



2013 | **ACCOUNTABILITY
REPORT**

CALGARY ARTS DEVELOPMENT





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

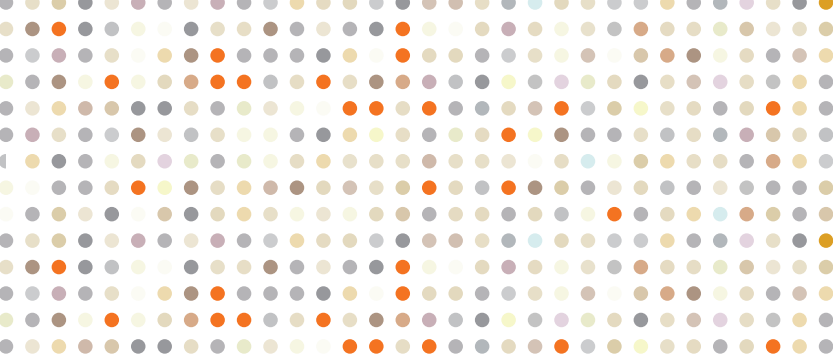
This page: Participants at Alberta Printmakers Society Print It Yourself Festival. Photo: Alberta Printmakers Society

MESSAGE FROM THE **PRESIDENT**

I HAVE ONE OF THE BEST JOBS IN TOWN.

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





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

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

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

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

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

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

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

The journey continues!

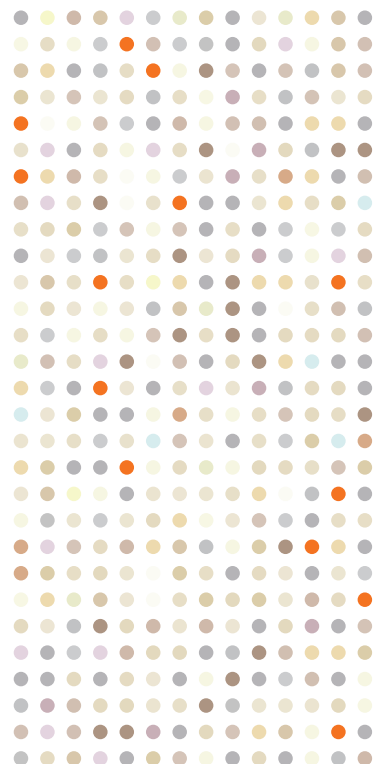
Patti Pon
President & CEO
Calgary Arts Development



**MESSAGE FROM THE
CHAIR**

**CALGARY WILL
REMEMBER 2013 FOR
MANY YEARS TO COME.**

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



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

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

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

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

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

Dean Prodan
Chair, Board of Directors
Calgary Arts Development

LIVING A CREATIVE LIFE



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

OVERARCHING VISION

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

MISSION

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

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

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

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



CREATIVE COMMUNITIES

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



CENTRE CITY ARTS DISTRICT

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



ARTS INCUBATION

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



ARTISTIC EXCHANGE

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



YOUTH & EDUCATION

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

SIGNATORIES AND ENDORSERS

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

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

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

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

TACTICAL PLANS

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

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

Future tactical plans will also contain the following:

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

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

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

COMMUNITY INVESTMENT

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

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

OPERATING GRANT PROGRAM

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

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

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

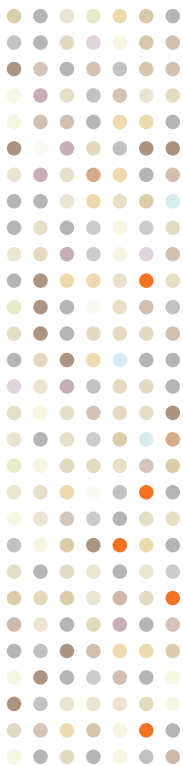
Peer assessment was deferred in 2012 and 2013 in anticipation of the publication of *Living a Creative Life: An Arts Development Strategy for Calgary* and the identification of outcomes that might impact future Operating Grant Program design. In 2014, the Operating Grant Program was opened to new organizations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



