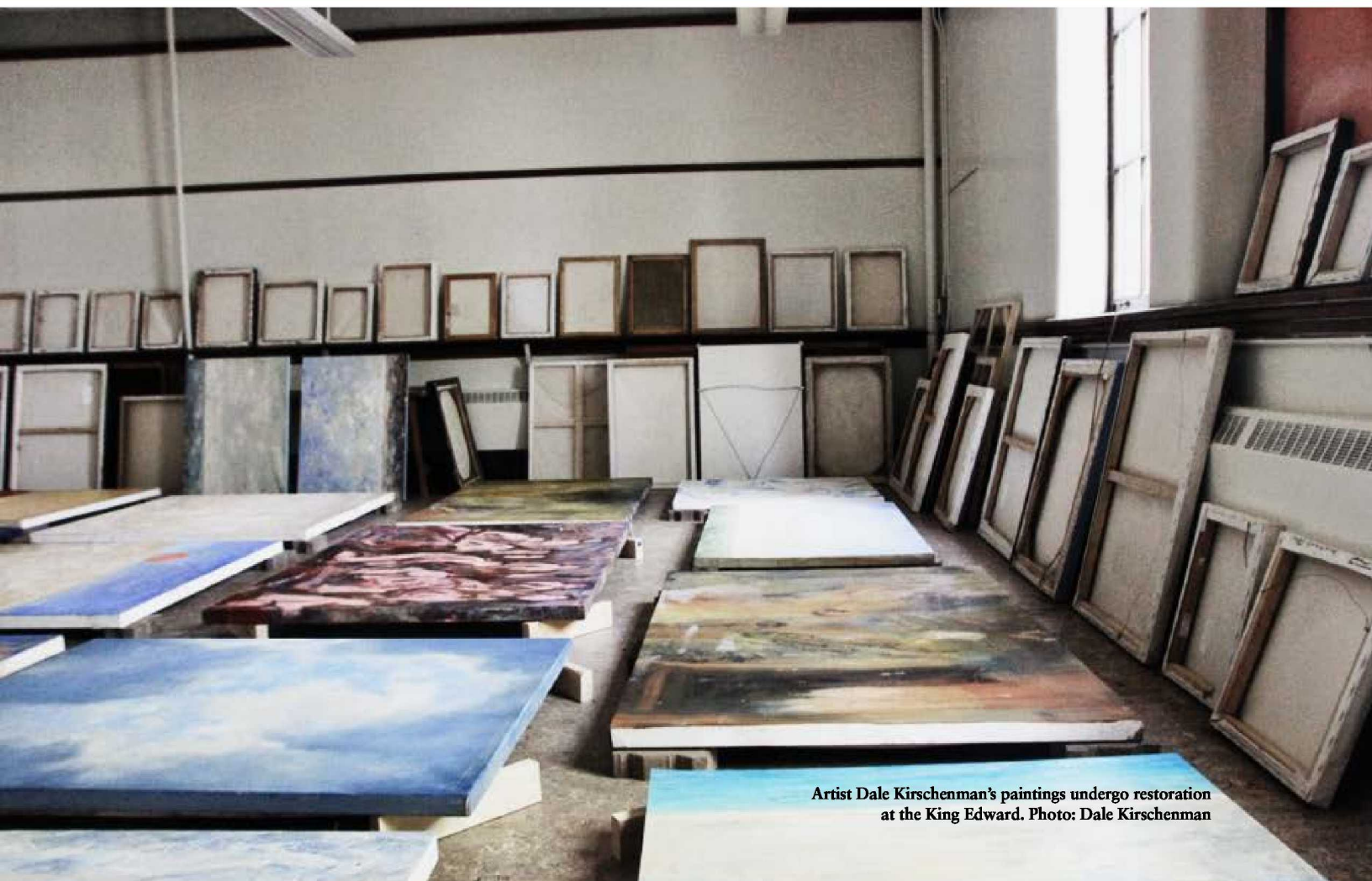
REPORTED IMPACT ON ARTISTS FROM JUNE 2013 SOUTHERN ALBERTA FLOODS**

IMPACT	COST (IN CALGARY)	COST (OUTSIDE CALGARY)	TOTAL COST
Displacement from home or studios	\$372,465	\$12,320	\$384,785
Damaged equipment or supplies	\$100,455	\$36,000	\$136,455
Damaged artwork	\$235,080	\$40,875	\$275,955
Lost revenue	\$125,935	\$55,850	\$181,785
Other	\$525,870	\$41,645	\$567,515
TOTAL:			\$1,546,495

***Based on 85 impact assessments.*



Artist Dale Kirschenman's flooded studio. Photo: Dale Kirschenman



Artist Dale Kirschenman's paintings undergo restoration
at the King Edward. Photo: Dale Kirschenman

ALBERTA ARTS FLOOD REBUILD PARTNERS

GOVERNMENT

Alberta Culture
Alberta Foundation for the Arts
Calgary Arts Development
Canadian Heritage
Canada Council for the Arts
The City of Calgary

CIVIC PARTNERS/FUNDERS

Calgary Chamber of Voluntary Organizations
Calgary Economic Development
The Calgary Foundation
Calgary Hotel Association
EPCOR CENTRE for the Performing Arts
Glenbow Museum
Propellus (formerly Volunteer Calgary)
Rozsa Foundation
Tourism Calgary

SERVICE ORGANIZATIONS

Actors' Fund of Canada
Alberta Craft Council
Alberta Dance Alliance
Alberta Magazine Publishers Association
Alberta Media Arts Alliance Society
Alberta Museums Association
Alberta Music
ArtsVote Calgary
Elephant Artist Relief
Federation of Calgary Communities
Theatre Alberta
Visual Arts Alberta
Writers' Guild of Alberta

POST-SECONDARY INSTITUTIONS

Alberta College of Art + Design
Bow Valley College
Mount Royal University
University of Calgary
University of Lethbridge, Calgary Campus

**"THANK YOU FOR HELPING ME TO
REBUILD MY LIVELIHOOD...AND MY LIFE!"**

– Arlene Westen Evans, artist

Based on the impact assessments received as of August 19, 2013, the total financial impact on artists and arts organizations was \$2,577,509.

To assist in rebuilding efforts, the Alberta Arts Flood Rebuild Fund was launched in June 2013 on crowdfunding platform InvestYYC.com to raise money for artists and arts organizations from across southern Alberta as they recovered from the 2013 floods. The funds were administered by Calgary Arts Development in conjunction with other community and government partners from across Alberta.

The Alberta Arts Flood Rebuild Fund disbursed a total of \$203,927 to 30 artists and arts organizations across southern Alberta, with 68% of applicants receiving funding. Disbursements ranged from \$200 to \$23,000. Alberta Arts Flood Rebuild received 44 applications with claims totalling \$1.5 million, and the funds disbursed represent only 13% of total claims. A second round of funding accepted applications in April 2014.

This funding was made possible through generous donations from the Alberta Government; the Minister of Culture, Province of Alberta; Suncor Energy Foundation; the Alberta Foundation for the Arts; Calgary Arts Development; The Calgary Foundation; and many individual and community donors. The Alberta Arts Flood Rebuild Fund raised a total of \$530,000.

Calgary Arts Development would also like to acknowledge the province's many artists who gave back to their communities by holding fundraisers and raising the spirits of Albertans dealing with the disaster. Their generosity exemplified how communities throughout Alberta rallied in the aftermath of the flood to help their neighbours recover and rebuild.

