

CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

CALGARY CENTRE FOR PERFORMING ARTS (ARTS COMMONS)

Mission: To bring the arts...to life.

Mandate: To foster, present and promote the arts; to provide and care for our assets; to ensure optimal utilization of our assets.

Registered Charity

One Calgary Line of Service: Economic Development and Tourism

2018 City Investment

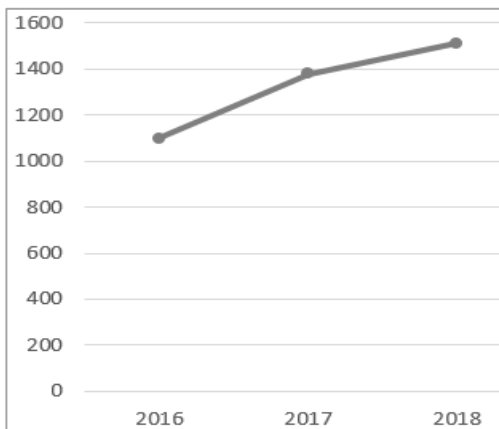
Operating Grant:\$2,564,738

Capital Grant:\$7,069,480

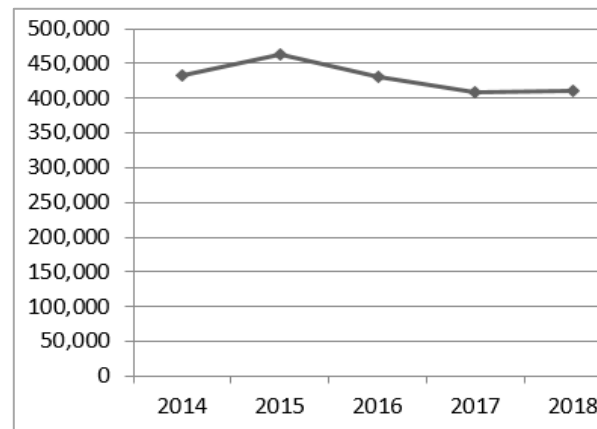
City owned asset? Yes

2018 Results:

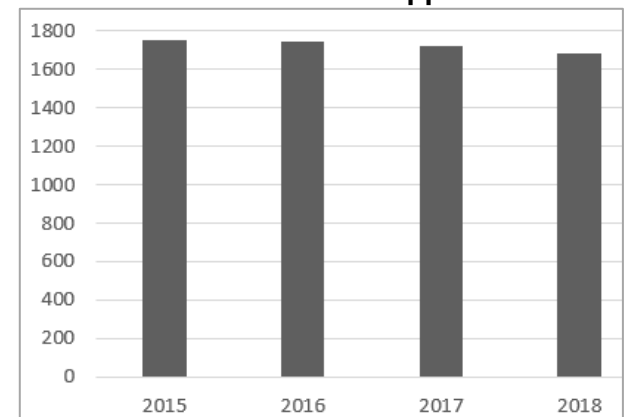
Use of venue



Box office ticket sales



Volunteer Support



The story behind the numbers

- Arts Commons supported 179 resident companies, not-for-profit and others by maintaining 560,665 gross square feet of space with six performance venues, rehearsal halls, shops, and public engagement and administrative spaces.
- While revenues stayed stable, expenses increased.
- 123 artists were employed in 2017/18 for Arts Commons programming.
- 1,681 active volunteers contributed 25,843 hours to Arts Commons and resident companies in 2018.

Strategic alignment

- A central venue that delivers on the Place component of *Calgary in the New Economy: An economic strategy for Calgary*.
- Supports the *Cultural Plan for Calgary* by activating the venue and area including Olympic Plaza with arts and cultural events including a Dia de Muertos celebration, artist-in-residence program, and a Pow-Wow in Olympic Plaza to celebrate National Indigenous Peoples Day.

Organizational Structure: Independent External Organization

Fiscal Year: September 1, 2017 - August 31, 2018

Related Subsidiaries or Foundation: None

City 2018 Operating Grant: \$2,564,738

City 2018 Capital Grant: \$7,069,480

1. Current Vision, Mission and Mandate:

Vision Statement: A creative and compassionate society, inspired through the arts.

Mission Statement: To bring the arts...to life.

Mandate:

- To foster, present and promote the arts.
- To provide and care for our assets.
- To ensure optimal utilization of our assets.