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

2013 OPERATING GRANT PROGRAM RECIPIENTS:

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





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

ARTIST OPPORTUNITY GRANT

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

– Carl White, Artist Opportunity Grant recipient

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

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

2013 ARTIST OPPORTUNITY GRANT RECIPIENTS:

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

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

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



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

ARTS FOR ALL PROGRAM

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

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

Calgary Arts Development is piloting the Arts for All Program in 2013 and 2014 to invest in arts activity outside of the downtown core, with a current focus on east Calgary communities. The first community to host the program is Greater Forest Lawn (Forest Lawn, Forest Heights, Penbrooke Meadows, Erin Woods, Albert Park, Dover and Southview). Calgary Arts Development has partnered with the International Avenue Business Revitalization Zone to engage a range of artists and arts organizations in the area, as well as local businesses and community members.

The goals of the program are:

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

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

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

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

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

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



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

ARTBOX ON 17E

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

INVESTYYC

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

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

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

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

SUCCESSFUL 2013 INVESTYYC PROJECTS

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

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



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

IMPACT THROUGH COMMUNITY INVESTMENT

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

ACTIVITIES AND ATTENDANCE

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

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

ARTS EDUCATION

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

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

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

REVENUES AND EXPENSES

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

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

REVENUE

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

EXPENSES

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

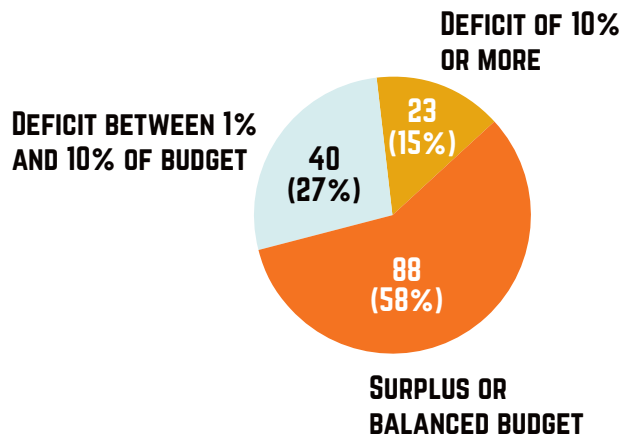
*Trust, endowment, investment and miscellaneous revenue.

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

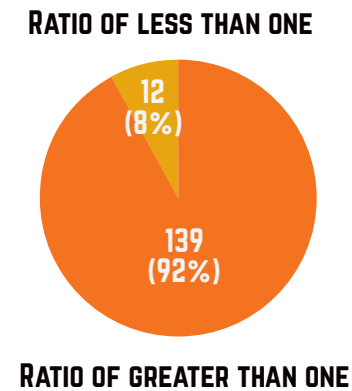
FINANCIAL RESILIENCY

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

OPERATING SURPLUS/DEFICIT



ASSETS TO LIABILITIES RATIO



EMPLOYMENT

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

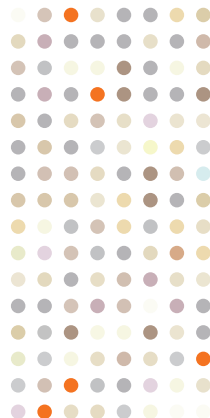
	2012	2013	CHANGE
Full-time equivalent staff	659.4	652	▼ 1%