In addition to being an Alberta Arts Flood Rebuild partner, Calgary Arts Development was a partner to the Business Recovery Task Force (co-chaired by Calgary Economic Development and the Calgary Chamber), ensuring that the arts sector was recognized for its role in Calgary business.

**MORE INFORMATION ABOUT ALBERTA ARTS
FLOOD REBUILD, INCLUDING A LIST OF DONORS,
IS AVAILABLE AT ALBERTAARTSREBUILD.CA.**

“IT HAS BEEN VERY CHALLENGING FOR US SINCE THE DISASTER AND TO RECEIVE THIS KIND OF SUPPORT IS JUST AMAZING. HAVING LOST SO MUCH FROM YEARS OF WORK IS VERY DEFEATING BUT THANKS TO ALL OF YOU I CAN ONCE AGAIN HAVE THE TOOLS NEEDED TO CREATE AND CONTRIBUTE.”

– Scott Nickless, musician

Flood-damaged instruments belonging to musician Scott Nickless. Photo: Scott Nickless



GOVERNANCE

A. OVERVIEW OF GOVERNANCE MODEL

Calgary Arts Development is governed by a Board of Directors, appointed by and directly accountable to its Shareholder, The City of Calgary, via City Council. The Board of Directors governs lawfully, observing the principles of the policy governance model, with an emphasis on strategic leadership and clear distinction of Board and CEO roles. The Board also identifies the principal risks of Calgary Arts Development's business, achieves a proper balance between risks incurred and potential returns and oversees the development of policies and the implementation of appropriate systems to manage the risks. In 2013, there were 10 regular board meetings and a two-day retreat, with an attendance record of 82%.

B. BOARD OF DIRECTORS COMMITTEES

The Calgary Arts Development Board of Directors carries out its responsibilities using the following committee structures:

FINANCE AND AUDIT

The purpose of the Finance and Audit Committee is to assist the Board of Directors in fulfilling its oversight responsibilities by reviewing and making recommendations to the Board of Directors regarding:

- Financial information, including audited financial statements, that will be provided to the Board of Directors and other stakeholders
- Systems of internal controls
- Internal audit processes
- Investment management activities

The committee met eight times in 2013. Committee members included:

Judy MacLachlan
Tim Mah (Chair, effective May 2013)
Brent Pickerl (Chair, through May 2013)
Dean Prodan (ex officio, effective February 2013)
Hannah Stilwell

GOVERNANCE AND HUMAN RESOURCES

The Governance and Human Resources Committee has three areas of responsibility:

- Governance matters, including management of the relationships between the Board of Directors and the CEO and between Calgary Arts Development and the Shareholder, all as defined in the governance policy manual approved by the Board of Directors on May 20, 2009
- Human resources policy development and oversight, including review of CEO performance, compensation and development
- Board of Directors recruitment, development and evaluation

The committee met six times in 2013. Committee members included:

Col Cseke
Patti Dibski (Chair, through November 2013)
Linda Hohol (through May 2013)
Judy MacLachlan
Dean Prodan (ex officio, effective February 2013)
Pat Schneider
Katherine Wagner (Chair, effective November 2013)

STRATEGY AND PUBLIC POLICY

The Strategy and Public Policy Committee's mandate is to:

- Provide the Board of Directors with guidance for the development, implementation and evaluation of Calgary Arts Development's strategic plan in alignment with our mission and vision and to facilitate the strategic planning process and Board engagement
- Consider and make recommendations to the Board of Directors on matters affecting Calgary Arts Development's strategic plan, strategic policy, and positions on issues related to the development of the arts in Calgary, as set out in The City of Calgary's Civic Arts Policy and/or as requested by our shareholders

The committee met five times in 2013. Committee members included:

Dr. Daniel Doz
Anila Lee Yuen (through March 2013)
Brent Pickerl (through May 2013)
Brian Pincott
Pat Schneider (Chair)
Meg Van Rosendaal (through September 2013)

C. KEY POLICIES AND PROCESSES

BOARD OF DIRECTORS POLICY ON CONFLICT OF INTEREST

A comprehensive policy exists for members of Calgary Arts Development's Board of Directors that sets the parameters around potential conflicts of interest. Calgary Arts Development recruits Board of Directors members whose professional reputations and work in the community will enhance Calgary Arts Development's impact. These individuals have a strong commitment to building the arts in Calgary, to making the arts central to the municipal decision-making process and to building relationships with other agencies from the public and private sectors.

Board of Directors members are conscious of the conflicts of interest that may arise in the normal course of business or as a result of a Board member being connected to an organization that may receive direct or indirect benefits from the activities of Calgary Arts Development. Each Board member shall disclose in writing all known real and potential conflicts upon appointment to the Board and on an annual basis, and otherwise in accordance with this policy.

GRANTING AND RESOURCE ALLOCATION RECOMMENDATION PROCESSES

Terms of Reference specifying objectives, decision-making processes and assessment criteria are designed for each arts investment program (including granting programs and recommendations to City Council on infrastructure investments). Along with program guidelines, the Terms of Reference provide direction to arm's length volunteer assessors who make recommendations to Calgary Arts Development. Staff communicate these recommendations and the process followed to reach them to the Calgary Arts Development Board of Directors. After reviewing the information made available by staff, the Finance and Audit Committee of the Board has the option to audit the process used to arrive at the recommendations. When satisfied that sufficient due diligence has been undertaken and the Terms of Reference have been followed, the Finance and Audit Committee presents the assessors' recommendations to the Board, who will either endorse the process leading to the granting recommendations as presented, request additional information, or request that the process be revisited.

THANK YOU TO OUR VOLUNTEERS!

CULTURAL LEADERS LEGACY ARTIST AWARD JURIES

Wilmer Aburto
Terry Clarke
Col Cseke
Onalea Gilbertson
Jean Grand-Maître
Anne Green
Michelle Htun-Kay
Sandra Huculak
Tara Klager
Amanda Koyama
Richard Lam
Sabine Lecorre-Moore
Ken Lima-Coehlo
Shannon McClellan
Cindy McLeod
Colin Menzies
Lois Mitchell
Eric Moschopedis
Katie Ohe
Wendy Passmore-Godfrey
Ian Prinsloo
Jenny Repond
Terry Rock
Tamara Ross
Allyson Simpson
Brittney Tough
Nancy Tousley
Brad Walker
Sharon Watkins
Paul Welch
Lori Willocks

LIVING A CREATIVE LIFE (ARTS PLAN) STEERING COMMITTEE

Pat Schneider (Chair)
Jeffrey Anderson
Nichole Anderson
Karen Ball
Peter Boyd (Board Chair, Calgary Arts Development, through May 2013)
Chip Burgess
Dr. Daniel Doz
Kurt Hanson (February – October 2013)
Dr. Erika Hargeshheimer (through February 2013)
Anila Lee Yuen (through February 2013)
Judy MacLachlan
Chima Nkemdirim
Brent Pickerl (through May 2013)
Councillor Brian Pincott
Patti Pon (President & CEO, Calgary Arts Development, effective August 2013)

Dean Prodan (Board Chair, Calgary Arts Development, effective May 2013)

Dr. Terry Rock (President & CEO, Calgary Arts Development, through July 2013)

