

CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT: CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

CALGARY ARTS DEVELOPMENT AUTHORITY (CADA)

Vision: A creative, connected Calgary through the arts.

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

One Calgary Line of Service: Arts and Culture

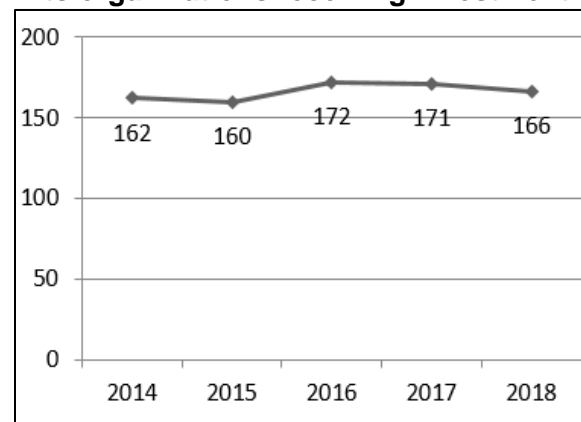
2018 City Investment

Operating Grant: \$6.4M

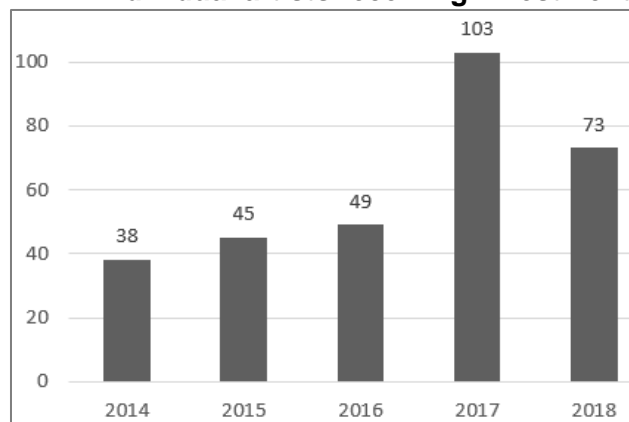
City owned asset? No

How did they do in 2018?

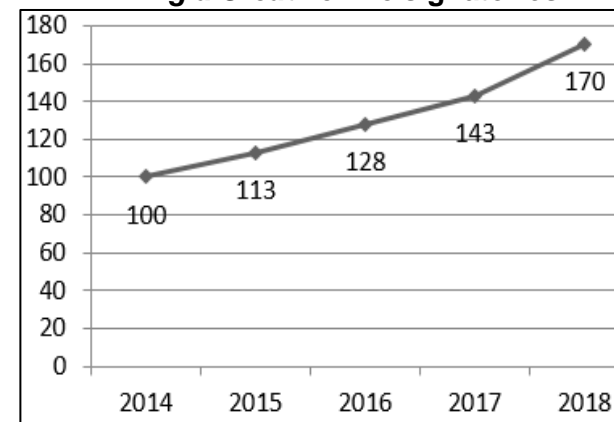
Arts organizations receiving investment



Individual artists receiving investment



Living a Creative Life signatories



The story behind the numbers

- CADA grants at least 75 per cent of City funding to the arts sector and in 2018, the City's investment created more than 35 times its size in direct economic output.
- There was a change in the Individual Artists program in 2018 which led to larger grants to fewer artists.
- Signatories to CADA's *Living a Creative Life* strategy support the strategy's overarching vision: Calgary is a place that empowers every resident to live a creative life, fueling a vital, prosperous and connected city.

Strategic alignment

- CADA was a key contributor to the refresh of *Calgary in the New Economy: An economic strategy for Calgary* and the *Cultural Plan for Calgary*. CADA funding programs create a vibrant community that is a magnet for talent, creates a strong sense of place, contributes to a diverse economy, supports tourism and reflects and enhances the diversity of Calgary.
- CADA and the organizations it supports contribute to efforts under the *Enough for All* poverty reduction strategy.
- The *Recreation Master Plan* includes arts, culture, festivals and events, all areas that CADA's grantees lead and enhance.



Calgary Arts Development Authority (CADA) Civic Partner 2018 Annual Report

Organizational Structure: Wholly Owned Subsidiary

Fiscal Year: Ended December 31, 2018

Related Subsidiaries or Foundation: cSpace Projects

City 2018 Operating Grant: \$6.4M

1. Current Vision, Mission and Mandate:

Vision: A creative, connected Calgary through the arts.

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

Mandate: We invest and allocate municipal funding for the arts provided by The City of Calgary and leverage these funds to provide additional resources to the arts sector. Our programs support hundreds of arts organizations, individual artists, artist collectives and ad hoc groups in Calgary.

Calgary Arts Development strives to increase and use our resources wisely, foster collaborative relationships and make the arts integral to the lives of Calgarians. We are a connector, facilitator, collaborator, champion, supporter, amplifier, investor, catalyst and opportunity-maker.

2. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

Calgary Arts Development's 2015-2018 Strategic Plan was built on three strategic priorities: **Raising the Value of the Arts, Building Partnerships, and Leveraging Resources**. Our Strategic Plan has a number of tactics and KPIs to ensure we are moving forward on each of our priorities and that our plan aligns with the plans of other city-building organizations as well as The City's Action Plan.