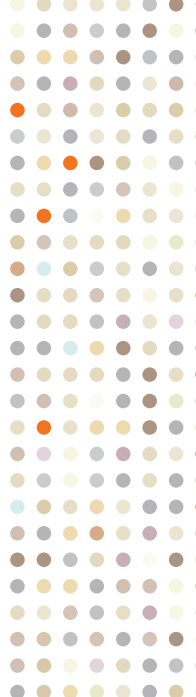
VOLUNTEERS

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

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

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

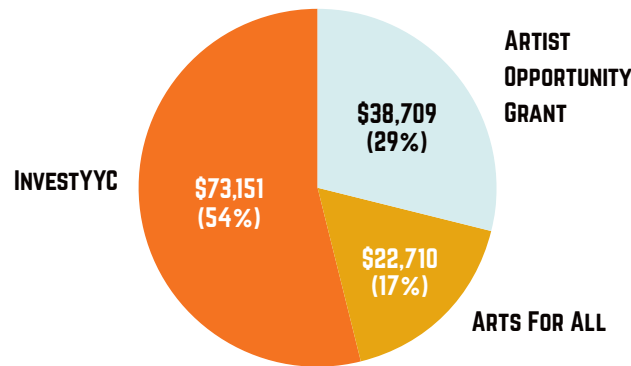




INDIVIDUAL ARTISTS

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

DIRECT ARTIST SUPPORT IN DOLLARS



NOTES ON IMPACT

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

ARTIST-RUN ORGANIZATIONS

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

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

ARTS SERVICE ORGANIZATIONS

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

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

Photos opposite page: 1. Chuck Palahniuk at Wordfest. Photo: Monique de St. Croix. 2. Youth at Theatre Alberta's Artstrek. Photo: Sui-Fan Wong. 3. Drum circle at GlobalFest. Photo: Mathieu Young. 4. Spiritus Chamber Choir at Knox United Church. Photo: Spiritus Chamber Choir. 5. W.P. Puppet Theatre's Puppet Power 2013 conference. Photo: Jenn Pierce. 6. Dancer Serenella Sol at Dancers' Studio West's Annual Alberta Dance Festival. Photo: Tim Nguyen.



1



2



3



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5



6

IMPACT & ENGAGEMENT

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

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

2014 MAYOR'S LUNCH FOR ARTS CHAMPIONS

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

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

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

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



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

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

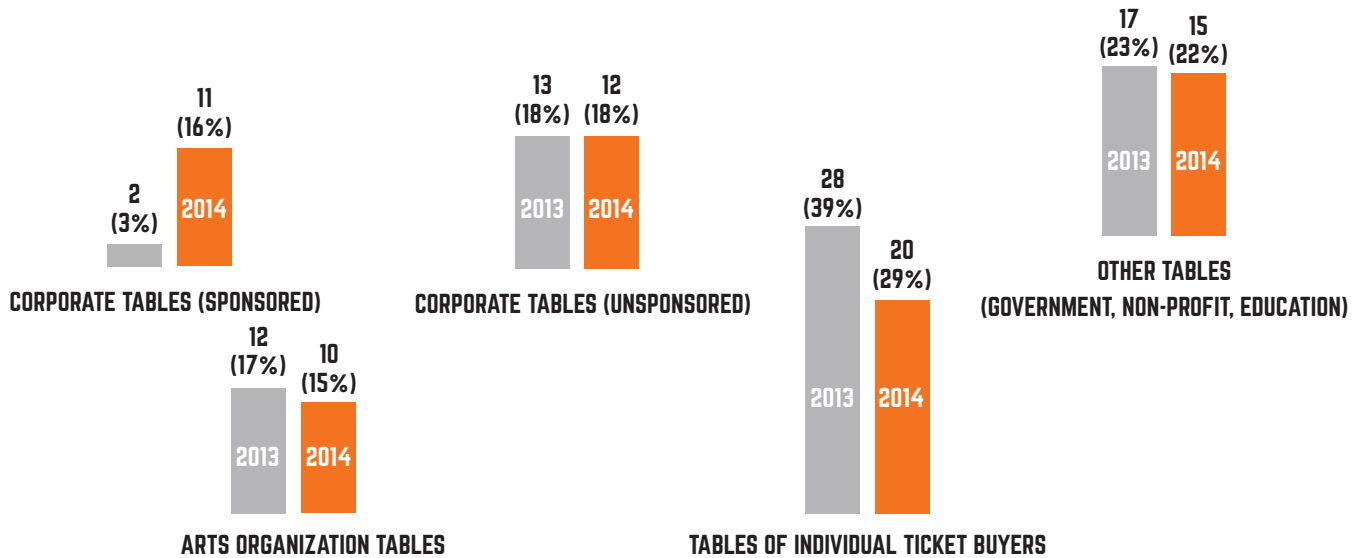
**HE CHALLENGED ALL
ATTENDEES TO DO
THREE THINGS:**

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



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

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



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

Champion Sponsor &

Youth Arts Showcase Sponsor:
TELUS

VIP Sponsors:

Nexen
Parkland Fuel Corporation
Strategic Group

Arts Patron Sponsors:

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

Film Sponsor:

Nur Films

Floral Sponsor:

Peaseblossoms

CULTURAL LEADERS LEGACY ARTIST AWARDS

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

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

CALGARY POET LAUREATE



2012 – 14 Calgary Poet Laureate Kris Demeanor.

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

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

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

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

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

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

Antyx Community Arts Society
SANDSTONE City Builder Award

Dean Bareham
ATB Financial Healing Through the Arts Award

Chris Cran
Doug & Lois Mitchell Outstanding Calgary Artist Award

Roberto Rozo
Calgary Catholic Immigration Society New Canadian Artist Award

Sharon Stevens
William MacLachlan Community Beacon Award

Paul Welch
Enbridge Emerging Artist Award



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

REMARKABLE EXPERIENCE ACCELERATOR

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

– Anne Green, Remarkable Experience Accelerator panel member

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

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

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

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



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



ARTS SPACES

Market Collective at cSPACE King Edward. Photo: Mike Tan

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

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

CULTURAL SPACE INVESTMENT PROCESS

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

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

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

OTHER INITIATIVES

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

cSPACE PROJECTS

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



Rendering of the King Edward project.

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

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

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

AWARENESS

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



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



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

CALGARY CULTURE

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

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

CLASSIFIEDS

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

PECHAKUCHA NIGHT CALGARY

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

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

ALBERTA ARTS FLOOD REBUILD

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

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

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

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

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

**Based on 75 impact assessments.*

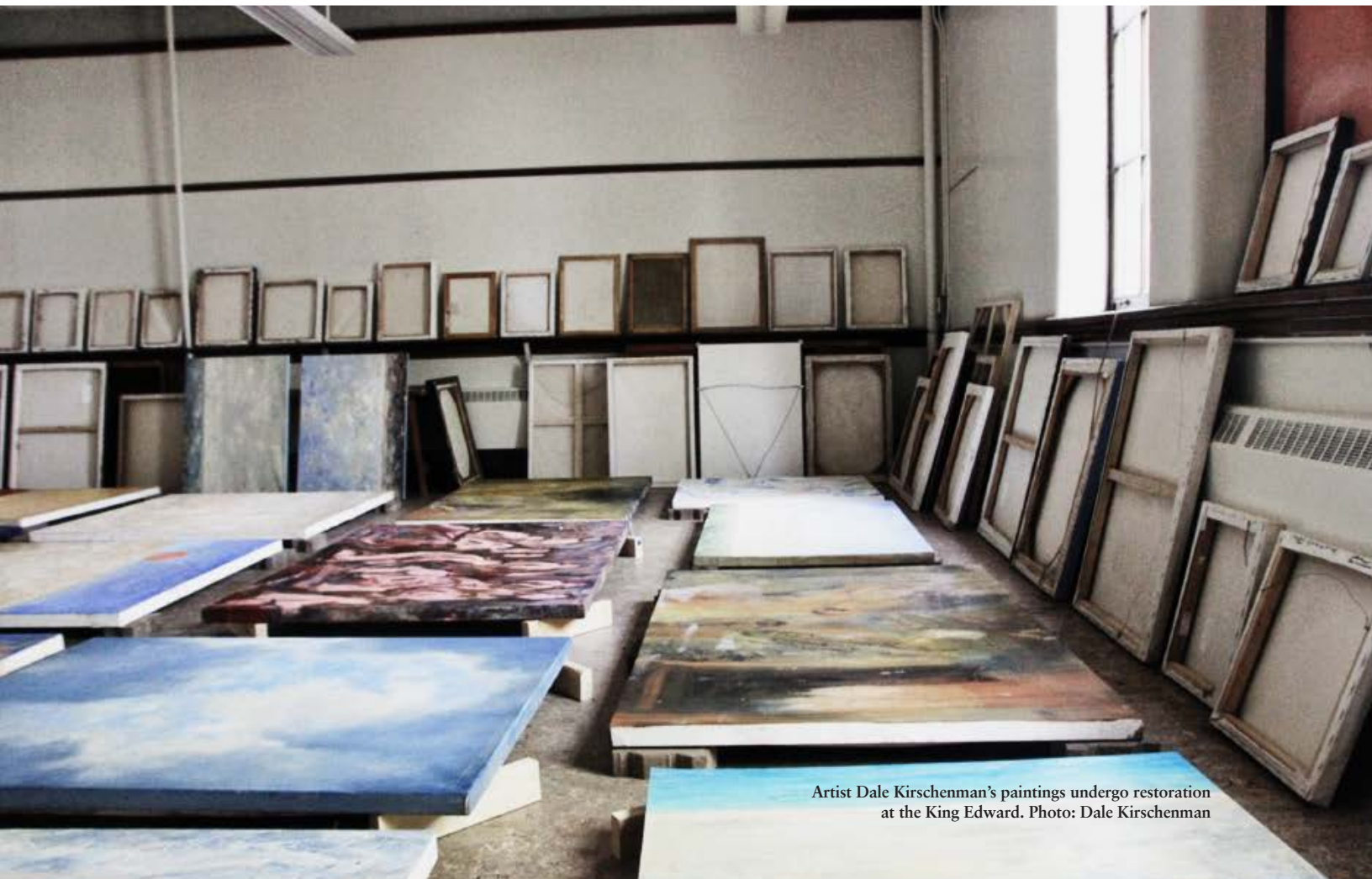
REPORTED IMPACT ON ARTISTS** FROM JUNE 2013 SOUTHERN ALBERTA FLOODS

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

***Based on 85 impact assessments.*



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



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