Hannah Stilwell

Dan Thorburn

Patrick Tobin

Meg Van Rosendaal (through December 2013)

Kelly Wilhelm

MAYOR'S ARTS CHAMPIONS COMMITTEE

Chima Nkemdirim (Co-Chair)
Patti Pon (Co-Chair)
George Brookman
Jim Button
Andrea Goertz
Mark Hopkins
R. Scott Hutcheson
Dean Koeller
Joe Leung
Joe Loughheed
Tom McCabe
Marilyn Milavsky
Monica Sloan
Arlene Strom

PECHAKUCHA NIGHT CALGARY ADVISORY COMMITTEE

Dana Banks
Col Cseke
Gary Ellis
DJ Kelly
Wil Knoll
Pam Krause
Kari McQueen
Mike Morrison
Stephen Nagy
Clare Nolan
David Plouffe
Jenna Swift
Bradley Walker

POET LAUREATE SELECTION COMMITTEE

Jo Steffens (Chair)
Cheryl Foggo
Rosemary Griebel
Simone Lee
Micheline Maylor
Councillor Brian Pincott

REMARKABLE EXPERIENCE ACCELERATOR ASSESSORS

Michael Brown
Anne Green
Jon Jackson
Karen O'Connor
Mathew Stone

ABOUT US

STAFF

Christine Armstrong
Knowledge Manager
(effective October 2013)

Jordan Baylon
Community Investment Manager

Charis Birchall
Community Investment Manager

Lindsay Bowman
Communications Manager

Cadence Mandybura
Communications Liaison

Tom McCarthy
Managing Director

Emiko Muraki
Director, Impact & Engagement
(effective August 2013)

Erin O'Toole
Executive Assistant & Office Manager

Patti Pon
President & CEO
(effective August 2013)

Sally Raab
Community Investment Assistant
(effective November 2013)

Terry Rock
President & CEO
(through July 2013)

Mike Scullen
Information & Communication
Technology Manager

CONTRACTORS AND INTERNS

Julie Barton
Living a Creative Life Community
Broker (September – December 2013)

Ailsa Birnie
Youth Arts Showcase Production
Manager (February 2014)

Joni Carroll
Arts Spaces Consultant

Mark Hopkins
Living a Creative Life Community
Broker (effective September 2013)

Judy Lawrence
Living a Creative Life Community
Broker (effective September 2013)

Laurie Leier
Arts Plan Consultant (November
2012 – June 2013), Flood Captain
(July – October 2013,
January 2014 – present)

Cherie McMaster
Events Consultant
(effective April 2013)

Jaelyn Molyneux
Calgary Culture Editor

Elisa Sereno-Jan
Alberta College of Art + Design
Practicum Student
(January – April 2014)

BOARD OF DIRECTORS

Peter Boyd (Chair)
Owner, Genius Wines LP
(through May 2013)

Col Cseke
Co-Artistic Director, Verb Theatre;
Professional Theatre Artist

Patti Dibski
Owner, Gibson Fine Art

Dr. Daniel Doz
President & CEO,
Alberta College of Art + Design

Sheldon Dyck
President, Investor Services,
ATB Financial
(February – May 2013)

Linda Hohol
Community Leader
(through May 2013)

Anila Lee Yuen
Director of Career Services, DeVry
(through March 2013)

Judy MacLachlan
Community Leader

Tim Mah (Treasurer)
Community Leader
(effective May 2013)

Brent Pickerl
Managing Partner/Director &
Co-Founder, SANDSTONE Asset
Management Inc. (through May 2013)

Brian Pincott
Councillor, Ward 11,
The City of Calgary

Dean Prodan (Chair)
CFO & Director, Whitehorn
Resources Inc.
(effective February 2013)

Pat Schneider
Founder, Emerge Learning

Hannah Stilwell
Co-Founder, Decidedly Jazz
Danceworks; Professional Artist

Meg Van Rosendaal
Former General Manager,
Olympic Plaza Cultural District
(through September 2013)

Katherine Wagner
Associate (Architecture), Dialog
(effective May 2013)

PROGRAM PARTNERS

ALBERTA ARTS FLOOD REBUILD



CALGARY POET LAUREATE



ANONYMOUS

CULTURAL LEADERS LEGACY ARTIST AWARDS



WILLIAM
MacLACHLAN

DOUG & LOIS
MITCHELL

THE BANFF
CENTRE

MAYOR'S LUNCH FOR ARTS CHAMPIONS



PECHAKUCHA NIGHT CALGARY



REMARKABLE EXPERIENCE ACCELERATOR





Calgary Arts Development
Suite #501, 237 8th Ave. SE, Calgary, AB T2G 5C3
403.264.5330 info@calgaryartsdevelopment.com CalgaryArtsDevelopment.com



Calgary Arts Development is The City of Calgary's arm's length arts development authority.



Strategic Plan: 2015 – 2018 June 13, 2014

Our "Why"

Our "Why": We believe that art infusing the lives of Calgarians has the power to build our city.

Our "why" forms the basis of our Strategic Plan. The Plan has been guided by *Living a Creative Life: An Arts Development Strategy for Calgary* as well as our core values: creativity, collaboration, authenticity, diversity, optimization and wise judgement.

Living a Creative Life

Overarching Vision: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.

Our Strategic Plan has been guided by and developed in support of Calgary's first long-term arts development strategy, *Living a Creative Life*. The strategy was produced through a rigorous consultation process facilitated by Calgary Arts Development and is a result of our year as a Cultural Capital of Canada in 2012. It has been supported by City Council and many other passionate signatories.

Vision & Mission

Vision: A creative, connected Calgary through the arts.

Mission: We are an arts development agency that supports and strengthens the arts to benefit all Calgarians.

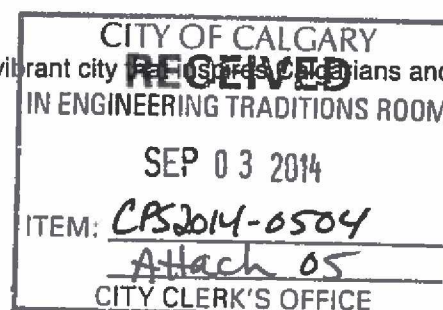
To deliver on our mission, we are:

- A connector, facilitator and collaborator
- A champion, supporter and amplifier
- An investor in artists and arts organizations
- A catalyst and opportunity-maker

Outcome for 2018

Outcome for 2018: By 2018, Calgary is recognized as a creative and artistically vibrant city that inspires Calgarians and the world. (Based on *Calgary Arts Development's 2008 vision for Calgary*.)

All strategic priorities in this plan align to this four-year outcome.



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.

Strategic Assumptions

Our city

- Calgarians increasingly value the arts.
- The arts provide a return on investment that is supported by metrics.
- The arts improve quality of life, which helps the corporate sector attract and retain talent.
- Our city's population and communities are increasingly diverse.
- Calgary's prosperity can help create opportunities for artists and arts organizations.

Our shareholder

- City Council unanimously supports *Living a Creative Life*.
- City Council's Action Plan priorities align to Calgary Arts Development's investment strategies.
- The arts are sometimes perceived as a "nice to have" rather than a "must have."
- There is a high expectation to show increased impact with current investments, i.e., to do more with less.

Our arts communities

- Demand for arts experiences is increasing.
- More artists and arts organizations are demonstrating activity that merits public investment consideration.
- Arts organizations are exploring new models that encourage resilience and innovation.
- Artists are accessing new earning potential as their work is increasingly valued and integrated across civic life.