Key Results – A Prosperous City

- Calgary Arts Development maintained strong strategic partnerships with many partners such as Calgary Economic Development, Tourism Calgary, the Calgary Chamber, Downtown Calgary, MRU's Institute for Community Prosperity through the Trico Changemakers Studio, the Calgary Foundation, and many others to align strategies toward a shared prosperity agenda.
- Calgary Arts Development received \$6.4M from The City of Calgary in 2018, which generated more than 35x its size in direct economic output. Calgary Arts Development grants at least 75% of what it receives from The City into the arts sector. 2018 numbers are not yet available but we expect them to be similar to 2017 numbers. In 2017, Calgary Arts Development invested in 171 non-profit arts organizations, plus 103 individual artists. The investment supported 702 full-time equivalent staff and 8,379 artists hired.
- The majority of the money we invest into the sector is through our Operating Grant program, which generates economic activity in our city both by the artists and arts organizations we invest in and the

public who participate in the arts.

- In 2018 we made grant investments of \$200,500 to support the development of cultural tourism products through the Remarkable Experience Accelerator Program, a partnership with the Calgary Hotel Association and the Alberta Hotel & Lodging Association. A vibrant arts scene is critical in attracting visitors to Calgary. Recipients included Calgary Folk Music Festival, Calgary Film Festival, Wordfest, and Sled Island.
- In 2018 Calgary Arts Development hired KPMG to conduct an economic impact study of the 156 not-for-profit arts organizations funded by Calgary Arts Development. The study confirmed that those organizations contributed \$134M in value added GDP activity for Canada, with the large majority (\$107M) occurring in Alberta; created 1,550 full-time equivalent jobs; and generated \$16.6M in revenues that contributed to the federal, provincial and municipal governments.
- Each year Calgary Arts Development is invited to participate in a variety of conversations, panel presentations, and round table discussions concerning how the arts and artists can support a diversified economy and shared prosperity. Some of the key activities in 2018 included the following for CADA Staff:
 - Patti Pon—served as an Advisory Committee member to the Calgary Bid Exploration Committee, offering insight and networking to arts and culture stakeholders.
 - P.Pon—guest panelist on the Leadership in Arts and Culture panel as part of the Leadership Xchange Conference at U of C.
 - P.Pon—consultant and guest panelist for Making it Right Relations Arts Festival
 - P.Pon—guest panelist on Grants! Grants! Grants! hosted by Alberta Music.
 - P.Pon—keynote speaker at Famous Five Luncheon.
 - P.Pon—table host for Tourism Calgary GoMedia Convention dinner.
 - Helen Moore-Parkhouse—member of the Brand Committee hosted by Tourism Calgary and Calgary Economic Development.
- The Mayor's Lunch for Arts Champions took place on April 18 with a sold-out crowd of over 650 business leaders, artists, arts workers, and volunteers. At the luncheon, the Mayor always encourages people to support the arts by attending, promoting or investing.
- Calgary Arts Development partnered with the 2018 Inventure\$ Conference which focused on discovering and sharing the latest in innovation, research, capital access and experiential learning. It was expected to attract 500 delegates but the final count was over 1,300. CADA's partnership was beneficial to the community as we provided artists who opened the conference with an Indigenous blessing and performance, a closing performance by the Calgary Stampede Show Band and over the three days we featured the visual work of artists from Impossible Things and Buds Collective who are both using Augmented Reality as part of their work.
- Calgary Arts Development sponsored artists to help animate First Flip, one of the first public engagement events that kicks off Stampede, with Downtown Calgary, Tourism Calgary, Calgary Economic Development, TELUS Convention Centre and other city builders.

- Calgary Arts Development also partnered with Tourism Calgary for the White Hat Awards, helping animate the event through music programming.
- The 2018 *Living a Creative Life Congress* held at the New Central Library focused on the theme of *Arts for Social Change*, exploring ways the arts promote inclusion and belonging for all Calgarians, which leads to a greater sense of shared prosperity (ie. doing well).

