LIVING A
CREATIVE
LIFE

AN ARTS DEVELOPMENT
STRATEGY FOR CALGARY

CITY OF CALGARY
RECEIVED
IN ENGINEERING TRADITIONS ROOM
JUN - 9 2015
ITEM: CPS2015-0397
Distribution
CITY CLERK'S OFFICE

Success Indicator Baseline Report

NOVEMBER 2014

Success Indicator Baseline Report Overview: November 2014

Published in March 2014, **LIVING A CREATIVE LIFE** is an arts development strategy for Calgary, by Calgarians. As of November 2014, it has attracted over 100 signatories who are contributing to one or more of the strategy's five major focus areas: Creative Communities, Centre City Arts District, Arts Incubation, Artistic Exchange, and Youth & Education.

LIVING A CREATIVE LIFE includes success indicators for each focus area so that progress towards the strategy's outcomes can be tracked. These success indicators are systems-level measurements that will be evaluated annually, and this report provides baseline data for each indicator, using the most complete information available at the time. Future success indicator reports will compare their measurements against these baselines. Some baseline information has been omitted because of a lack of data sources; Calgary Arts Development continues to seek and draw from data sources for all indicators.

As success indicator measurement progresses, growth in any given indicator may be due to new sources of data or new signatories who contribute further information. All future success indicator reports will note when new baseline data is included and when new sources of data are contributing to the growth measured for any specific indicator.

The overall strategy is built around the framework below. Although drivers and tactics contribute to the achievement of each outcome, this report refers only to success indicators and outcomes. The complete strategy is available at **LIVINGCREATIVE.CA**.

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.

The strategy is organized by five major focus areas that include the following elements:

> ***Focus area:*** Each of five major goals that will contribute to **LIVING A CREATIVE LIFE**'s overarching vision. Each focus area is broken down into a vision, outcomes, drivers and tactics.
>
> ***Vision:*** The aspirational description of what Calgarians would like their city to look like, as it pertains to the focus area.
>
> ***Outcome:*** The state or condition that does not currently exist but must exist in order to achieve the vision.
>
> ***Driver:*** A movement coordinated by various stakeholders to help achieve the outcome.
>
> ***Tactic:*** A single program, task or initiative that contributes to the driver.

For more information, visit **LIVINGCREATIVE.CA**.

SUCCESS INDICATOR BASELINE REPORT: NOVEMBER 2014

Creative Communities

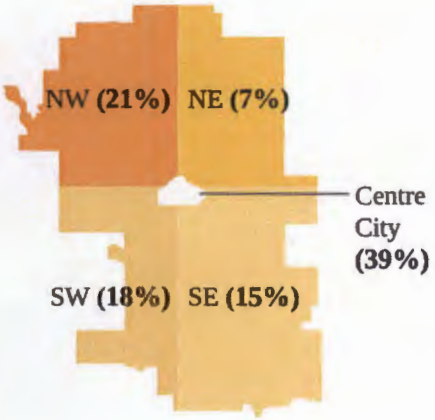
Vision: Calgary's communities enjoy access to a rich spectrum of arts experiences.

Outcome one: A wide variety of arts experiences are embedded in neighbourhoods across the city.

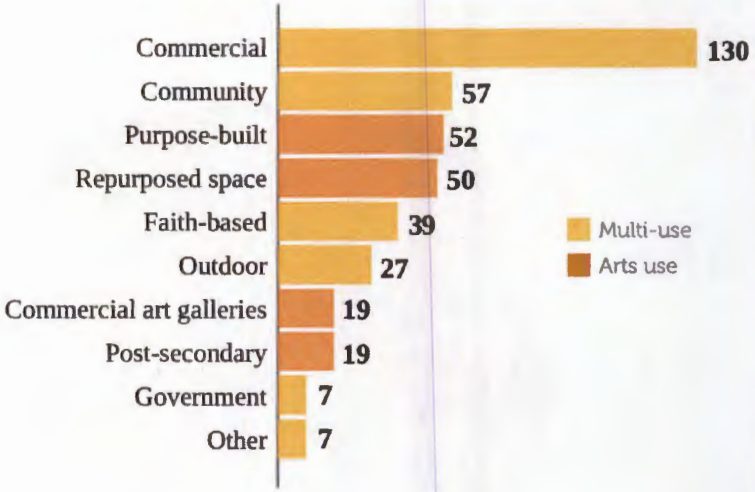
SUCCESS INDICATOR: QUANTITY AND USAGE OF ARTS SPACES ACROSS THE CITY

In 2013, there were **406 spaces used for arts purposes across the city**[1].

Distribution of Arts Spaces Across Calgary



Number of Spaces by Facility Type

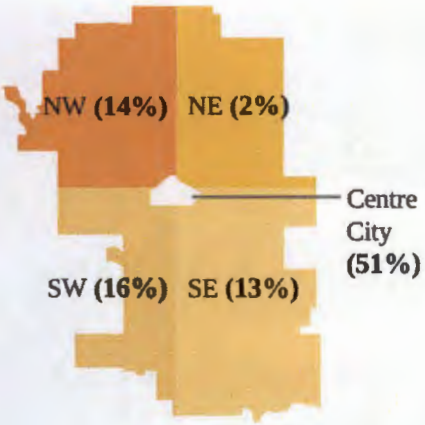


SUCCESS INDICATOR: QUANTITY AND DIVERSITY OF ARTS EVENTS ACROSS THE CITY

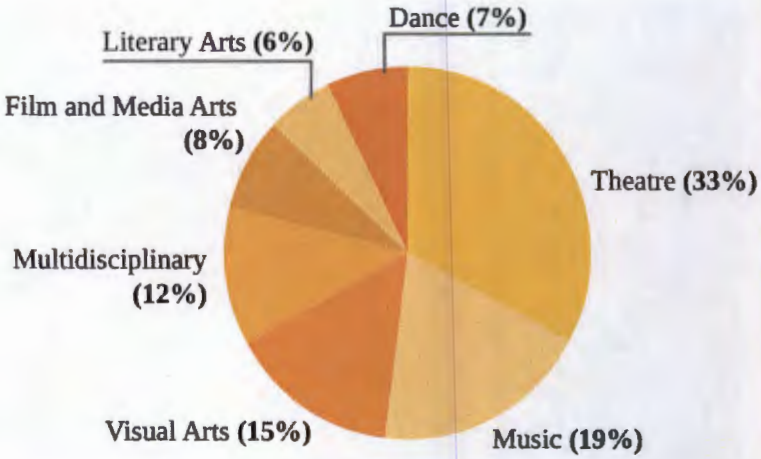
Data from CalgaryCulture.com and Calgary Arts Development's Operating Grant Program provides a distribution of place-based events held throughout the city in 2013, by location and discipline. This data reflects events that can be attributed to a specific area of the city and is drawn from Operating Grant applicants' programming reports, rather than their statistical totals. These events include performances, exhibitions, workshops, artist talks and special events.

In 2013, there were **5,540 arts events reported throughout the city**[2], 4% of which were held in multiple or unspecified locations.

Distribution of Arts Events Across Calgary



Arts Events by Discipline



SUCCESS INDICATOR: CALGARIANS' ENGAGEMENT IN THE ARTS

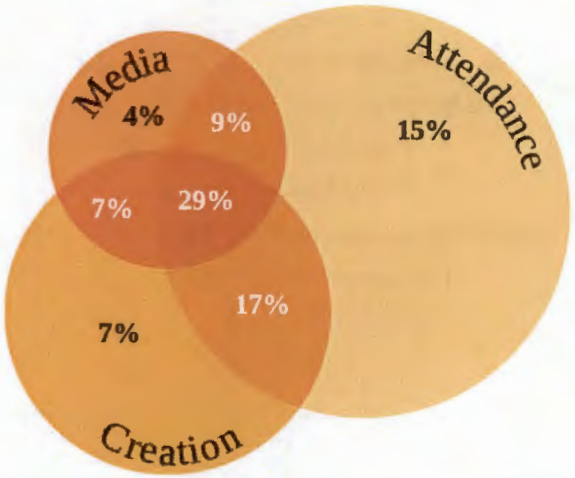
The 2014 Calgarian Engagement Survey (commissioned by Calgary Arts Development and administered by Stone-Olafson) revealed that Calgarians are engaging with the arts through a variety of means.