Our organization

- Our strategy must be in support of our "why" and City Council's priorities.
- Many organizations seek to partner and collaborate with us.
- A focused, sufficiently resourced strategy will allow us to effectively engage with communities to achieve the vision of *Living a Creative Life*.

Strategic Priority 1: 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.

Goal	Strategies	Key Performance Indicators
1. Calgarians and organizations advocate for the arts to their peers.	<ul style="list-style-type: none"> Develop and encourage arts champions in many sectors and communities in Calgary. 	<ul style="list-style-type: none"> The Mayor's Lunch for Arts Champions and Arts Champions Committee attract new attendees and members who become actively engaged in the arts. Arts champions are visible at arts and civic events, and are vocal in the media about the value of the arts.
2. Calgary Arts Development is considered a leader by our sector and our peers locally, nationally and internationally.	<ul style="list-style-type: none"> Strengthen our position as an arts champion and advocate. Strengthen our relationship and collaborative efforts with City administration. Focus resources on developing relationships with civic leaders, community leaders, arts sector and peer organizations to ensure we align with their arts-related needs. 	<ul style="list-style-type: none"> Volunteers who have a passion for the arts and are city builders populate Calgary Arts Development's board. Calgary Arts Development board and staff lead and participate in events and conversations locally, nationally and internationally. Calgary Arts Development receives positive feedback on our leadership and effectiveness from the arts sector, partners and community leaders. Calgary Arts Development board and staff are visible as attendees and volunteers in the arts and beyond.
3. Calgarians understand the value of the arts as multifaceted and impactful at the individual, community and city levels.	<ul style="list-style-type: none"> Undertake research projects that provide empirical support of how the arts strengthen communities and cities. 	<ul style="list-style-type: none"> Calgary Arts Development's benchmarks and baselines are informed by comparable cities and our previously collected data on the arts in Calgary. More Calgarians understand that the arts are valuable to our city, and that their value is supported by empirical data. Stakeholders can easily assess return on investment through Calgary Arts Development's programs and activities. Our annual Accountability Report shares comprehensive data on impact and value.
4. Calgary Arts Development has a strong sense of identity and purpose in its interactions.	<ul style="list-style-type: none"> Create an overarching communications strategy that develops a consistent style and quality of our brand. 	<ul style="list-style-type: none"> By early 2015, Calgary Arts Development's communications strategy and brand guidelines are consistently used and recognized.

Strategic Priority 2: Build Relationships

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

Goal	Strategies	Key Performance Indicators
1. <i>Living a Creative Life</i> becomes the shared vision of many communities and has a positive and measurable impact on Calgarians.	<ul style="list-style-type: none"> Catalyze initiatives spearheaded by <i>Living a Creative Life</i> signatories that have a positive impact on the strategy's tactics, drivers and outcomes. 	<ul style="list-style-type: none"> The <i>Living a Creative Life</i> newsletter demonstrates engagement with subscribers through subscription numbers, open rates and click-through rates. The number of <i>Living a Creative Life</i> signatories and endorsers continues to increase, with organizations approaching Calgary Arts Development to become signatories. Many Calgary communities have arts-related goals that align with <i>Living a Creative Life</i> in their community plans. Calgary Arts Development gathers annual success indicators in partnership with signatories such as the Calgary Board of Education, Tourism Calgary, Calgary Economic Development and The Calgary Foundation. Calgary Arts Development tracks and reports on qualitative and quantitative data from surveys like Vital Signs and the Citizen Satisfaction Survey. <i>Living a Creative Life's</i> successes and failures are tracked to improve stewardship of the strategy.
2. The arts sector collaborates internally and with strategically engaged partners in other sectors.	<ul style="list-style-type: none"> Maximize our abilities as a hub, connector and catalyst through community engagement and building relationships. Strategically align with and support partners' communications campaigns. 	<ul style="list-style-type: none"> By 2015, establish metrics for community engagement that will be tracked and reported on regularly. Calgary Arts Development builds and tracks connections within the arts and between the arts and other sectors. Calgary Arts Development supports collaboration through relevant communications platforms.
3. Calgary Arts Development continues to engage Calgarians as arts supporters and participants.	<ul style="list-style-type: none"> Strategically invest in arts opportunities throughout Calgary. Strategically leverage and communicate the stories of Calgary's arts communities. 	<ul style="list-style-type: none"> By 2018, Calgary Arts Development invests in and is a catalyst for arts activities in every ward of the city. Calgarians' participation in arts events and activities increases each year. Calgarians report on the intrinsic impact of the arts in their lives, such as feelings of connectedness and inclusivity.

Strategic Priority 3: Increase Resources

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

Goal	Strategies	Key Performance Indicators
1. Calgary Arts Development leverages existing resources in pursuit of new support for the sector.	<ul style="list-style-type: none"> Assess our current and potential fund development initiatives to ensure we do not undermine arts organizations' fund development activities. Develop awareness of the value of the arts with new sponsors and donors, and provide opportunities for investment through our programs. Establish at least one partnership, program or opportunity funded by new sponsors, donors or other new sources. 	<ul style="list-style-type: none"> By 2018, revenue from leveraging efforts has increased and represents 30% of Calgary Arts Development's annual revenue. Calgary Arts Development's signature events and engagement programs, such as The Mayor's Lunch for Arts Champions and the Calgary Poet Laureate program, are fully resourced by sponsors and donors. By late 2015, Calgary Arts Development has investigated and made recommendations for new fund development programs.
2. Provide innovative approaches to arts investment to maximize public and artistic impact.	<ul style="list-style-type: none"> Establish tactics to develop a Centre City arts district. Establish tactics to inspire opportunities for arts experiences in Calgary. Ensure that needs from all areas of the arts ecosystem are considered in the design and implementation of investment programs. Include <i>Living a Creative Life</i> in all program design. 	<ul style="list-style-type: none"> Arts organizations have healthy financial operating models that provide a strong foundation upon which to grow. Artists and arts organizations have significant public impact, and arts engagement metrics continue to grow. Artists and arts organizations take thoughtful risks and innovate while maintaining sound business practices. Calgary artists and arts organizations gain national and international acclaim from peers and audiences alike. Artists and arts organizations can easily identify which of Calgary Arts Development's investment programs are most relevant to their needs. By 2018, Calgary Arts Development's budget has grown to \$6.4 million dollars annually in direct arts sector investment.
3. Provide ample known and trusted non-monetary resources in support of artists and arts organizations.	<ul style="list-style-type: none"> Collect information about relevant resources and disseminate it to Calgary's arts communities. Research and develop tools that connect Calgary's arts communities with non-monetary resources. 	<ul style="list-style-type: none"> Artists report a better quality of life, including increased income and access to support mechanisms such as health benefits and insurance. Artists and arts organizations report improved access to affordable and suitable arts spaces. Arts spaces throughout the city are highly active.



Budget Assumptions and Board Direction

Board direction to prepare a budget request based on the following directions and assumptions:

1. Ensure our request is aligned to support The City of Calgary's strategic priorities.
2. Strive to maintain our overhead costs at not more than 15% of our budget.
3. Work to secure additional funding to meet our goal of budgeting revenues comprised of 70% City of Calgary grant and 30% external sources.
4. Align our budget request with the goals of *Living a Creative Life: An Arts Development Strategy for Calgary* and Calgary Arts Development's strategic plan.
5. Demonstrate the ROI of an increased investment on The City's part over the next 4-year budget cycle.