A city of inspiring neighbourhoods

- Calgary Arts Development supports artistic activity that adds to neighbourhood vibrancy in all wards of the city, for all ages, in a multiplicity of facilities including schools, community halls, bars, multi-purpose and purpose-built venues, indoors and outdoors. Calgary Arts Development continues to collect data from grant investees about where they create and present their work, and where their audiences and volunteers come from. Ward maps of arts activities are shared with City Councillors each year.
- In 2018 Calgary Arts Development conducted an updated [Calgarian Engagement survey](#), which surveyed over 1,000 Calgarians to report on overall engagement with the arts; type of engagement—either in observation, attendance or creation; perceptions, motivations and interactions with arts and culture activities/organizations; and citizen perceptions of the benefits of the arts and culture sector to the city, their community or themselves. The 2018 report found that 93% of Calgarians are engaged with the arts.
- Creative placemaking is a way to surprise and inspire residents through the arts. CMLC continues to be a wonderful example of creative placemaking, using the arts as a way to create vibrancy and engagement in East Village. In 2018 Calgary Arts Development acted as a connector by inviting artists to participate in the Rivers District engagement sessions hosted by CMLC.
- Arts make connections and contribute to a sense of belonging. Numbers for 2018 are not yet available so we are reporting on 2017 numbers. In 2017, arts organizations who received grant investments from Calgary Arts Development presented 14,587 public activities enjoyed by 3,385,616 attendees and an additional 9,043 arts education activities for 348,659 young people.
- Volunteering for the arts can be a wonderful way to give back to the community, be part of a group, and participate in the arts. In 2017, arts organizations who received grant investments from Calgary Arts Development engaged 25,602 volunteers who donated 555,307 hours of their time.
- The arts build bridges, challenge stereotypes, increase understanding, empathy and resilience. They provide ways to celebrate our diversity advantage, participate in civic life, and create a sense of belonging. In 2018, Calgary Arts Development undertook a number of activities to increase our focus and support for **Equity, Diversity and Inclusion**, including:
 - The ArtShare grant investment program, which supports artists, arts organizations and arts initiatives that contribute to a diverse and inclusive arts community on behalf of all the citizens of Calgary. In 2018 the program made 25 investments (eight organizations and 17 individual artists) for a total of \$304,193.
 - Calgary Arts Development supported *Walking with our Sisters*, a travelling exhibition commemorating missing and murdered Indigenous Women in Canada.
 - Calgary Arts Development partnered with The Asian Heritage Foundation to host two public events as part of Asian Heritage Month. The first—*Connecting Asian Canadian Communities with*

Calgary's Arts & Creative Sector—was an educational session to discuss and share ideas about cross-cultural collaboration and opportunity-building. The program included presentations from various speakers working within the arts and creative communities about their initiatives for encouraging diversity and equity into their work followed by interactive sessions on collaborative opportunities available through cultural communities in Calgary. The second event—*Building Bridges Through the Arts: Pan-Asian Canadian Art Experience*—included an interactive art market, demonstrations, and cultural performances. Both were open and free to the public.

- Jordan Baylon, Community Investment Manager, was the only Canadian invited to join a working group of 12 North American arts funding professionals representing a diversity of organizational perspectives, and most importantly, identities and lived experiences, all committed to advancing the work of Equity, Diversity and Inclusion in arts granting. Through generous funding support from the Doris Duke Charitable Foundation, this equity working group met for six days from January through July 2018 to engage in peer-to-peer learning and share experiences, best practices, philosophies and approaches related to tackling inequity within granting processes, culminating in the following outcomes:
 - The publication of *Re-Tool: Racial Equity in the Panel Process*, the first iteration of a toolkit meant to provide cultural competencies, helpful questions and ideas for equitable practice all in the context of the grantmaking process.
 - *A Day of Sharing* where all working group members presented white papers on their own “equity intervention stories” to a diverse group of other peer-funders at the Theresa Lang Student Centre in New York. Jordan’s own paper was titled *In through Bias: Grant Equity Interventions*.
 - A grants equity workshop for funders presented by the working group at the 2018 international Grantmakers in the Arts Conference in Oakland, titled *Not the Master’s Tools: Creating a Toolkit for Equity in the Granting Process*.
- Jordan also coordinated Calgary Arts Development’s Community Investment team in a collaborative Indigenized design process that culminated in the development of what is now the [Original Peoples Investment Program](#) (OPIP), a First Nations/Métis/Inuit (FNMI) led grant program. This process was facilitated by Suzanne McLeod and included five design meetings with Elders and an Indigenous Artist Advisory; a Blackfoot pipe ceremony; and two community circles for FNMI artists to provide feedback and guidance for the OPIP process and guidelines.
- At the end of 2018 we hired Sable Sweetgrass to lead our OPIP grant program.
- Other equity-focused activities in 2018 included:
 - Jordan Baylon hosted and moderated a panel discussion for LGBTQ2+ identified artists on the subject of queer identity and artistic practice as part of the inaugural WELL: Queer Health and Wellness Conference for Allied Professionals organized by the Calgary Queer Arts Society, Calgary Pride and Alberta Health Services
 - Grant-writing workshop with a focus on artist statements and CVs as part of Uprooted, a monthly series hosted by UprootYYC to provide community-space and supports for artists-of-colour.
 - Workshop titled *Storytelling: How to Demonstrate the Value of your Non-profit* hosted by

the 2018 Board Leadership Calgary conference, with a specific focus on Equity, Diversity and Inclusion tools such as group agreements and the descriptive consultancy technique.