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?)

- Arts Commons played a critical role in the sustainability of 179 organizations (resident companies, not-for-profit and others) by maintaining the complex's 560,665 gross square feet of space that houses six performance venues, rehearsal halls, shops, a variety of public engagement spaces and administrative spaces.
- Arts Commons completed an extensive program of lifecycle maintenance initiatives to address safety concerns and to enhance the effectiveness, efficiency and sustainability of the complex. Please refer to question ten regarding Arts Commons capital and asset management.
- Arts Commons will reduce its greenhouse gas emission output by 29,950 metric tonnes over the life of its new thermal energy solution; equivalent to removing 6,300 vehicles from Calgary roads. In addition, Arts Commons enhanced its operational sustainability through the replacement of its Main Electrical Switch infrastructure, and replacement of theatrical dimmers and stage lighting in the Max Bell Theatre.
- Arts Commons subsidized the cost of venues and facility utilization for its resident companies: Alberta Theatre Projects, Arts Commons Presents, Calgary Philharmonic Orchestra, Downstage, One Yellow Rabbit and Theatre Calgary, and numerous community user groups; serving as incubator and facilitator and increasing access to venues and services to all communities.

- Arts Commons consulted with several representatives from a number of organizations and community groups who have yet to experience Arts Commons as a gathering or presentation space, in an effort to understand how to more effectively allocate existing internal resources to assist these groups engage with the organization's venues and programs. An example is Arts Commons relationship with Action Dignity; with whom Arts Commons has partnered with for many years through the TD Arts Access Pass program. As a result of this partnership, new opportunities for collaboration and community participation have evolved, and new community group partnerships have emerged.
- Arts Commons partnered with a significant number of artists and organizations to present visual and media arts throughout the facility via Lightbox Studio, Broadcast Lab, Window Galleries, Ledge Gallery, +15 Galleries, and the +15 Soundscape. In the 2017/18 year, Arts Commons engaged 283 visual and media artists.
- Arts Commons is a major presenter of the performing arts in Canada. Under the banner of 'Arts Commons Presents', Arts Commons presented the award-winning BD&P World Music, Classic Albums Live, *National Geographic Live*, PCL Blues, TD Jazz, and a number of other single engagements, and welcomed 38,717 audience members.
- Arts Commons is a significant employer of performing artists; with 123 artists engaged for Arts Commons Presents programming in the 2017/18 year.
- Arts Commons played a key role in fostering and promoting the development and delivery of arts education programs, including partnerships with the Calgary Board of Education, the Calgary Catholic School District and the provision of performance tickets for youth through the TD Arts Access Pass program for the Calgary Association for the Development of Music Education. Arts Commons *National Geographic Live* Student Matinees, One Day Art School, Artist-in-Residence, and the ConocoPhillips Hub for Inspired Learning engaged 10,665 students and teachers in 2017/18.

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

Arts Commons continues to see increases in its expenses and decreased revenues. In the 2017/18 fiscal year, overall costs went up an additional 2% (facility operating costs up 4%), with revenues from operations remaining flat, and revenue from food and beverage sales continuing to trend downwards. The organization believes that this trend will continue into the coming fiscal year, and so has taken the decision not to replace vacant positions at this time, and is continuing to analyze all expenditures to find additional savings.

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>Of the four pillars identified within Calgary Economic Development's Strategic Framework (talent / innovation / place / business environment), Arts Commons key results in 2018 contributed to the pillar of "place".</p> <p><i>"Place – Calgary has put a focus on safe communities; being a global centre for business, arts, culture and recreation; and being a city that welcomes people."</i></p> <p>In 2018, Arts Commons:</p> <ul style="list-style-type: none"> • Launched new music series, Classic Albums Live, and garnered such favourable response as to make it an ongoing series. • Raised \$8.9M in addition to operating revenue, in support of Arts Commons' life-cycle and infrastructure projects. • Generated a 3% increase in contributed revenues in a difficult economic climate. • Created a new organizational portfolio, "Producing and Engagement", which implemented programs and community engagement initiatives that provides and supports equitable and inclusive opportunities for diverse communities to converse, create, and celebrate, while providing access to Arts Commons venues.
<u>Cultural Plan for Calgary</u>	<p>Arts Commons key results in 2018 that align with or contributed to the Cultural Plan for Calgary:</p> <ul style="list-style-type: none"> • 18,951 people attended a free community engagement event put on by Arts Commons. • Partnered with Casa Mexico to host a special celebration of Dia de Muertos and foster a deeper knowledge and understanding of Mexican culture. • Artist-in-Residence program reached two new communities – a music residency in Oyen, Alberta which had no official music program, and a puppet residency in Grande Prairie, Alberta. • 38,717 total attendance to ticketed Arts Commons Presents performances. • Exhibit in Lightbox Studio by Tamara Lee-Anne Cardinal exploring the fate of our nations within nations, including First Nations, LGBTQ2+, and immigrant communities. • Celebrated National Indigenous Peoples Day with a Pow-Wow in Olympic Plaza, free to the public and open for public participation and engagement; along with workshops, discussion panel, films and musical performances.