Calgary Arts Development Budget Scenario 2015 - 2018
DRAFT JUNE 9, 2014

Scenario - \$9.2M budget by 2018						
	2013	2014	2015	2016	2017	2018
Revenues:	actuals	budget	budget	budget	budget	budget
City of Calgary (CoC) Grant	\$5,440,715	\$5,441,292	\$5,650,000	\$5,900,000	\$6,150,000	\$6,400,000
Contributed Income						
Donor Income	\$390,063	\$0	\$400,000	\$550,000	\$750,000	\$1,000,000
Sponsorship	\$822,402	\$621,100	\$931,500	\$1,200,000	\$1,350,000	\$1,650,000
Earned Income	\$141,356	\$131,675	\$145,000	\$182,000	\$219,000	\$241,000
Total Revenues	\$6,794,536	\$6,194,067	\$7,126,500	\$7,832,000	\$8,469,000	\$9,291,000
Expenses:						
Community Investment	\$5,633,301	\$5,062,812	\$5,659,500	\$6,122,000	\$6,487,000	\$7,005,500
Arts Development Programs	\$592,108	\$613,695	\$860,500	\$1,081,750	\$1,258,000	\$1,454,000
Overhead Management and Salaries	\$317,641	\$317,958	\$346,500	\$387,750	\$429,000	\$462,000
General & Administration	\$212,852	\$199,351	\$225,000	\$240,000	\$255,000	\$270,000
Total Expenses	\$6,755,902	\$6,193,816	\$7,091,500	\$7,831,500	\$8,429,000	\$9,191,500
Annual Surplus/(Deficit)	\$38,634	\$251	\$35,000	\$500	\$40,000	\$99,500
Earned/Contributed revenue as a percentage of CoC grant	25%	14%	26%	31%	31%	34%
Earned/Contributed revenue as a percentage of total revenues	38%	12%	21%	25%	27%	30%
Overhead management and salaries as a percentage of total expense	5%	5%	3%	5%	5%	5%
General and administration as a percentage of total expenses	3%	3%	3%	3%	3%	3%

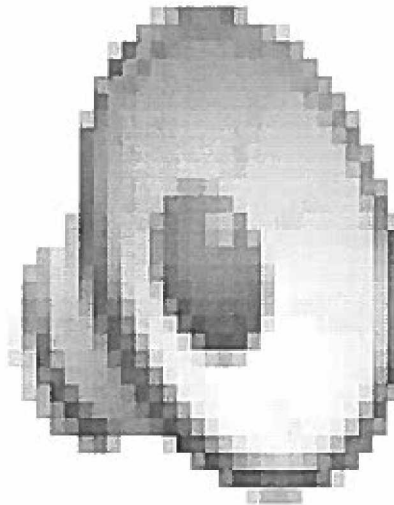
Alignment to City Priorities

City Priority	Raise Value	Build Relationships	Increase Resources
A Prosperous City	✓	✓	✓
A City of Inspiring Neighbourhoods	✓	✓	✓
A City that Moves			
A Healthy & Green City	✓	✓	✓
A Well-Run City	✓		✓

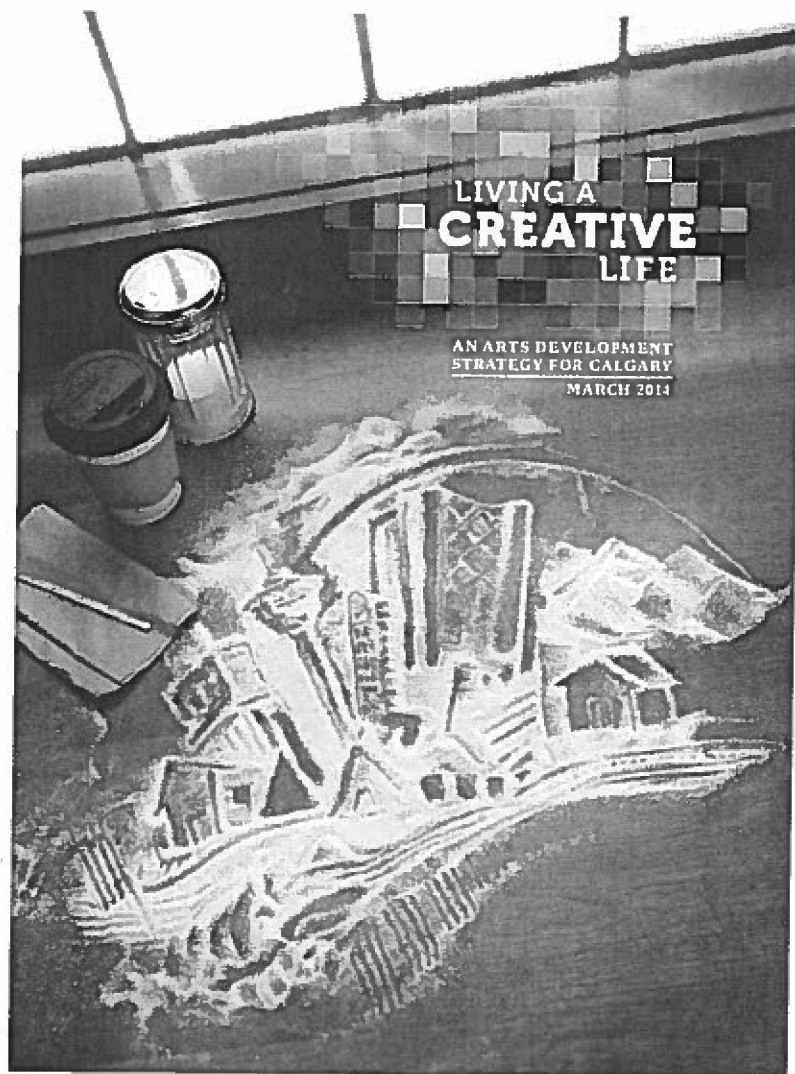
Calgary Arts Development Authority *Action Plan 2015-2018*