- Descriptive Consultancy and Group Agreements clinic for Sled Island Music Festival, Third Action Film Festival and Westjet representatives.
 - Privilege Bag team-building exercise co-facilitated with JD Derbyshire for the Calgary Arts Development staff and board retreat, designed to develop awareness of Equity, Diversity and Inclusion concepts such as privilege and intersectionality.
 - Calgary Arts Development continued to deliver a Land Acknowledgement at all events as well as including the Land Acknowledgement and personal pronouns on business cards.
- We hosted our final gathering of past participants from both the 2016 (hosted by Making Treaty 7) and 2017 (hosted by CADA and CBE) editions of *Common Ground* at the Niitsitapi Learning Centre in SE Calgary. The purpose of the evening was to gain feedback and insight on how participants' experience affected them after a number of months and to take part in the blanket exercise led by Elder Randy Bottle.
 - Calgary Arts Development continues to participate on the Fine Arts Advisory for Calgary Board of Education.
 - In 2018 Calgary Arts Development staff presented on their work around arts and education at the international Arts in Society conference in Vancouver and at the Americans for the Arts Convention in Denver. Through a unique collaboration between granting agencies, academics, educators and arts organizations, the Socially Empowered 3E Scale (Martin & Calvert, 2017) was developed. The Socially Empowered 3E Scale includes three subscales drawn from the broader [Socially Empowered Learning Framework](#) (Martin & Calvert, 2018) that measure changes in intellectual engagement, ethical mindset and entrepreneurial spirit. Calgary Arts Development presented the results from a pilot program of the scale with three arts education providers and discussed the results, challenges and implications for the scale's more widespread adoption amongst arts educators.
 - Numbers for 2018 are not yet available so we are reporting on 2017 numbers. In 2017, arts organizations who received grant investments from Calgary Arts Development reported activities that specifically engaged artists and participants from diverse communities including: 4,187 within multicultural communities; 2,516 within disability communities; 729 within LGBTQ communities; and 1,438 within Indigenous communities. That said, the arts sector is not representative of the Calgary population as demonstrated in the following point.
 - In 2018, Calgary Arts Development released one of the first Arts Demographic Census surveys in the country. The survey focused on three specific areas of equity and diversity: Processes—equity and diversity policies in place at Calgary arts organizations; Programming—the number of activities for and with diverse participants undertaken by Calgary arts organizations; and People—the demographics of the arts sector, including artists, administrators and volunteers. The report serves as a call to action for the sector to move to a state of greater equity for under-represented groups through inclusive practices. The full report can be found [here](#).
- cSPACE King Edward continues to attract a great deal of positive attention and the facility is quickly developing a reputation both locally and beyond. In 2018, cSPACE King Edward became the new site of

the Farmers and Makers Market, attracting large crowds of Calgarians every Saturday.

- Calgary Arts Development updated its recruitment process when searching for a replacement for the Director, Community Investment & Impact. When it was noted that there were no people from equity-seeking communities on the short list for the job, we undertook a pause in the process in order to reflect, consult with community leaders, and initiate a completely different kind of recruitment, interview, and selection process.
- In 2018 Calgary Arts Development partnered with Data for Good to host an Arts Datathon. Over the course of the weekend, over 100 individuals from Data for Good with technical expertise and an interest in data analytics, along with volunteers from the arts community, examined data sets from the arts community as well as public data sets to explore big questions around the arts and community. Volunteers presented new ways of presenting information and thinking about data that will be helpful for program evaluation in 2019.
- [SpaceFinder Alberta](#), which was officially launched in 2016, had more than 1,000 venues listed by the end of 2018, most of them in Calgary, spread throughout the city. In 2018 Calgary Arts Development received additional funding from Alberta Foundation for the Arts to increase the growth of SpaceFinder to other parts of the Province. Out of 26 communities across North America, SpaceFinder Alberta has seen the most annual growth in number of listings per capita. Following New York City, Alberta is the second largest instance with the most space listings.

A healthy & green city

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

- At the end of 2018 there were 170 signatories to Living a Creative Life: An Arts Development Strategy for Calgary.
- Many arts organizations and especially festivals undertake strategies to ensure they are contributing to a healthy and green city.
- The Cultural Leaders Legacy Artist Awards, which are given out at the Mayor's Lunch for Arts Champions awarded three projects specifically focused on well-being: Wendy Passmore won for her focus on social issues such as mental health, education, diversity and the environment; Inside Out Theatre won for their well-rounded arts approach to insist on and celebrate the place of people with disabilities within Calgary's cultural landscape; and Sandi Somers won for her thought-provoking films and her work advancing women and LGBTQ communities in media arts.

A well-run city

- Calgary Arts Development continues to be a research leader, knowledge hub and strategic advisor to City Council and works closely with the City of Calgary Arts & Culture Division to ensure we are supporting each other's work. To support a well-run city, Calgary Arts Development ensures that public funds for the arts are stewarded for maximum public good. We also continue to participate in The City's 100 Resilient Cities initiative.

3. What challenges affected your operations in 2018 and how did you adjust?

The arts sector has been struggling for the past few years and is still feeling the negative effects of the economic downturn and we continue to hear feedback from the community about the challenges they face. Specific organizational issues in 2018 included the termination of the Calgary International Children's Festival and organizational difficulties at Theatre Junction GRAND that resulted in a split between Theatre Junction and The GRAND.