87% of survey respondents reported engaging with the arts in some way[3]:

- **70%** by attending arts events (visiting galleries, attending performances, etc.)
- **59%** through creation or personal practice (photography, sketching, playing music, etc.)
- **48%** through media (watching TV, downloading music, reading magazines, etc.)*
- **19%** by donating to a not-for-profit arts or cultural organization
- **17%** by volunteering for an arts organization or arts event

** Note: Because media consumption is so widespread, respondents were considered to be engaged with the arts through media if they participated in at least half of the measured media activities each month.*

Modes of Arts Engagement in Calgary



CONNECTED ENGAGEMENT:
26% of respondents engage with the arts in only one way

ENGAGED AUDIENCES:
33% of respondents engage with the arts through two different ways

IMMERSED AUDIENCES:
29% of respondents engage with the arts through all three ways

---

Outcome two: Calgarians' arts participation and the arts sector itself are reflective of Calgary's diversity, its inclusivity and the desire of Calgarians to learn more about one another.

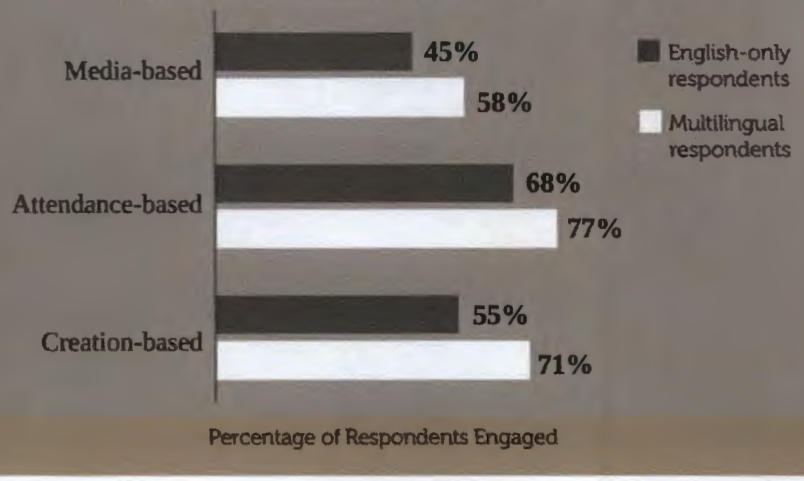
SUCCESS INDICATOR: ARTISTS AND ARTS PARTICIPANTS REPRESENT DIVERSE POPULATIONS

The 2014 Arts Professionals Survey (commissioned by Calgary Arts Development and administered by Stone-Olafson) revealed that **15% of respondents identified as immigrants or non-permanent residents and 13% of respondents identified as a visible minorities[4]**. These individuals work as professional artists, amateur artists, arts administrators or arts educators.

MULTILINGUALISM AND ARTS ENGAGEMENT

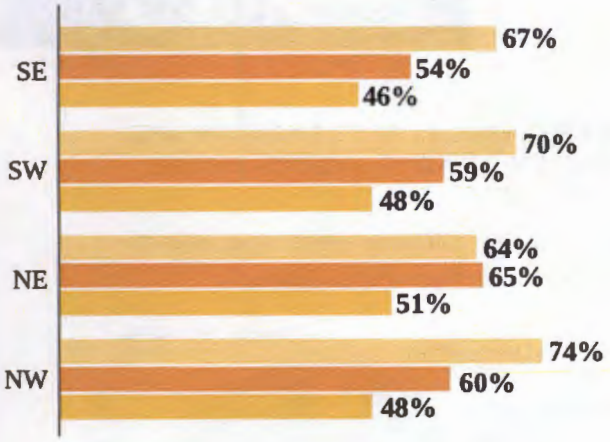
The Calgarian Engagement Survey also revealed interesting differences between multilingual respondents and those who speak English only.

Modes of Arts Engagement Based on Multilingualism[5]

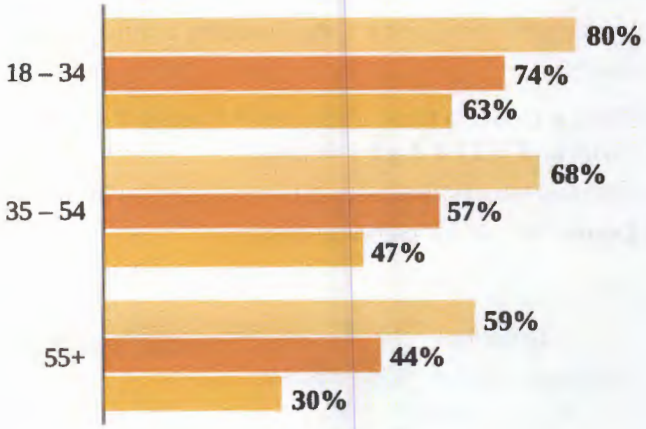


The 2014 Calgarian Engagement Survey revealed differences in engagement based on which quadrant of the city respondents reside in and their age.

Engagement by Area of City[6]



Engagement by Age[7]



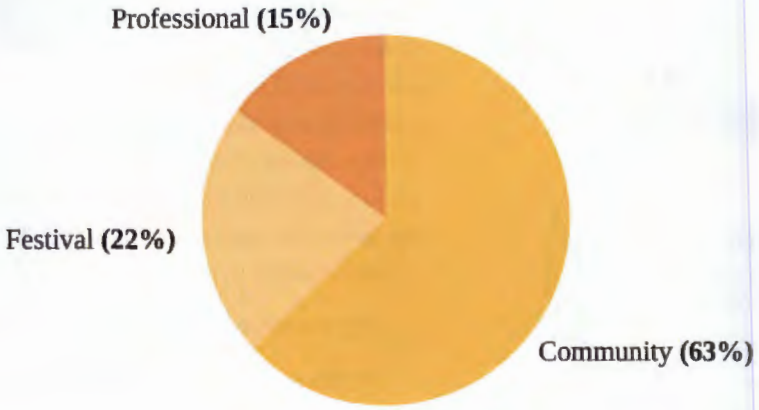
Attendance-Based Engagement ■ Creation-Based Engagement ■ Media-Based Engagement

SUCCESS INDICATOR: QUANTITY AND VARIETY OF CULTURALLY DIVERSE ARTS EVENTS ACROSS THE CITY

Applications to the 2014 Calgary Arts Development Operating Grant Program revealed **54 not-for-profit arts organizations had a mandate to serve either underrepresented or specific populations in Calgary[8]**. This represents 25% of all organizations that applied to the program.

Over half (56%) of those organizations served cultures from outside of Canada or the USA[9]. The remaining organizations served a variety of underrepresented or specific populations, including people with disabilities, Aboriginal Canadians, Francophone Canadians, the LGBTQ community, seniors, the homeless and women.

Organizations Serving Underrepresented Populations by Type



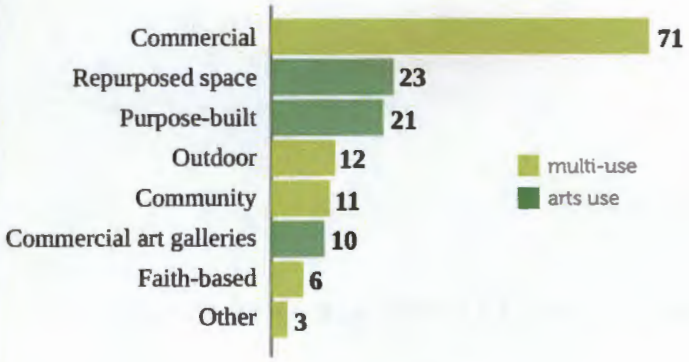
Centre City Arts District

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

Outcome one: A wide variety of arts experiences are embedded in the Centre City, creating a dynamic, central arts hub for the city.