	<ul style="list-style-type: none"> • Students from Twelve Mile Coulee School contributed to the Pina Bausch Nelken Line project; learning and then filming their dance contribution in the hallways of Arts Commons. • 1,734 people were introduced to Arts Commons Presents performances at no cost, through the TD Arts Access Pass Program. • Hosted a new partnership with the Treaty 7 Film Collective in the Broadcast Lab. • Held Youth Empowerment Program initiative to bring Filipino and non-Filipino youth closer to Philippine heritage and celebrate multiculturalism. <p>Of the five strategic priorities identified within the City of Calgary's Cultural Plan for Calgary, the Arts Commons key results in 2018 outlined above contributed to:</p> <ul style="list-style-type: none"> • <i>"Grow Calgary's cultural sector and creative industries recognizing the economic and creative potential of Calgary's not-for-profit cultural sector and for-profit creative industries.", and,</i> • <i>"Reinforce Centre City as the cultural heart of the city realizing Centre City area's conversion into Calgary's 'Living Room' that supports thriving cultural, tourism and creative industry sectors."</i> <p>Secondly, of the ten priority actions outlined in the City of Calgary's Cultural Plan for Calgary, Arts Commons contributed to:</p> <ul style="list-style-type: none"> • <i>"Build connections between ethno-cultural communities, Indigenous communities and Calgary's cultural organizations to develop new programming, funding and exchange opportunities."</i> • <i>"Implement programming in Centre City that responds to the diverse interests and needs of the community, including low-cost and family-friendly events, for Indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues."</i> <p>Lastly, Arts Commons key results were able to contribute to the following "Diversity of People" recommendations:</p> <ul style="list-style-type: none"> • <i>"Recommendation A1.1 – Build interactions and exchange between ethno-cultural communities, Indigenous communities and Calgary's cultural organizations to develop new programming, funding and exchange opportunities."</i>
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	<ul style="list-style-type: none"> • “Recommendation A 1.3 – Increase awareness of and support low-cost access to exhibitions, performances and events, particularly targeting families, ethno-cultural and Indigenous communities.” • “Recommendation B 1.1 – Deepen engagement with youth, seniors and LGBTQ communities when developing cultural programs and facilities.” • “Recommendation B 1.2 – Enable the voice and cultural expression of youth through engagement, leveraging current programming, mentoring and targeted programming.”
Enough for All Poverty Reduction Strategy	N/A
Sport for Life Policy	N/A
Foundations for Hope: Calgary's Corporate Affordable Housing Strategy	N/A
Open Spaces Plan (Calgary Parks)	N/A
Recreation Master Plan	N/A
Calgary Heritage Strategy	N/A

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](#)?

Arts Commons supports both Calgary Arts Development's 'Living a Creative Life', and Tourism Calgary's 'Destination Strategy'. Arts Commons was directly referenced multiple times within the Living a Creative Life report, and Arts Commons has been designated with Tourism Calgary's 'Ultimate Host City Designation'.

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.

%	Advertising and promotion
5 %	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development

10 %	Purchased supplies and assets
85 %	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

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

How many volunteers? (Arts Commons Only)	551
Estimated total hours provided by volunteers:	1,884

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

Arts Commons received an operating grant of \$2,540,066 from The City of Calgary to assist in the fulfillment of its mandate; to provide programs to the citizens of Calgary, and to operate the facility. Arts Commons leveraged The City's operating grant to generate an additional \$9,968,765 in ticket sales and other earned revenues; contributions from other levels of government; and community support through corporate sponsorship, foundation partnerships, and philanthropic gifts from corporations and individuals in support of Arts Commons' operations (ratio of 1:4).