One of the requirements of the 2017 \$2M Bridge Fund for Cornerstone Companies was the creation of a sustainability framework to be presented to Council no later than Q2 2018. Consultant Karen Ball was hired to lead a Sustainability Framework Working Group, made up of representatives from Cornerstone Companies and three non-Cornerstone companies. The first meeting was held on November 22, 2017 with five additional meetings spanning the following five months, totaling more than 200 hours of work. The sustainability framework, which was presented to City Council on May 1, has become an important tool for us in fostering a more resilient and sustainable arts sector.

Another challenge we faced in 2018 was the ongoing inability to increase the number of non-profit organizations who receive funding through our grant investment programs.

Throughout 2018 we spent a lot of time and effort engaging with the arts community and other stakeholders to build a case for support for increased municipal investment for the arts. We requested a transformational increase to take us from the 2018 City grant of \$6.4M to \$19.5M. In November, City Council approved an increase to take our grant to \$12.4M in 2019, with an additional \$1M (approximate) per year for the subsequent three years in the 2019-2022 budget cycle. We are grateful for the increase and look forward to being able to strengthen the arts sector and its contribution to city-building.

4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
<u>Calgary in the new economy: an updated economic strategy for Calgary</u>	<p>CADA was a key contributor on the new Calgary Economic Development strategy and we are very aligned. We invest in events by organizations that help create vibrancy in the downtown core and in neighbourhoods across the city, helping make Calgary one of the most livable cities in the world.</p> <p>Having a vibrant arts & culture scene helps make Calgary a magnet for talent – people want to live and work in a city that is vibrant and exciting, with lots of things to do – the arts organizations, festivals and artists we support provide thousands of opportunities for engagement through attendance at events, workshops, and classes. Being a centre for arts, culture and recreation contributes to a strong sense of Place, making Calgary an attractive place to live, work, play and visit</p> <p>The arts promote well-being and belonging—important elements of shared prosperity. Ensuring resilience and sustainability within the arts sector helps ensure shared prosperity. Many grant investee organizations provide access, affordability, and engagement through ticket discounts, free events, education and outreach programs.</p> <p>Creative Industries are important and have the potential to grow. A thriving arts scene contributes to the creation and development of content and talent, which support the creative industries. Calgary Arts Development began a partnership with Calgary Economic Development, The City of Calgary and Tourism Calgary in 2018 to develop a Creative Economy Strategy for Calgary.</p> <p>Arts also helps diversify the economy. The gig economy is nothing new to artists, nor is risk-taking and innovation. Investing in arts organizations and artists contributes to</p>

	<p>diversifying the economy. As stated in the Economic Impact study conducted by KPMG in 2018, the arts organizations that receive funding from Calgary Arts Development contributed \$134M in value added GDP activity for Canada in 2017, with the large majority (\$107M) occurring in Alberta; created 1,550 full-time equivalent jobs; and generated \$16.6M in revenues that contributed to the federal, provincial and municipal governments.</p> <p>Calgary is Canada's third most diverse city. CED is keen on inclusion as is Calgary Arts Development as demonstrated by many initiatives described throughout this document.</p> <p>To become a Talent Accelerator CED suggests short-term certificate programs to help our workforce become future-ready. In 2018 Calgary Arts Development partnered with the Trico Changemakers Studio at MRU to create the Artists as Changemakers program. The hypothesis for this program is that by involving artists at the beginning of a change making process, instead of at the end, powerful results will ensue. A cohort of 10 artists completed the Social Innovation certificate program and then participated in a process of designing a Residency Program for artists to be paired with organizations tackling a wicked problem, which will be launched in 2019.</p> <p>Centre City is a major focus of the CED strategy. CADA is an active participant in conversations around Centre City, including engagement sessions about the Rivers and Entertainment District hosted by CMLC. On an ongoing basis 40% of the activity generated by organizations we invest in take place in centre city.</p> <p>Our Remarkable Experience Accelerator Program continued to help expand and enhance tourism. In 2018, we invested in Calgary Folk Music Festival, Calgary International Film Festival, Wordfest and Sled Island to develop stronger cultural tourism initiatives to attract visitors to Calgary.</p> <p>Reflect the diversity of our city – In 2018 Calgary Arts Development released one of the first Arts Demographic Census surveys in the country as described earlier in this report. The CADA and CED strategies are aligned in terms of our efforts and focus on Equity, Diversity & Inclusion.</p>
Cultural Plan for Calgary	<p>Patti Pon was on the Steering Committee for the Cultural Plan for Calgary and participates on the City's Cultural Leadership Council alongside representatives from CED, Action Dignity, Tourism Calgary, Calgary Heritage Authority, Federation of Calgary Communities and the Calgary Public Library. Calgary Arts Development is a key player in activating the Cultural Plan and contributes to its strategic priorities.</p> <p>Our vigorous Equity, Diversity and Inclusion focus supports the Cultural Plan's strategic priority to maximize Calgary's diversity advantage. Several examples of our EDI work is described earlier in this report.</p> <p>Our efforts and investments are always in support of growing Calgary's cultural sector and creative industries. More specifically, in 2018 we began working with CED, the City of Calgary, and Tourism Calgary on developing a Creative Economy Strategy.</p> <p>Both our grant investment programs and the arts strategy <i>Living a Creative Life</i> help activate culturally vibrant neighbourhoods and districts. From projects undertaken by arts organizations that create and present arts events and experiences in all wards of the City to the hosting of Calgary's Poet Laureate program, Calgary Arts Development is in</p>