Calgary Arts Development 2013 Annual Achievements



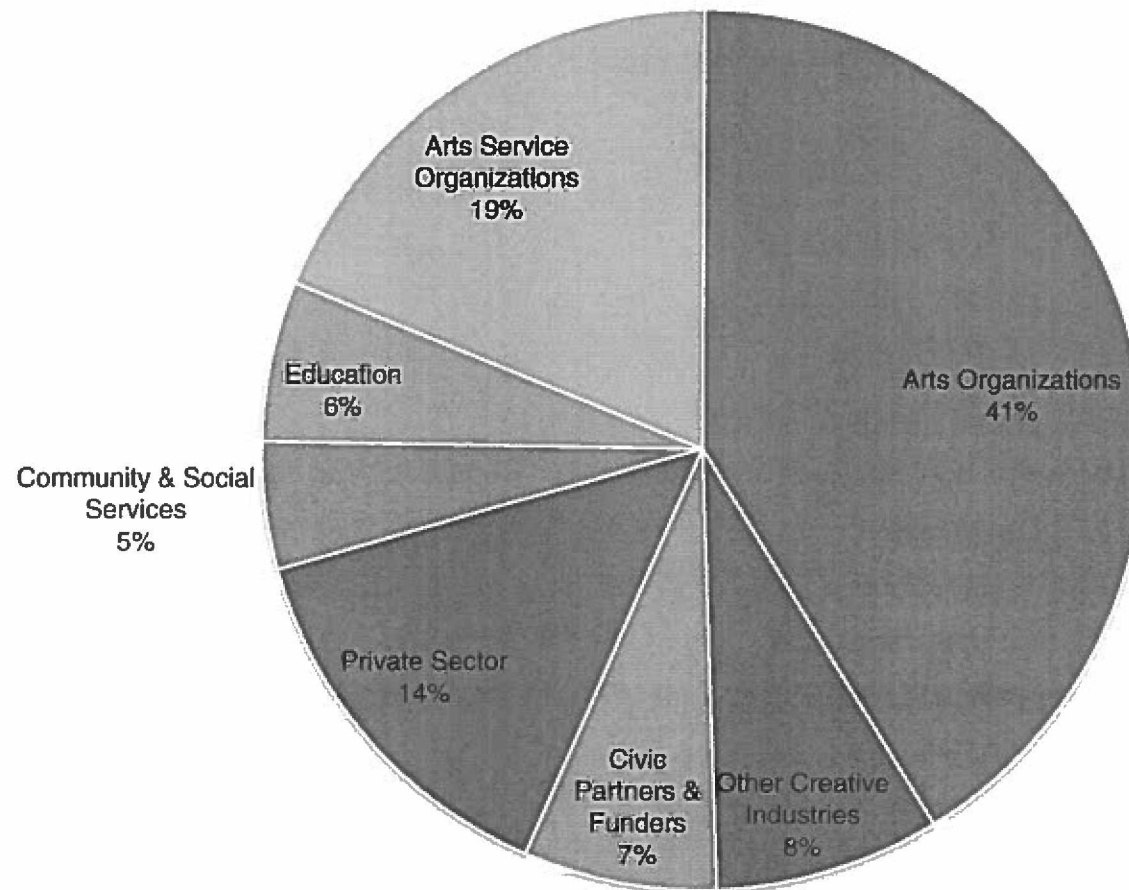
Action Plan 2015-2018 – Business Plan



Living a Creative Life aligns and activates Calgarians in creating a vital, prosperous and connected city through the arts.

The strategy has 85 signatories as of August 2014, representing a range of groups including arts organizations, civic partners, provincial arts service organizations, creative industries associations and private sector businesses. Calgary Arts Development will continue to engage signatories throughout the life of the strategy.

Action Plan 2015-2018 – Business Plan



Action Plan 2015-2018 – Business Plan

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

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

2015 – 2018 Strategic Priorities:

- 1. 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.
- 2. Build Relationships:** Calgary Arts Development fosters collaborative relationships across sectors and communities to help ensure that Calgarians can experience art in their everyday lives.
- 3. Increase Resources:** Calgary Arts Development identifies ways to increase and sustain our finances and expertise, and use these resources wisely for greater impact.

Performance Measures

35 key performance indicators contribute to four overall metrics:

- Total # of arts participants in Calgary
- Total # of arts activities in each ward of the city
- Total \$ invested into the arts in Calgary through Calgary Arts Development and our partners
- Total # of partners, collaborators and investees that Calgary Arts Development works with on an annual basis

2015-2018 Operating & Capital Budgets

Calgary Arts Development Budget Plan 2015 - 2018

	2013 actuals	2014 budget	2015 budget	2016 budget	2017 budget	2018 budget
Revenues:						
City of Calgary Grant	\$5,440,715	\$5,441,292	\$5,650,000	\$5,900,000	\$6,150,000	\$6,400,000
Contributed Income	\$1,212,465	\$621,100	\$1,331,500	\$1,750,000	\$2,100,000	\$2,650,000
Earned Income	\$141,356	\$131,675	\$145,000	\$182,000	\$219,000	\$241,000
Total Revenues	\$6,794,536	\$6,194,067	\$7,126,500	\$7,832,000	\$8,469,000	\$9,291,000
Expenses:						
Grant Investment & Arts Development Programs	\$6,225,409	\$5,676,507	\$6,520,000	\$7,203,750	\$7,745,000	\$8,459,500
Overhead Management and Salaries, General & Administration (OM&S, G&A)	\$530,493	\$517,309	\$571,500	\$627,750	\$684,000	\$732,000
Total Expenses	\$6,755,902	\$6,193,816	\$7,091,500	\$7,831,500	\$8,429,000	\$9,191,500
Annual Surplus/(Deficit)	\$38,634	\$251	\$35,000	\$500	\$40,000	\$99,500
Earned/contributed revenue as a percentage of CoIC grant	25%	14%	26%	33%	38%	45%
Earned/contributed revenue as a percentage of total revenues	20%	12%	21%	25%	27%	31%
OM&S, G&A as a percentage of total expenses	8%	8%	8%	8%	8%	8%
City of Calgary Capital Grant			\$65,000	\$45,000		

Risks and Challenges

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

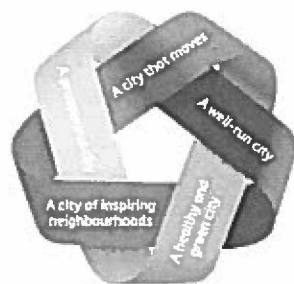
- If the grant provided by The City of Calgary is not as indicated, there is a risk of affecting implementation and momentum of *Living a Creative Life*.
- Delays out of cSPACE's control have affected their ability to complete full implementation of their business model. Without renewing The City's support 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, there is a risk that Calgary Arts Development will be unable to respond to the most current and urgent needs of the sector (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.
- Without additional resources identified, we may not be able to fully address the City Auditor's 2012 recommendations without significantly inhibiting our ability to serve our mandate.