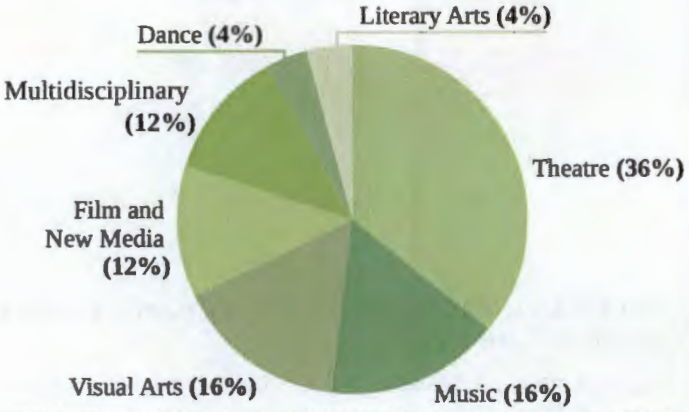
SUCCESS INDICATOR: QUANTITY AND USAGE OF CENTRE CITY ARTS SPACES

In 2013, there were **157 spaces used for arts purposes in the Centre City**[10] of the following types:



SUCCESS INDICATOR: QUANTITY AND DIVERSITY OF ARTS EVENTS IN THE CENTRE CITY

In 2013, there were **2,806 arts events reported in the Centre City**[11] in the following disciplines:

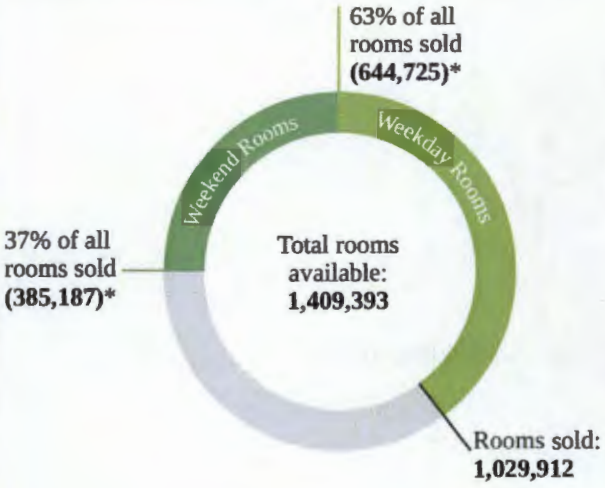


Outcome two: Calgarians and tourists often visit the Centre City specifically to experience the arts.

SUCCESS INDICATOR: NUMBER OF PEOPLE TRAVELLING TO OR WITHIN THE CENTRE CITY OUTSIDE OF BUSINESS HOURS

Note: This success indicator relates to the outcome by measuring whether transportation and access to the Centre City is correlated to how Calgarians engage with arts experiences in that area. The following data is not specific only to evenings and weekends.

In 2013, the **Downtown Quadrant had a 73.1% occupancy rate for hotel rooms**[12].



**estimate based on proportions of rooms sold in Calgary overall*

LIVING IN THE CENTRE CITY

In a 2013 Centre City perception survey, 49% of Calgarians stated that the Centre City is a desirable place to live. However, only 9% of residents who live or work outside the Centre City said that it is likely or somewhat likely that they will move into the Centre City in the next three years[13].

The Downtown Cordon Count monitors traffic in downtown Calgary and is conducted annually by The City of Calgary. Its borders are the Bow River to the north, the Elbow River to the east, the Canadian Pacific Railway tracks to the south and 14th St. to the west. The Downtown Cordon Count can be used to approximate the traffic flow for the Centre City area. Over a 16-hour period (6:00am – 10:00pm), the 2014 count included[14]:

- **332,489** vehicles commuting in and out of the downtown
- **67,813** pedestrians commuting in and out of the downtown
- **12,566** bikes commuting in and out of the downtown

In 2013, **19%** of Calgarians reported using public transit[15] and the average weekday ridership of the CTrain in the downtown free fare zone was **22,800**[16].

Arts Incubation

Outcome one: Calgary artists and arts organizations have access to an ample range of resources required to support artistic creation.

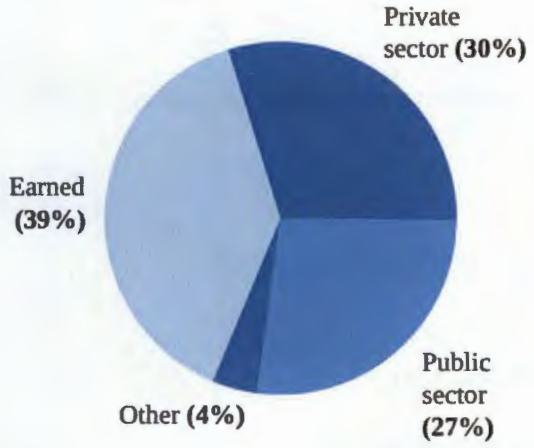
Vision: Calgary strongly attracts artistic talent to live, work and achieve artistic excellence.

SUCCESS INDICATOR: FINANCIAL HEALTH OF ARTS SECTOR

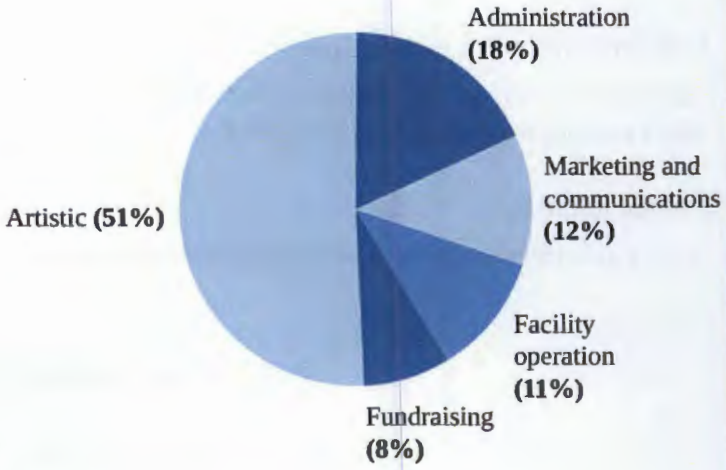
Arts Organizations

In 2013, not-for-profit arts organizations had a total of **$123,530,388** in revenue, **$121,433,940** in expenses and **$155,050,650** in capital assets[17].

Revenue by Source (Arts Organizations)



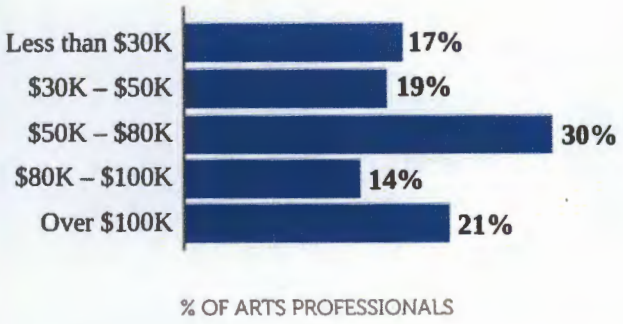
Expenses by Source (Arts Organizations)



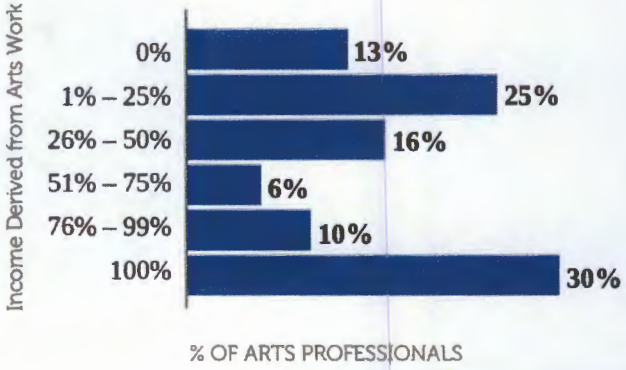
Arts Professionals

Respondents to the 2014 Calgary Arts Professionals Survey (commissioned by Calgary Arts Development and administered by Stone-Olafson) derive their revenue from a variety of sources. Arts professionals include artists, arts administrators and arts educators.