	<p>alignment with this strategic priority.</p> <p>Many of the arts organizations, festivals and events supported by Calgary Arts Development reinforce Centre City as the cultural heart of the city. This is also one of the pillars of the arts strategy <i>Living a Creative Life</i>.</p> <p>Through our spaces initiatives including SpaceFinder, and our new OPIP grant program, we contribute to conserving and celebrating Calgary's built, natural and Indigenous heritage.</p>
<u>Enough for All Poverty Reduction Strategy</u>	<p>Strong Communities: <i>All Calgary communities are strong, supportive and inclusive.</i> The arts provide opportunities for residents to gather together for community-building events, celebrations, and community economic development. Artists live and work in all wards of the city, contributing to the vibrancy and social fabric of those communities.</p> <p>Everyone Can Thrive: <i>Everyone in Calgary has the income and assets needed to thrive.</i> And this includes artists! In 2018 Calgary Arts Development released an <u>Arts Professionals Survey</u> to learn how art is made in Calgary and what the lifestyle patterns and living conditions are for those working in the arts. The survey asked 58 questions related to individuals' careers, finances, health and well-being, housing, spaces, and resources for artistic practice, perceptions and participation in community, as well as basic demographics. Key findings indicate that arts professionals are struggling financially. Most survey respondents report earning low individual and household incomes. Despite this fact, arts professionals are happy with their lives and most are generally happy in Calgary.</p> <p>Indigenous Strategy: <i>All Indigenous people are equal participants in Calgary's prosperous future.</i> Our work in reconciliation and right relations, including the development of new OPIP grant investment program, demonstrates our contribution to this strategic priority.</p>
<u>Sport for Life Policy</u>	<p>Although our key results don't specifically contribute to the Sport for Life Policy, we are very supportive of the Policy and see ourselves as an ally to this strategy. A vibrant sports milieu generates many of the same benefits as the arts, such as increasing quality of life, inspiring and engaging youth, and bringing people together for shared experiences.</p>
<u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u>	<p>We share the belief that <i>all Calgarians deserve a safe and stable place to call home</i> and support the Affordable Housing Strategy.</p> <p>Although artists and arts professionals would not be considered amongst the highest needs Calgarians, many arts professionals are vulnerable. Our 2018 <u>Arts Professionals Survey</u> found that over half of the individuals who reported their gross individual income earn less than \$35,000 per year (53%), much lower than the average income in Calgary of \$67,7411. Two-thirds (66%) of arts professionals report living in homes with a total household income under \$90,000, which is below the Calgary median of \$99,3882. And well over half of all arts professionals (59%) are exceeding the CMHC recommended maximum spending of 30% of household income on housing costs. Our grant investment programs provide necessary support for artists and arts organizations, helping create better conditions for them to create and share their art in Calgary.</p>
<u>Open Spaces Plan</u> (Calgary Parks')	<p>Open spaces provide wonderful settings for a variety of arts and culture events such as festivals, busking, street fairs, outdoor concerts, art shows, parades, public art, markets, and pop-up events. Calgary Arts Development invests in many outdoor events that provide Calgarians with unique cultural experiences. Examples include: Calgary Folk Music Festival, Calgary Round Up Band, Calgary Reggae Festival, Globalfest, Sled Island, Shakespeare in the Park, and Beakerhead. Outdoor arts events animate some of our city's beautiful parks, urban plazas, walkways, outdoor stages, and even cemeteries</p>