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?	Use of Arts Commons' venues including but not limited to: Jack Singer Concert Hall, Max Bell Theatre, Martha Cohen Theatre, Engineered Air Theatre, Big Secret Theatre, Motel, Arts Learning Centre,	1,097 performances concerts or events held by 191 community organizations	1,379 performances concerts or events held by 175 community organizations	1,510 performances concerts or events held by 179 community organizations	These results demonstrate that Arts Commons' facility and assets are of demonstrable value to the community.

	The Hub, and Rehearsal Halls.				
	Total number of tickets distributed through the Arts Commons Box Office, inclusive of resident companies and other community users of the venues (Jack Singer Concert Hall, Max Bell Theatre, Martha Cohen Theatre, Engineered Air Theatre, Big Secret Theatre, and Motel).	408,984 tickets distributed	389,363 tickets distributed	410,221 tickets distributed	These results demonstrate that the programs offered by Arts Commons and its resident companies are of great value to the citizens of Calgary.
	Number of students engaged in arts education programming, including participation in the National Geographic Live Student Matinees Series, One Day Arts School, Artist-in-Residence, and matinee audiences of all resident company performances and concerts.	46,567 students attended youth-oriented programs performances or events.	43,661 students attended youth-oriented programs performances or events.	40,253 students attended youth-oriented programs performances or events.	These results demonstrate that the educational initiatives undertaken by Arts Commons and its resident companies are of great value to the Calgary Board of Education and the Calgary Catholic School District.

	Participatory support by members of the community through the provision of volunteer time and effort in support of Arts Commons and its resident companies, listed above.	1,741 active volunteers providing 20,931 volunteer hours	1,724 active volunteers providing 23,599 volunteer hours	1,681 active volunteers providing 25,843 volunteer hours	These results demonstrate that the programs offered by Arts Commons and its resident companies inspire significant volunteerism among Calgarians.
How well did you do it?	Revenue Generation as a result of venue maximization and revenue diversification.	\$5,764,991	\$6,043,181	\$6,192,045	These results demonstrate the monetization of the asset (venues) to support the resiliency and sustainability of the 560,665 square foot facility.
	Revenue generation from the public sector in alignment with Arts Commons' life-cycle priorities in the care for the 560,665 square foot facility.	\$1,349,414* * Grant revenue captured in deferred contributions	\$4,152,740* * Grant revenue captured in deferred contributions	\$7,170,451* * Grant revenue captured in deferred contributions	These results demonstrate that Arts Commons maintains a meaningful engagement with all three levels of government in the care of the facility.
	Revenue generation from the public and private sectors in alignment with Arts Commons' operating priorities.	\$9,817,805	\$9,874,723	\$9,968,765	These results demonstrate that Arts Commons maintains a meaningful engagement of the public and private sectors in provision

					of programs and services by Arts Commons for the benefit of the community.
How are Calgarians better off?	<p>The lives of hundreds of thousands of Calgarians and visitors are enriched having benefited from the experiences that are produced and presented annually at Arts Commons. Collectively, Arts Commons is a key contributor to the social, economic, cultural and intellectual life and well-being of this great city. The following are a few comments from those whose lives Arts Commons positively impacts:</p> <ul style="list-style-type: none"> • <i>"It is so valuable for students to have authentic learning opportunities in their own city focused on the arts. Often students do not feel empowered to take on exciting tasks "until they grow up". The Hub for Inspired Learning is more than just a field trip; it empowers students to explore the city, become passionate, and step out of their comfort zone to create, right now!" ~ Teacher</i> • <i>"We loved the way the music transported us to another place and culture." ~ Patron</i> • <i>"This (National Geographic) presentation kicked off a huge conversation about what can we do to make Canada a better place." ~ Teacher</i> • <i>"The upgrades to the heating system, in a building this size, will have significant positive environmental impact." ~ Founders Circle Member</i> • <i>"This is such a wonderful program that our students may not have seen otherwise. It has sparked a sense of curiosity in them!" ~ Teacher</i> • <i>"Absolutely amazing, engaging, energetic and just beautiful and fun. Loved it. Beyond my expectations. Couldn't have been more enjoyable." ~ Patron</i> • <i>"I loved bringing my students downtown to experience new and exciting things. I feel that I am much more connected to my students after this week, as well as the parent volunteers who were there. Our classroom community is so much stronger as a result of participating in this program, and I am forever grateful for the experience we had as a class!" ~ Teacher</i> • <i>"There are no words in English or any other language to describe how outstanding this show was. Utterly amazing and mesmerizing performance!!! On a scale of 0 to 10, 10 being best, I give it a 20!!" ~ Patron</i> 				