Average Annual Household Income[18] (Arts Professionals)



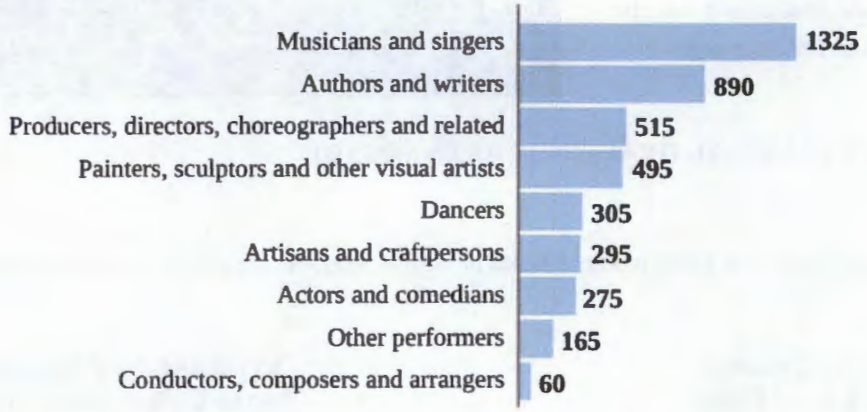
Percentage of Annual Household[19] Income Derived from Arts Work (Arts Professionals)



SUCCESS INDICATOR: LABOUR CAPACITY OF ARTS SECTOR

Individuals Employed in Arts Careers

In 2013, **4,235 Calgarians worked in an artist occupation**[20] during the National Household Survey's reference week. They were categorized into one of nine artist occupations:



Employment by Arts Organizations

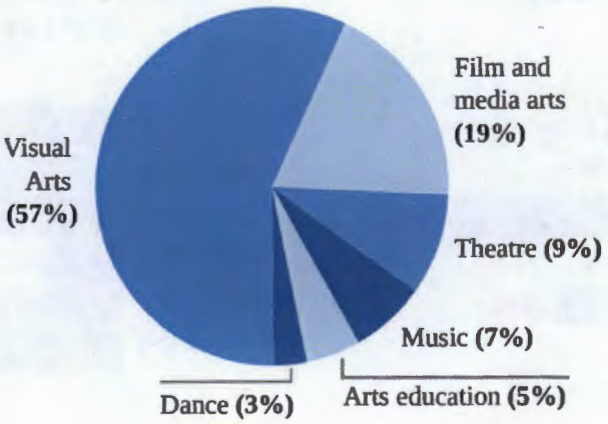
Applicants to Calgary Arts Development's 2014 Operating Grant Program reported employing **710.5 full-time staff** and offering **10,204 paid opportunities for artists**[21] in 2013.

Arts Graduates

In 2013, **518 students graduated with an arts diploma or degree**[22] from a Calgary post-secondary institution.

2013 Arts Graduates by Institution

2013 Arts Graduates by Discipline



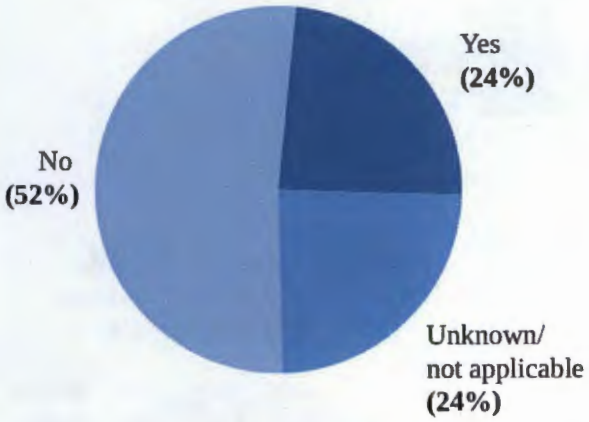
SUCCESS INDICATOR: ACCESS TO AN INVENTORY OF ARTS SPACES

In 2012 and 2013, Calgary Arts Development approached owners and operators of performance facilities to participate in an Arts Spaces Survey. Those survey responses, along with purpose-built arts facilities listed on CalgaryCulture.com in 2013, revealed that there are **50 purpose-built performance facilities in Calgary, 38 of which were available for use external to the property managers or owners of the space**[23]. For the purposes of this analysis, two rehearsal spaces used for performance purposes were not counted as separate from the larger performance facilities that they are part of.

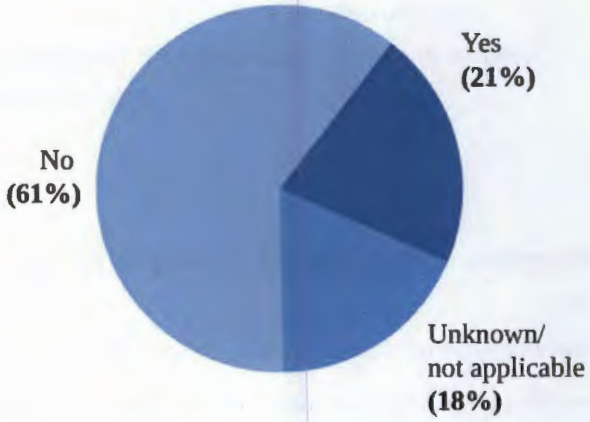
In 2014, the **average lowest daily rental fee of the 38 purpose-built facilities available for booking was $1,405.76** [24].

The 38 facilities available for booking reported the following usages and adequacy of their space:

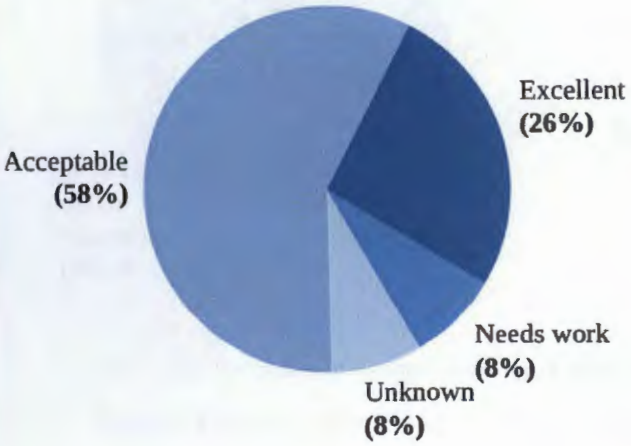
Performance Production Space Available



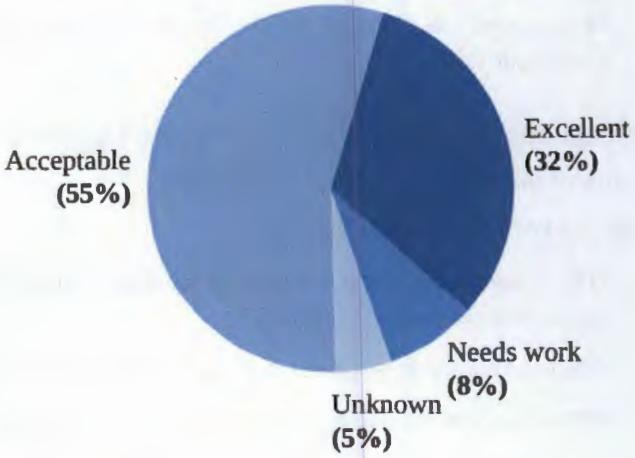
Rehearsal Space Available



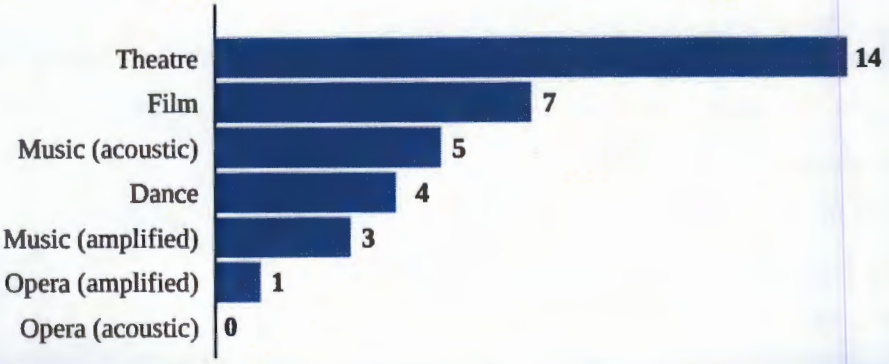
Adequacy of Technical Amenities



Adequacy of Audience, Staff and Artist Amenities



Number of Performance Spaces Available by Usage Type

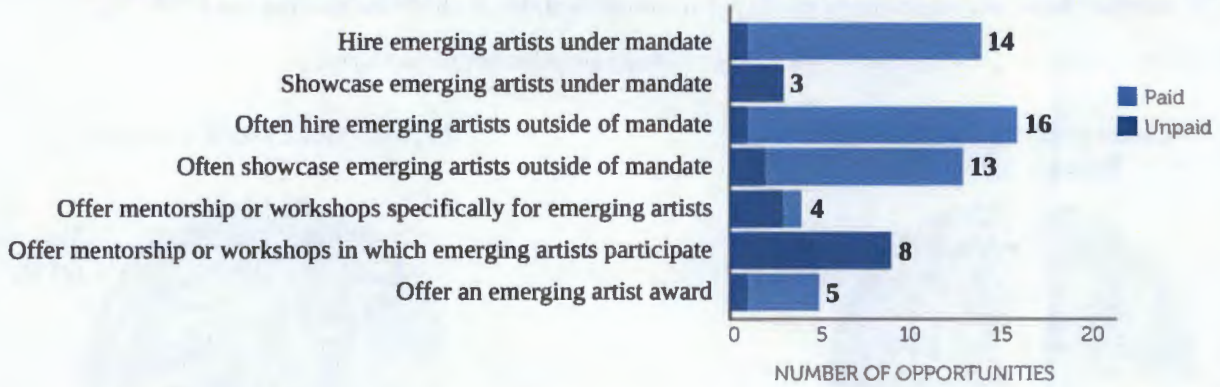


SUCCESS INDICATOR: QUANTITY AND DIVERSITY OF PROFESSIONAL OPPORTUNITIES FOR ARTISTS

Emerging Artist Opportunities

In 2013, of the applicants to Calgary Arts Development's 2014 Operating Grant Program, **53 not-for profit arts organizations provided emerging artist opportunities**[25].

Number of Emerging Artist Opportunities By Type (Arts Organizations)

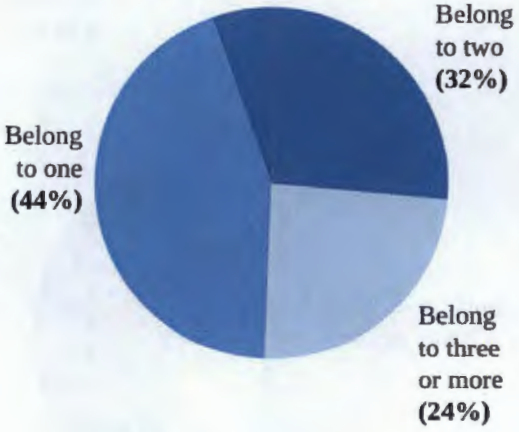


Perceptions of Professional Development Opportunities for Artists

In the 2014 Arts Professionals Survey, of those who self-identified as artists[26]:

- **46%** agree that there are plenty of opportunities for them to enhance their artistic skills
- **37%** agree that they have easy access to the non-arts training that they need
- **46%** agree that they have neither the time nor money necessary to advance their artistic skills

Participation in Guilds, Unions and Associations (Arts Professionals)



Perceptions of Peer-to-Peer Networking Opportunities and Connectedness of the Arts Community

In the 2014 Arts Professionals Survey[27]:

- **31%** of artists agree that it is hard to get information about arts work opportunities or connect with peers
- **89%** of arts professionals agree that those working in the arts in Calgary need more opportunities to gather and share ideas
- **42%** of arts professionals agree that they have very few opportunities to receive knowledgeable and constructive feedback

---

Outcome two: A strong arts sector is highly valued by Calgarians and is part of what defines us as a city.

SUCCESS INDICATOR: THE CALGARY FOUNDATION'S *VITAL SIGNS* ARTS & CULTURE GRADE

In the 2014 Vital Signs report, **Calgarians graded Arts & Culture at a "B"** and identified the following priorities[28]:

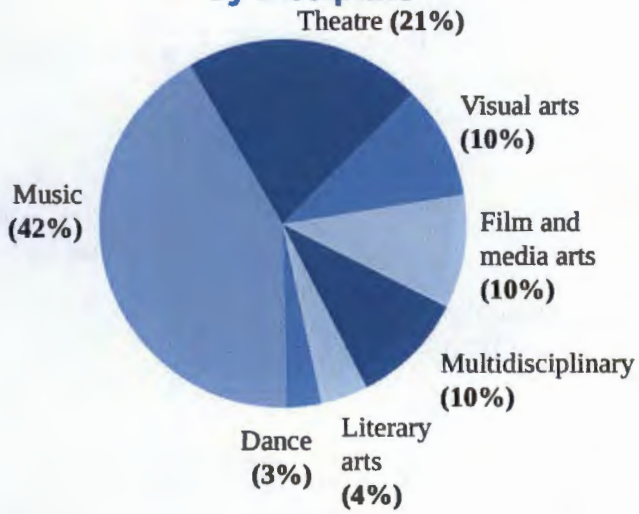
- Offer affordable arts and culture activities
- Develop creative space for the arts community
- Better promote arts and culture events
- Support an abundance and variety of festivals and events

SUCCESS INDICATOR: INCREASED MEDIA COVERAGE OF THE ARTS IN CALGARY

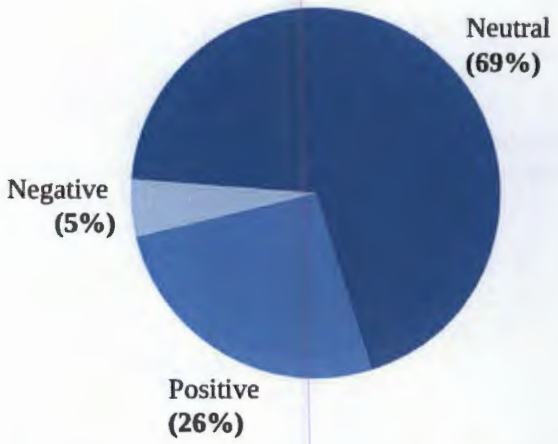
From September 1, 2013 to August 31, 2014, local media in Calgary produced **1,537 articles that covered local, national and international arts**[29]. An article's tone refers to whether the author is expressing an opinion or remaining objective, regardless of the subject matter.

Local Media Coverage of the Arts

By Discipline

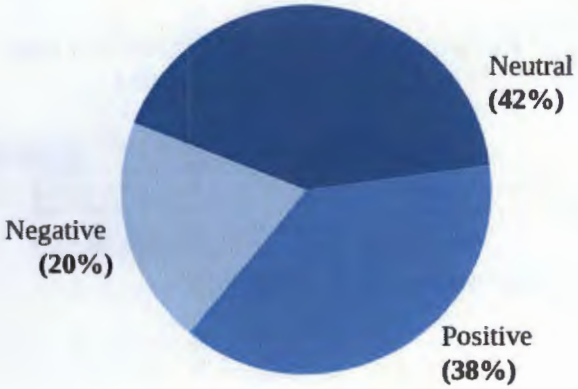


By Tone



From May 1, 2014 to October 31, 2014, **Calgary arts received 496,708 mentions in social media (including blogs)**[30].