Alignment with Council Priorities

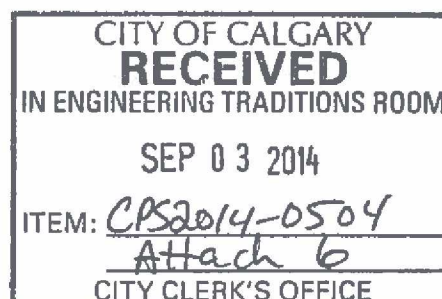
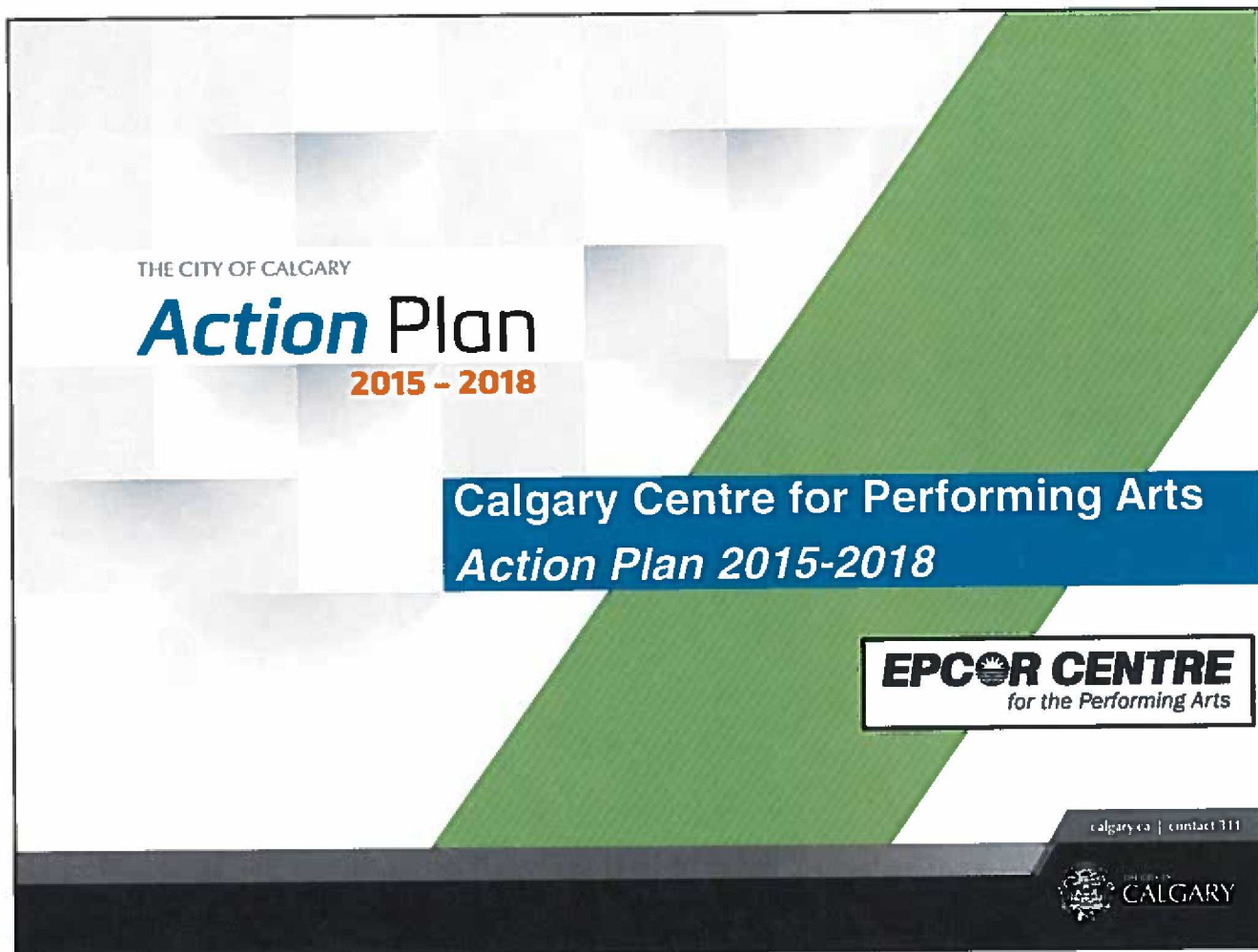
By 2018, Calgary is recognized as a creative and artistically vibrant city that inspires Calgarians and the world.

City Priority	Raise Value	Build Relationships	Increase Resources
A Prosperous City	✓	✓	✓
A City of Inspiring Neighbourhoods	✓	✓	✓
A City that Moves			
A Healthy & Green City	✓	✓	✓
A Well-Run City	✓		✓

Guided by:



Calgary Arts
Development's Core
Values



CCPA – 2013 Annual Achievements

CCPA is a key contributor to the social, economic, cultural and intellectual life and well-being of the city's residents and visitors through the provision of arts, culture, learning, tourism, economic development and civic engagement.

- **Strengthened Financial Sustainability by Increasing Revenues by 17%** (fundraising, ticket sales & venue use)
- Invited to join **Calgary Board of Education's Fine Arts Standing Committee**
- Major presenter of the performing arts in Canada and launched a **New Jazz Series**
- Post June 2013 Flood - Able to resume full operations as of **Mid-July 2013**

2013 By The Numbers:

- Played critical role in the sustainability of **6 Resident Companies and 150+ Other Organizations**
- **899 Venue Bookings**
- **Engaged 549 Artists** in EPCOR CENTRE programming
- Completed a series of lifecycle initiatives valued at **\$1,630,299**
- Box Office processed **439,059** tickets for **Over 1,800** performances / events
- **216 Arts Learning** events that served thousands of Calgary and area students and teachers
- **90 Artists/Arts Organizations** featured in *Stephen*, a magazine produced three times per year by EPCOR CENTRE, with **48,000 Units** distributed at over **130 Locations** throughout Calgary
- **461,466 Website Visits**

Action Plan 2015-2018 – Business Plan

- **Creative and Engaging**

- Implement a **Mutual Strategic Consulting Agreement** with the Calgary International Children's Festival Society
 - CCPA will assist CICF with administrative, fundraising and marketing support
 - CICF will assist in advancing CCPA's year-round youth programming priorities
- Be a hub of **Arts Education Programs** through the development of **Campus Calgary** and by participating on the **Calgary Board of Education's Fine Arts Standing Committee**
- **Diversify Programming Offerings** in venues throughout the Centre and **Bust Out** of the facility to include delivery of initiatives on Olympic Plaza and beyond

- **Leading Facility**

- Convert dark days and under-performing days to **Increase Total Revenue Earning Capacity**
- **Provide and Maintain** venues and public engagement areas; **Subsidize the Cost** of venues, administrative space, and provide **State of the Art Technology** for arts and cultural activities
- **Continuing to Pursue** the Art Centre Transformation (ACT) capital initiative to be a **Leading Arts Facility**

THE CITY OF CALGARY
Action Plan
2015 – 2018

Action Plan 2015-2018 – Business Plan

- **Quality Experience**
 - Implement **New Volunteer Program** to improve and enrich the total patron experience
 - **Grow Programming** to better meet market demand
 - Maximize revenue potential of Centre Court by welcoming **New Food Vendor**
- **Support Art/ists**
 - Implement **New Venue Use Strategy** to increase access to available resources
 - Identify **Opportunities to Pursue New Efficiencies / Shared Services** with all Resident Companies
- **Sustainability**
 - Develop **Energy Management Plan** and **Asset Management Plan**
 - **Eliminate Structural Deficit** by development of a **New Occupancy Cost Recovery Model**
 - Replace current lighting with LED and fluorescent fixtures and seal building envelope to facilitate more **Effective Climate Control** and **Reduce Utility Costs**
 - Increasing revenues, and **Hold Expenditures in Line** by **Focusing on Efficiencies** and **Streamlining Operations**