	<p>providing broad access for Calgarians of all ages, from all walks of life to come together to enjoy the arts in a natural environment. In other instances, Calgarians may just happen upon art in the outdoors, providing colour, beauty, surprise and delight to their day. The recent Culture Track survey, which monitors attitudes and perceptions, attractions and barriers to participation by culturally active consumers, listed “having fun” as the greatest motivator for attending an arts and culture events. “Relaxing and feeling less stressed” is also a motivator. The study also states that “social” and “lively” are the top two characteristics of an ideal cultural activity and lists festivals as popular and highly attended events.</p>
Recreation Master Plan	<p>The Recreation Master Plan (2010-2020) includes sport, fitness, arts, culture, festivals, events, and leisure activities as part of recreation.</p> <p>Calgary Arts Development is in perfect alignment with the Recreation Master Plan’s vision of an active, creative and vibrant Calgary.</p> <p>The Recreation for LIFE aspiration involves developing strategies to create supportive, fun, inclusive environments, develop physical, creative and cultural/social literacies, foster vibrancy, and build individual and community capacity. These objectives are interchangeable with our own. The arts sector funded by Calgary Arts Development adds to a community’s vibrancy and sense of place by creating opportunities for active and creative expression, social gatherings, cultural events, and community festivals that generate social connections, cultural vibrancy, and a greater sense of belonging.</p> <p>The Master Plan states the following: “the National Recreation Statement, published by the federal/ provincial/territorial Ministers responsible for sport, physical activity and recreation, <i>acknowledges recreation as a fundamental human need and a social service in much the same manner as health and education.</i> This is significant, and indicates that the focus of service provision should have a broad community scope... Calgarians believe the provision of a variety of accessible and affordable recreation opportunities is a fundamental responsibility of The City of Calgary, and that such services are vital to overall individual and community wellness.” This supports the concept of public funding for recreation—a public good—which was supported by the increased municipal investment in the arts through Calgary Arts Development, approved by City Council in November 2018. Our grant investment programs, arts development activities, spaces initiatives, partnerships, and focus on Equity, Diversity and Inclusion all contribute to the Recreation Master Plan.</p> <p>Calgary Arts Development works very closely with the City’s Arts & Culture Division, each sharing information and knowledge with the other. We participate on the Festival and Event Strategy Committee, the Event Advisory Committee, and the new Winter Strategy Committee and provide input as requested on items such as the Civic Arts Policy, Cultural Spaces and Infrastructure, and Public Art.</p>
Calgary Heritage Strategy	<p>Arts can be instrumental in making the most of heritage assets and Calgary Arts Development invests in a number of arts organizations that program historic spaces. Examples include the King Eddie Hotel (programmed by the National Music Centre); Calgary’s culture house The GRAND; the beautifully appointed Lougheed House; Contemporary Calgary’s renovation of the former Calgary Science Centre; and Wordfest now located in and bringing hundreds of curious Calgarians into the Central Memorial Library.</p> <p>One of the best examples of excellent re-use of an historic building is cSPACE King Edward School – an arts incubator that acts as a hub for artists, craftspeople, makers,</p>

	<p>arts and community organizations. Now that King Edward School is up and running at full capacity, cSPACE is in the process of seeking out its second historic location for another shared working space for artists, makers and other innovators.</p> <p>Our spaces platforms SpaceFinder Alberta and our interactive spaces map are assets that provide a broad inventory of spaces in Calgary, many with historic designation.</p>
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5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

We steward the arts development strategy ***Living a Creative Life***. Our engagement consultant is responsible for managing relationships with signatories, signing up new signatories, updating our KPI tracking chart and making connections between signatories. At the end of 2018 there were 170 signatories to the strategy. A promotional tool we have developed is the [Storytelling Project](#), a weekly story about someone in Calgary who is living a creative life.

We are active partners with Tourism Calgary and support their **Destination Strategy *Ultimate hosts. Ultimate host city***. The strategy acknowledges the important role arts and culture events play in invigorating us, filling us with wonder, and supporting pride of place, quality of life and well-being. Calgary Arts Development contributed as a stakeholder in the development of the strategy and is aligned with many of its goals.

We applaud and support the strategy's goal of **articulating and emotionalizing Calgary's unique personality**. Our own staff members as well as a number of artists and representatives from arts organizations participated in engagement sessions and conversations about Calgary's personality. We are eager to see how the arts sector can help articulate Calgary's personality and bring it to life.

We add our voice to Tourism Calgary's to **enhance Calgary's hosting infrastructure**. We have conducted a lot of research into arts and culture infrastructure on behalf of The City of Calgary, such as [Building on our Momentum, Arts and Culture Infrastructure Report](#), and will continue to refer to learnings from our own research and public engagement on infrastructure needs.

Through our grant investment programs, we contribute to Tourism Calgary's goal to **energize Calgary's iconic anchor experiences**. We have partnered with Tourism Calgary and the Calgary Hotel Association for the past several years including 2018 to invest in cultural tourism projects through the Remarkable Experiences Accelerator program. Some of the iconic anchor experiences specifically mentioned in the Destination Strategy include the High Performance Rodeo, Honens, Beakerhead, Sled Island, and Folk Festival all of whom receive grant investments from Calgary Arts Development.

We share Tourism Calgary's desire to **attract, promote and activate events year-round**. We currently invest in more than 170 organizations who, in 2017, presented more than 25,000 events. We are participating on The City's Festival Strategy and Winter Strategy committees and will continue to do what we can to help arts and culture events have the greatest impact possible, both for Calgary residents and visitors. In terms of promotion, Calgary Arts Development began to develop a new info hub at the end of 2018, which will help promote [What's On in Calgary](#) (arts and culture events) searchable by genre and by date. There are diverse offerings year-round and there is always something to do in Calgary—we want to make sure people have a place to find out about What's On.

Tourism Calgary has done a great job of **fostering stakeholder collaboration and alignment** and they

have been inclusive of the arts community throughout their strategic planning process. Calgary Arts Development participates on the Brand Committee and on special committees as opportunities arise (such as the JUNOs in the past and the Calgary Country Music Awards in 2019).

6. **Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage.** *For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.*

1.8 %	Advertising and promotion
76.25 %	Programs or services
3 %	Operations
4.8 %	Professional and consulting fees
11.65 %	Staff compensation, development and training
%	Fund development
1 %	Purchased supplies and assets
%	Facility maintenance
.6 %	Evaluation or Research
.9 %	<i>Other, please name:</i> Travel, Financial, Hosting, Miscellaneous

7. **Did volunteers support your operations in 2018? If yes:**

How many volunteers?	133
Estimated total hours provided by volunteers:	2,687

8. **What resources did your organization leverage to support operations in 2018?**

92.8% of our total budget came from The City of Calgary with 7.2% generated from other sources.