Social Media Mentions By Tone



CALGARIANS AGREE THAT THE ARTS IMPROVE OUR CITY

In the 2014 Calgarian Engagement Survey commissioned by Calgary Arts Development and administered by Stone-Olafson, the vast majority of respondents agreed that the arts are important to our city[31]:

- **91%** believe that developing local artists is a good thing
- **87%** believe that art helps bring people together and enables people to connect
- **85%** believe that arts and culture venues make life in Calgary better
- **82%** believe that a strong arts and culture scene is key to creating a vibrant, safe and prosperous city

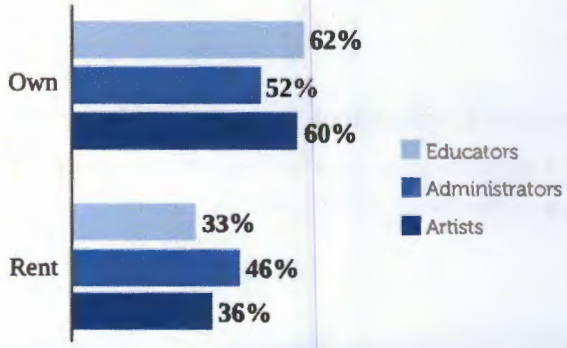
Outcome three: Calgary's arts professionals are able to dedicate themselves to their careers while maintaining a healthy and fulfilling quality of life.

SUCCESS INDICATOR: HOUSING SECURITY OF ARTS PROFESSIONALS

In the 2014 Arts Professionals Survey[32]:

- **58%** own their current residence
- **38%** rent their current residence

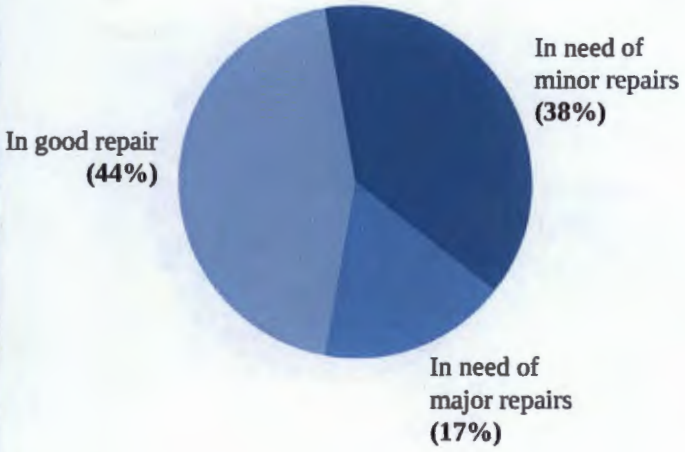
Arts Professionals' Home Ownership



The Canada Mortgage and Housing Corporation sets national standards for the adequacy, suitability and affordability of housing in Canada. The following measurements are based on these standards.

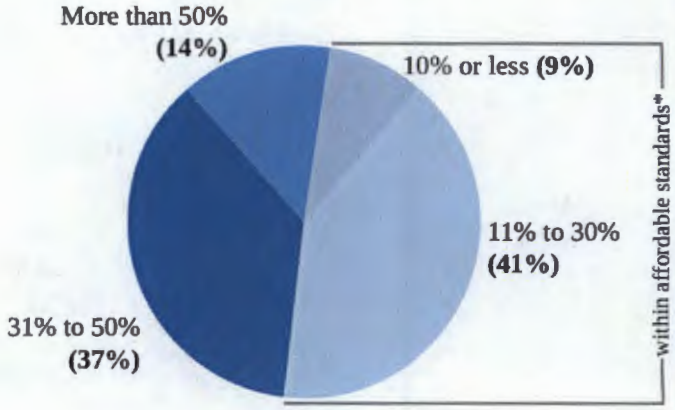
Adequacy of Residence

Adequate residences are those that do not require major repair, according to the residents. In the 2014 Arts Professionals Survey, respondents reported on the state of their own residences[33]:



Affordability of Residence

Arts professionals reported spending the following percentages of their annual household incomes on their residences[34]:



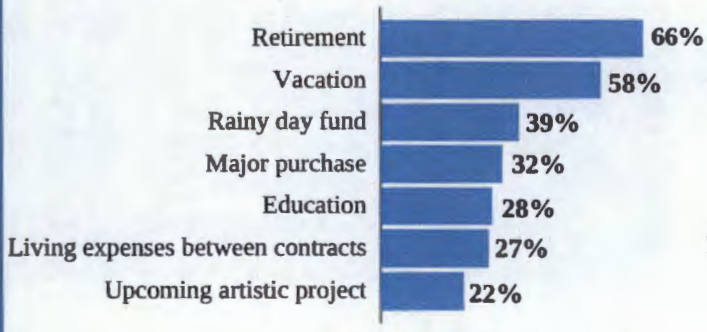
** A residence is considered affordable if it costs less than 30% of the before-tax household income.*

SUCCESS INDICATOR: FINANCIAL SECURITY OF ARTS PROFESSIONALS

Savings of Arts Professionals

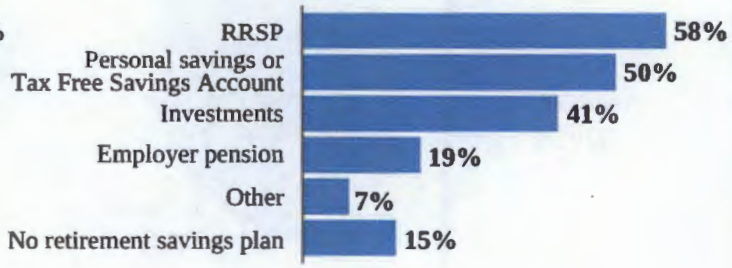
48% of arts professionals surveyed accumulated personal savings in 2013[35].

Purpose of Savings (Arts Professionals)



*% OF ARTS PROFESSIONALS WHO SAVED IN 2013

Retirement Planning and Saving (Arts Professionals)



*% OF ARTS PROFESSIONALS

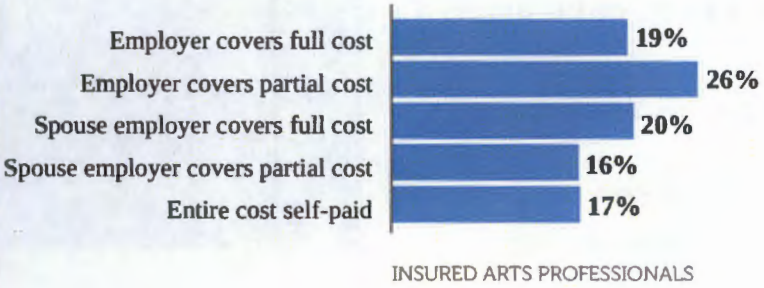
Access to Employment Insurance (EI) for Arts Professionals

Of the arts professionals surveyed, **only 40% responded that they were eligible for EI should it be required**[36]. **35%** responded that they would not be eligible and **24%** were unsure.

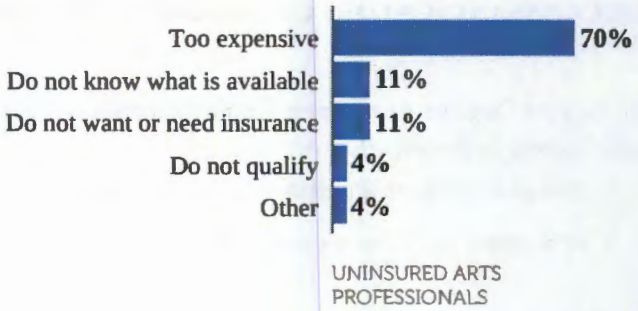
SUCCESS INDICATOR: ACCESS TO HEALTH CARE FOR ARTS PROFESSIONALS

72% of arts professionals surveyed were covered by extended health insurance. **22%** of arts professionals surveyed were not covered by extended health insurance[37].