	<ul style="list-style-type: none"> • <i>"Seeing the way others live around the world and learning more about their cultures as well as all the beautiful photographs of the wild life were inspiring." ~ Teacher</i> • <i>"Before I came here I thought there was no point of this field trip – but this week was so much fun! Our teachers were so nice!" ~ Student</i> • <i>"All the students were engaged in all of the activities. Their families said each of them would wake up early and get ready to go hours before they needed to because they wanted to return to the Hub (for Inspired Learning)." ~ Teacher</i> • <i>"This was my first visit to the Engineered Air Theatre. I loved the warm cozy atmosphere. You feel more connected to the artists in these smaller concert events. Especially so, when the performer chats with the audience between songs." ~ Patron</i> • <i>"Students were impressed with the photography of the various animals. They asked lots of questions about the animals, photography, and geography." ~ Teacher</i> • <i>"The arts play a pivotal role in building vibrant communities and strengthening economies, and Arts Commons is a terrific partner that provides artists, from every genre, opportunities to bring their talent and vision to life." ~ Sponsor</i> • <i>"In the three years that we have been attending, I have had a number of students point out that they changed their life's focus due to something they heard or saw during a National Geographic Live presentation." ~ Teacher</i> • <i>"One of my students has been having difficulty in class. They participated at The Hub (for Inspired Learning), and asked / answered many complex questions. This is trickling over into class now that we are back!" ~ Teacher</i> • <i>"The National Geographic Live program is invaluable in offering another voice that shows my Natural Science kids the opportunities and wonder that still exist in our world beyond the digital domain. The event has the power to reconnect kids to the importance and value of the natural world." ~ Teacher</i>
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CAPITAL AND ASSET MANAGEMENT (for applicable partners)

10. Asset: Arts Commons (Calgary Centre for Performing Arts)

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

The following highlights a few of the significant lifecycle/maintenance projects undertaken during the 2017/18 Season. These projects were completed to ensure the ongoing operational viability of the complex and its venues for the benefit of Calgarians and visitors:

- Replacement of inefficient and obsolete boiler infrastructure with environmentally responsible thermal energy technology from District Energy for the benefit of Calgary and its citizens, and the sustainable operations of Arts Commons.
- Replacement of the electrical 'complex', comprised of the main electrical switch unit and all of its primary distribution systems. This electrical equipment is imperative to Arts Commons' operational infrastructure, as it is an immense circuit breaker for the entire performing arts building; ensuring ongoing operations for Arts Commons and its resident companies, for the benefit of patrons, school children, visitors, staff and citizens of Calgary.
- Replacement of antiquated theatrical dimmer systems in the Max Bell Theatre with new equipment, and replacement of existing incandescent stage lighting in the same venue with more versatile, and energy efficient LED stage lighting.

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

In 2018, Arts Commons leveraged \$7,004,250 in grant funding provided by The City of Calgary through the Capital Civic Partner Grant Program (CCPGP) to secure a \$1,000,000 grant from the Province of Alberta through the Community Facility Enhancement Program, a \$400,000 grant from Infrastructure Canada through the New Building Canada Fund, and a \$500,000 grant from the Government of Canada through the Canada Cultural Spaces Fund.

Please note that while these grants were awarded during the 2017/18 Season, Arts Commons only recognized a portion of the Civic Partner grant as revenue in the fiscal year ending August 31, 2018, in accordance with GAAP:

- The City of Calgary (Capital Civic Partner Grant Program) - \$7,004,250 grant, booked \$5,002,877
- Province of Alberta (Community Facility Enhancement Program) - \$1,000,000 grant, booked \$1,000,000
- Infrastructure Canada (New Building Canada Fund) - \$400,000 grant, booked \$400,000
- Government of Canada (Canada Cultural Spaces Fund) - \$500,000 grant, booked \$500,000