Remarkable Experience Accelerator brought in an additional \$100,000 from the Calgary Hotel Association and Alberta Hotel & Lodging Association, for investment in participating arts organizations and festivals.

The Mayor's Lunch for Arts Champions netted just over \$22,000 in 2018, which was redistributed to the arts community through grant investment programs. Sponsorships totaling \$65,000 in 2018 included Strategic Group, TELUS, TD Bank Group, Alberta College of Art + Design, Aspen Properties, ATB Financial, Calgary Foundation, Calvista, Calgary Flames Foundation, CMLC, First Calgary, Kasian Architecture Interior Design and Planning Ltd., KPMG LLP, and MRU.

Cultural Leaders Legacy Artist Awards are a legacy of Calgary 2012 with matching funds from six Calgary benefactors in 2018: ATB Financial, Calgary Catholic Immigration Society, Colin Jackson and Arlene Strom, RBC, Sandstone Asset Management, and Doug and Lois Mitchell. The awards distribute cash prizes of \$5,000 each to six artists or arts group recipients.

Calgary's Poet Laureate Program is funded by Poet Laureate Ambassadors, contributing \$10,000 over two years to a selected Calgary poet. Ambassadors for this program in 2018 included the Calgary Foundation, Calgary Chamber, and First Calgary Financial. In 2018, Sheri-D Wilson was named the new Poet Laureate, succeeding Micheline Maylor who was Calgary's Poet Laureate from 2016-2018.

In 2018, SpaceFinder Alberta was supported by \$52,500 through a sponsorship from the Alberta Real Estate Board and a grant from Alberta Foundation for the Arts.

9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. **Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	Unique arts organizations receiving investment	172	171	166	Strategic Priority #1 – Raise Value These measures indicate the extent to which we are investing in artists and arts organizations through our grant investment programs.
	Unique individual artists receiving investment	49	103	73	
	Mayor's Lunch for Arts Champions Total attendance	660	634	627	Strategic Priority #1 – Raise Value This is a measure of increasing the value of the arts in Calgary through the engagement of new arts champions and Calgary Arts Development's ongoing role as a leader for our sector locally, nationally and internationally
	New sponsors/donors	3	0	1	
	New attendees	135	250	135	
	New businesses	5	5	8	
	Signatories to Living a Creative Life	128	143	170	Strategic Priority #2 – Build Relationships These measures speak to our ability to continue engaging Calgarians in Living a Creative Life: An Arts Development Strategy, as well as our effectiveness as a partner, hub and connector for artists, arts organizations and Calgarians broadly.
	CalgaryArtsDevelopment.com users	79,408	95,630	96,067	
	@CalgaryArtsDev Twitter followers (end of year)	21,575	23,567	23,865	
	@CalgaryCulture Twitter followers	32,164	33,991	34,141	
How well did you do it?	# of public activities produced by arts organizations we invest in	17,425	23,630	2018 # not available	Strategic Priority #2 – Build Relationships These measures indicate the extent to which Calgarians have opportunities to experience the arts.
	@CalgaryArtsDev retweets @CalgaryArtsDev comments @CalgaryCulture retweets @CalgaryCulture comments	2,677 233 2,168 592	1,610 198 2,129 143	1,259 94 2,229 141	Strategic Priority #2 – Build Relationships These measures indicate the extent to which artists, arts organizations and Calgarians are engaging with our web-based and social media assets.
	Leveraging City investment	10% of revenue from non-City sources	8% of revenue from non-City sources	7.2% of revenue from non-City sources	Strategic Priority #3 – Increase Resources These measures reflect Calgary Arts Development's success in leveraging The City's investment to increase resources for the entire arts sector and also indicate our ability to meet the current level of investment opportunity in the sector.
	Meeting demand in investment programs	55% of requested dollars	36% of requested dollars	59% of requested dollars	

		<i>funded</i>	<i>funded</i>	<i>funded</i>	
How are Calgarians better off?	<i>Calgarians participating in activities of investment clients</i>	2,965,393	3,385,616	2018 #s not yet available	Strategic Priority #2 – Build Relationships <i>These measures reflect the extent to which Calgarians are engaging with organizations receiving investment from Calgary Arts Development. This includes the number of individuals who participate as well as geographic access to arts activities.</i>
	<i>Access to arts activities throughout Calgary</i>	9,223 activities (77%) took place outside of City Centre	14,587 activities (61%) took place outside of City Centre	2018 #s not yet available	
	<i>Calgarians volunteering for investment clients</i>	24,504 volunteers contributed 733,494 hours	25,602 volunteers contributed 733,494 hours	2018 #s not yet available	

CAPITAL AND ASSET MANAGEMENT (for applicable partners)

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

- a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

Capital development in 2018 included replacement of four computers (lifecycle) and a new phone system.

- b) What funding did your organization leverage to support capital activities in 2018?**

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