Source of Health Insurance (Arts Professionals)



Reason for No Health Insurance (Arts Professionals)



When asked about access to health care professionals[38]:

- **91%** felt they can access health care professionals when needed
- **82%** had a family doctor

When asked to consider the safety of their working conditions[39]:

- **95%** of respondents felt their work and arts space were safe to work in
- **75%** of respondents felt their work and arts space included adequate safety features

Artistic Exchange

Outcome one: Calgarians benefit from experiencing world-class art presented locally.

Vision: 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.

SUCCESS INDICATOR: CALGARIANS' PERCEPTION OF CALGARY AS A WORLD-CLASS CITY

In the 2014 Calgarian Engagement Survey (commissioned by Calgary Arts Development and administered by Stone-Olafson)[40]:

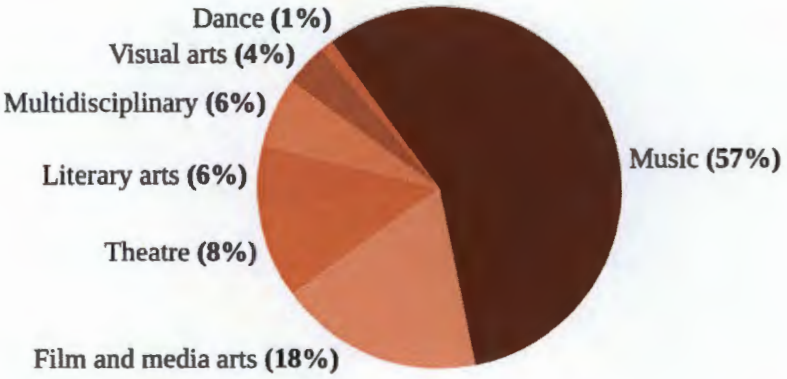
- **79%** of respondents agreed that Calgary has a strong and vibrant arts scene
- **68%** agreed that Calgary's current arts and culture offerings are of world-class calibre

SUCCESS INDICATOR: LOCAL MEDIA COVERAGE OF NATIONAL AND INTERNATIONAL ART PRESENTED IN CALGARY

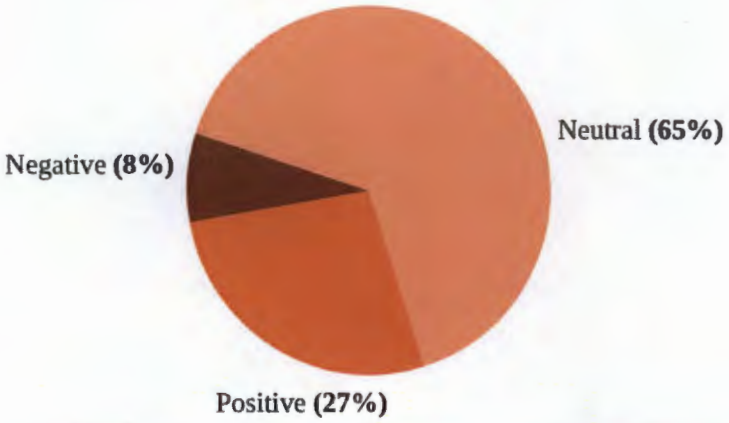
From September 2013 to August 2014, local media in Calgary produced **665** articles about national and international art presented in Calgary[41]. An article's tone refers to whether the author is expressing an opinion or remaining objective, regardless of the subject matter.

Local Media Coverage of National and International Art Presented in Calgary

By Discipline



By Tone



Outcome two: Made-in-Calgary artistic work has a high profile outside the city and is often found on tour in other regions, provinces and countries.

SUCCESS INDICATOR: QUANTITY OF CALGARY-BASED ARTISTIC PROJECTS EXPORTED BEYOND THE CITY

In 2013, arts organizations that applied to Calgary Arts Development's 2014 Operating Grant Program reported Calgary-produced performances, exhibitions and screenings that were exported outside of Calgary[42].

- **1,237** activities took place in Canada, outside of Calgary
- **273** activities took place outside Canada

SUCCESS INDICATOR: NON-CALGARIANS' PERCEPTION OF CALGARY AS A WORLD-CLASS CITY

Calgary Economic Development's 2014 National Perceptions survey of workers and students across Canada found[43]:

- **6%** of respondents cited culture/cultural activities as a reason why their perception of Calgary has improved
- **66%** of workers and **62%** of students surveyed agreed or strongly agreed that Calgary offers a high quality of life, including arts, culture, shopping and dining

When asked how arts and culture in Calgary compared to their home city[44]:

- **17%** of workers rated Calgary better than their home city (40% rated it worse)
- **14%** of students rated Calgary better than their home city (39% rated it worse)

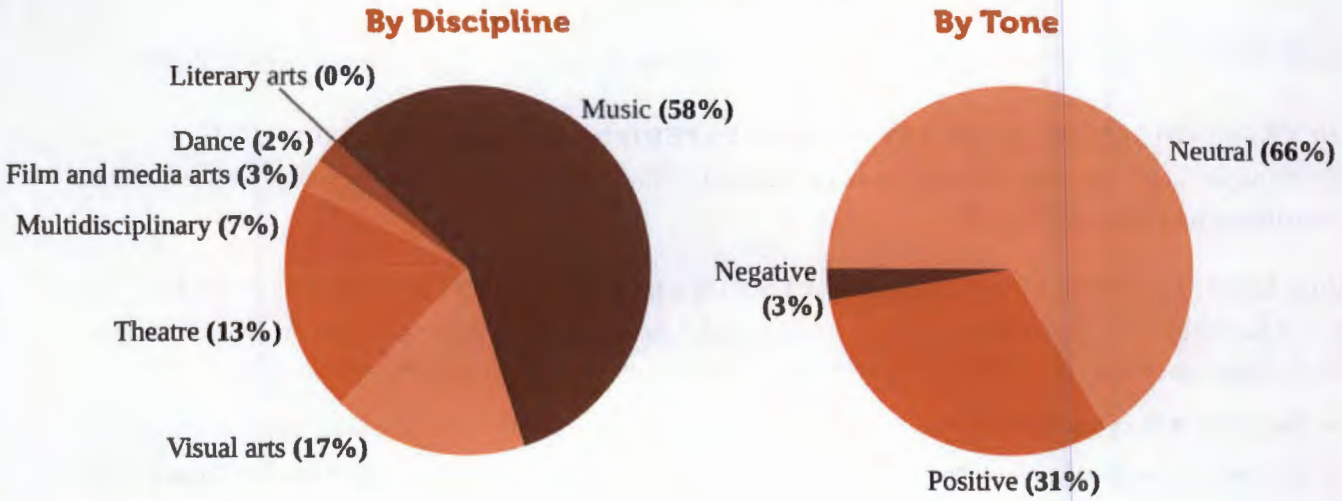
When asked what types of attractions respondents expected to find in Calgary[45]:

- **34%** of workers and **47%** of students expected arts and culture activities
- **38%** of workers and **53%** of students expected music festivals

SUCCESS INDICATOR: NATIONAL AND INTERNATIONAL MEDIA COVERAGE OF CALGARY-PRODUCED ARTISTIC WORK

From September 1, 2013 to August 31, 2014, national and international media produced **119** articles about artistic work created by or including Calgary artists or arts organizations[46].

National and International Coverage of Calgary-Based Art



Youth & Education

Outcome one: Calgarians recognize the value of the arts in developing creative thinking, and seek out authentic arts experiences for youth.

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

SUCCESS INDICATOR: YOUTH ARTS PARTICIPATION

In 2013 and 2014, there were **60,123 youth participants in the arts**, either through arts education in school or volunteering for an arts-related project (this total is based on data from the 2013/14 school year or the 2013 calendar year, depending on the source).

- **86 youth** reported to Youth Central that they dedicated **489 hours to volunteering** with arts-related projects in 2013[47]
- **32,755 student enrolments in fine arts and locally developed arts classes** in Calgary Board of Education junior and senior high schools in the 2013/14 school year[48]
- **14,165 student enrolments in fine arts classes** in Calgary Catholic School District junior and senior high schools in the 2013/14 school year (32 out of 52 junior and senior high schools are represented in this total)[49]
- **13,117 students were exposed to a fine arts specialist** in Calgary Catholic School District elementary schools in the 2013/14 school year (49 out of 82 elementary schools are represented in this total)[50]

Attendance at Youth Arts Programming

In 2013, organizations that applied to Calgary Arts Development's 2014 Operating Grant Program **attracted 540,354 participants to educational arts activities for children and youth**[51].