THE CITY OF CALGARY
Action Plan
2015 – 2018

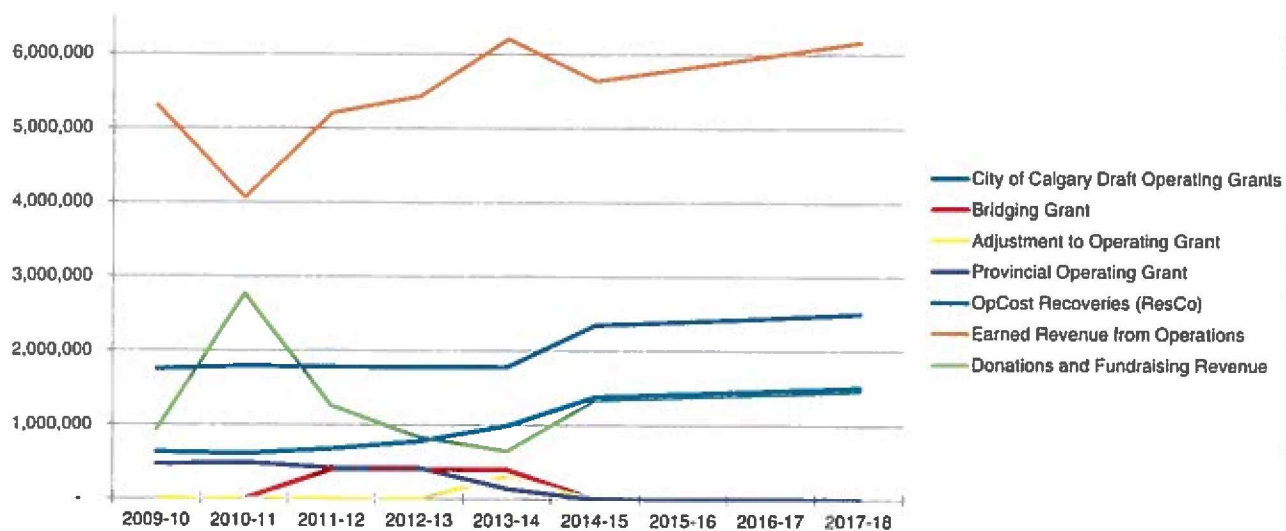
Performance Measures

1. **Creative and Engaging** - engage everybody to experience, participate in, and experiment with artistic expression in all its diverse forms in a manner that is inclusive, relevant and authentic
 - Number of Tickets Distributed
 - Total Number of Visitors (All Foot Traffic)
 - Number of Students (CCPA & Resident Companies)
2. **Leading Facility** - provide world-class facility that energizes the City of Calgary as a whole
 - Operating Costs Per Square Foot
 - Patron and User Feedback
 - Facility Condition Index
3. **Quality Experience** – offer engaging cultural and artistic experiences of the highest quality, including presenting, producing and collaborating with community
 - Number of Tickets Sold
 - Private Sector Support (corporate sponsorship, foundation partnership, individual donations)
4. **Support Art/ists** - convene partners and facilitate the creation of engaging and inspiring experiences
 - Number of Artists Engaged (CCPA and Resident Companies)
 - Financial Support to Resident Companies
 - Number of Jobs Offered (CCPA and Resident Companies)
5. **Sustainability** - Create an environment to enable internal/external communities to operate and grow
 - Annual Operating Costs
 - Community Derived Revenues (fundraising)
 - Diversity of Revenue Streams
 - Revenue Per Available Seat (and Seats Sold)

THE CITY OF CALGARY
Action Plan
2015 – 2018

2015-2018 Operating & Capital Budgets

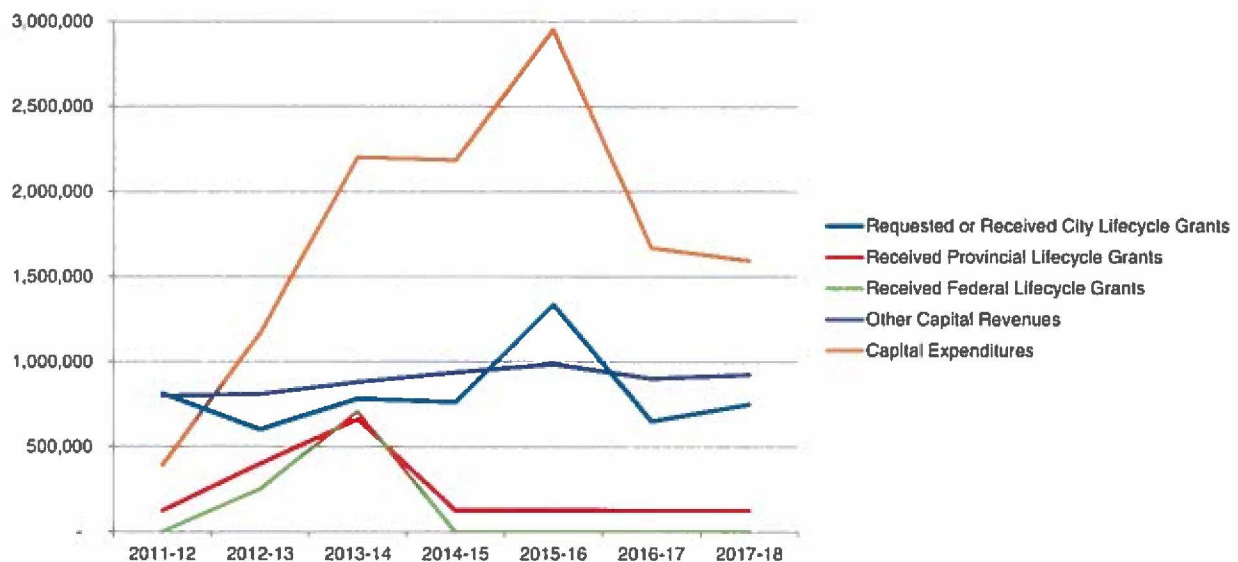
Operating Revenues
2009/10 to 2017/18



- Assumed modest rate of revenue increases that can be negatively impacted by economic factors and further constrained by venue capacity / venue availability

2015-2018 Operating & Capital Budgets

Capital Revenues & Expenditures
2011/12 to 2017/18



THE CITY OF CALGARY
Action Plan
2015 - 2018

Risks and Challenges

- Provincial Funding Cut

- Government of Alberta chose to rescind its commitment to provide ongoing operational support by reducing its annual grant from \$1.2M (1985), to \$500K (2005), and finally to \$0 in 2014.
- From inception, CCPA's facility was not designed to provide for significant commercial space(s) capable of generating the ongoing funds necessary to sustain core operating costs (utilities, security, custodial, maintenance, etc.).
- Based on initial market research, the decommissioning of select performance venues and public engagement spaces, and their subsequent conversion to commercial use would not recover the significant capital investment required nor would it generate annual revenues to offset the revenues withdrawn from the Province.
- Negative impact on the sustainability of resident companies and arts education and artistic performance spaces, availability for community and public accessibility.
- Taking creative steps to enhance revenue generation incrementally in order to mitigate the full \$500K impact of the Province's decision without breaching CCPA's mission.



Alignment with Council Priorities

Calgary Centre for Performing Arts is a Key Contributor to the Social, Economic, Cultural and Intellectual Life and Well-Being of Calgarians.

Council Priority: **To see Calgary be a Prosperous City**

- Play a critical role in the sustainability of 6 Resident Companies and 150+ other organizations that use the facility and venues by maintaining 560,665 gross square feet of space; housing 6 performance venues, rehearsal halls, scenery/wardrobe shops, and a variety of public engagement and administrative spaces.
- Lead a series of lifecycle initiatives to provide state of the art facilities.

Council Priority: **To see that Calgarians have the Opportunity to Participate in Civic Life**

- Major presenter of the performing arts in Canada to give Calgarians access to a variety of arts experiences
- Hub of arts education programs through the development and delivery of Campus Calgary

Council Priority: **To Achieve a Healthy and Green City while Encouraging Healthy Lifestyles for all Calgarians**

- Partner with National Geographic Society to deliver *National Geographic Live* speaker series; inspiring people to care about the planet;
- Lead initiatives to enhance effectiveness, efficiency and sustainability of the facility.

Council Priority: **To be Acknowledged as a Well – Run City**

- Open, responsive, accountable and transparent in all efforts to deliver excellent services at a fair price.



THE CITY OF CALGARY
Action Plan
2015 – 2018