SUCCESS INDICATOR: PERCEPTIONS OF THE VALUE OF ARTS EXPERIENCE FOR YOUTH

In the 2014 Calgarian Engagement Survey (commissioned by Calgary Arts Development and administered by Stone-Olafson), the vast majority of respondents agreed that everyone should learn something about the arts and that it is important for their children or young people to have arts experiences[52]:

- **89%** believe everyone should learn at least something about the arts
- **83%** believe it is important that their children/young people are exposed to the arts

---

Outcome two: A strong base of resources facilitates authentic arts experiences for youth

SUCCESS INDICATOR: QUANTITY OF ARTS EXPERIENCES AVAILABLE TO YOUTH

In 2013, organizations that applied to Calgary Arts Development's 2014 Operating Grant Program produced **5,910 educational arts activities for children and youth**[53].

SUCCESS INDICATOR: EQUITABLE ACCESS TO ARTS EXPERIENCES FOR ALL YOUTH

The Calgary Board of Education is divided into five school areas. To gain a picture of equity across the city for arts education, the following map compares the school districts and arts enrolment against the following demographic factors:

- the average median household income, as reported in the 2006 Census of Canada[54]
- the average percentage of ethnically diverse and immigrant populations, as reported in the 2006 Census of Canada[55]

Distribution of Arts Enrolment Across Calgary Board of Education School Districts

Area I

- **16,014** students total; **5,111** enrolments in arts courses
- **$78,306** median household income
- **4.4%** of population Aboriginal
- **25.3%** of population immigrant
- **23.6%** of population visible minority

Area II

- **24,488** students total; **7,928** enrolments in arts courses
- **$65,896** median household income
- **2.9%** of population Aboriginal
- **19.6%** of population immigrant
- **17.6%** of population visible minority

Area III

- **22,315** students total; **5,271** enrolments in arts courses
- **$57,958** median household income
- **4.8%** of population Aboriginal
- **32.8%** of population immigrant
- **41.7%** of population visible minority

Area IV

- **16,667** students total; **4,250** enrolments in arts courses
- **$79,652** median household income
- **2.1%** of population Aboriginal
- **22.2%** of population immigrant
- **17.4%** of population visible minority

Area V

- **25,572** students total; **10,195** enrolments in arts courses
- **$88,236** median household income
- **2.0%** of population Aboriginal
- **19.1%** of population immigrant
- **12.3%** of population visible minority

Note: Demographic data for is represented as an average of all communities within each school area.

The number of students for each area reflects all Calgary Board of Education schools, but arts enrolment numbers reflect junior and senior high schools only.

Calgary Arts Development was not able to gather baseline data for all indicators at this time. Any indicators without baseline data have been omitted from this report; future reports will indicate when new baseline data is included. References for the material cited in this report are available at LivingCreative.ca.

References

Unless otherwise noted, the following sources are produced by Calgary Arts Development.

CREATIVE COMMUNITIES

1. CalgaryCulture.com and *Calgary Cultural Facilities Inventory: Supplementary Research and Analysis Regarding Performance Facilities,* Janis A. Barlow and Associates and the Arts Spaces Research Consortium
2. CalgaryCulture.com and Calgary Arts Development's 2013 and 2014 Operating Grant Program Applications
3. *2014 Calgarian Engagement Survey* (full report available in 2015)
4. *2014 Arts Professionals Survey* (full report available in 2015)
5. *2014 Calgarian Engagement Survey* (full report available in 2015)
6. *2014 Calgarian Engagement Survey* (full report available in 2015)
7. *2014 Calgarian Engagement Survey* (full report available in 2015)
8. Calgary Arts Development 2014 Operating Grant Program applications
9. Calgary Arts Development 2014 Operating Grant Program applications

CENTRE CITY ARTS DISTRICT

10. CalgaryCulture.com and *Calgary Cultural Facilities Inventory: Supplementary Research and Analysis Regarding Performance Facilities,* Janis A. Barlow and Associates and the Arts Spaces Research Consortium
11. CalgaryCulture.com and Calgary Arts Development's 2013 and 2014 Operating Grant Program Applications
12. STR Smith Travel Research, December 2013, STR Smith
13. *2013 Centre City Citizen Perception Survey,* The City of Calgary
14. 2014 Downtown Cordon Count, The City of Calgary
15. *2013 Centre City Citizen Perception Survey,* The City of Calgary
16. CalgaryTransit.com Technical Data, Calgary Transit

ARTS INCUBATION

17. Calgary Arts Development's 2014 Operating Grant Program Applications
18. *2014 Arts Professionals Survey* (full report available in 2015)
19. *2014 Arts Professionals Survey* (full report available in 2015)
20. *2011 National Household Survey Occupation Data Table* (catalogue #99-012-X2011062)
21. Calgary Arts Development's 2014 Operating Grant Program Applications
22. Data provided by University of Calgary, Alberta College of Art + Design, Southern Alberta Institute of Technology and Mount Royal University
23. CalgaryCulture.com and *Calgary Cultural Facilities Inventory: Supplementary Research and Analysis Regarding Performance Facilities,* Janis A. Barlow and Associates and the Arts Spaces Research Consortium, with Calgary Arts Development staff follow-up
24. CalgaryCulture.com and *Calgary Cultural Facilities Inventory: Supplementary Research and Analysis Regarding Performance Facilities,* Janis A. Barlow and Associates and the Arts Spaces Research Consortium, with Calgary Arts Development staff follow-up
25. Calgary Arts Development 2014 Operating Grant Program Applications
26. *2014 Arts Professionals Survey* (full report available in 2015)
27. *2014 Arts Professionals Survey* (full report available in 2015)

28. *Calgary's Vital Signs 2014*, The Calgary Foundation

29. Calgary Arts Development Google Alerts Media Tracking and Analysis

30. Social Media Tracking and Analysis Report, Meltwater Buzz

31. *2014 Calgarian Engagement Survey* (full report available in 2015)

32. *2014 Arts Professionals Survey* (full report available in 2015)

33. *2014 Arts Professionals Survey* (full report available in 2015)

34. *2014 Arts Professionals Survey* (full report available in 2015)

35. *2014 Arts Professionals Survey* (full report available in 2015)

36. *2014 Arts Professionals Survey* (full report available in 2015)

37. *2014 Arts Professionals Survey* (full report available in 2015)

38. *2014 Arts Professionals Survey* (full report available in 2015)

39. *2014 Arts Professionals Survey* (full report available in 2015)

ARTISTIC EXCHANGE

40. *2014 Calgarian Engagement Survey* (full report available in 2015)

41. Calgary Arts Development Google Alerts Media Tracking and Analysis

42. Calgary Arts Development 2014 Operating Grant Program Applications

43. *2014 National Perceptions Research*, Calgary Economic Development

44. *2014 National Perceptions Research*, Calgary Economic Development

45. *2014 National Perceptions Research*, Calgary Economic Development

46. Calgary Arts Development Google Alerts Media Tracking and Analysis

YOUTH & EDUCATION

47. 2013 Volunteer Data, Youth Central

48. 2013/14 Enrolment Data, Calgary Board of Education

49. 2014 Arts Enrolment Survey, Calgary Catholic School District and Calgary Arts Development

50. 2014 Arts Enrolment Survey, Calgary Catholic School District and Calgary Arts Development

51. Calgary Arts Development 2014 Operating Grant Applications

52. *2014 Calgarian Engagement Survey* (full report available in 2015)

53. Calgary Arts Development 2014 Operating Grant Program Applications

54. 2012 Community Profiles, The City of Calgary

55. 2012 Community Profiles, The City of Calgary

LIVING A CREATIVE LIFE

LIVINGCREATIVE.CA