ALBERTA ARTS FLOOD REBUILD PARTNERS

GOVERNMENT

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

CIVIC PARTNERS/FUNDERS

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

SERVICE ORGANIZATIONS

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

POST-SECONDARY INSTITUTIONS

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

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

– Arlene Westen Evans, artist

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

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

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

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

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

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

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

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

– Scott Nickless, musician

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



GOVERNANCE

A. OVERVIEW OF GOVERNANCE MODEL

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

B. BOARD OF DIRECTORS COMMITTEES

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

FINANCE AND AUDIT

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

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

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

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

GOVERNANCE AND HUMAN RESOURCES

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

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

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

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

STRATEGY AND PUBLIC POLICY

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

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

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

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

C. KEY POLICIES AND PROCESSES

BOARD OF DIRECTORS POLICY ON CONFLICT OF INTEREST

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

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

GRANTING AND RESOURCE ALLOCATION RECOMMENDATION PROCESSES

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

THANK YOU TO OUR VOLUNTEERS!

CULTURAL LEADERS LEGACY ARTIST AWARD JURIES

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

LIVING A CREATIVE LIFE (ARTS PLAN) STEERING COMMITTEE

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

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

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

Hannah Stilwell

Dan Thorburn

Patrick Tobin

Meg Van Rosendaal (through December 2013)

Kelly Wilhelm

MAYOR'S ARTS CHAMPIONS COMMITTEE

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

PECHAKUCHA NIGHT CALGARY ADVISORY COMMITTEE

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

POET LAUREATE SELECTION COMMITTEE

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

REMARKABLE EXPERIENCE ACCELERATOR ASSESSORS

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

ABOUT US

STAFF

Christine Armstrong
Knowledge Manager
(effective October 2013)

Jordan Baylon
Community Investment Manager

Charis Birchall
Community Investment Manager

Lindsay Bowman
Communications Manager

Cadence Mandybura
Communications Liaison

Tom McCarthy
Managing Director

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

Erin O'Toole
Executive Assistant & Office Manager

Patti Pon
President & CEO
(effective August 2013)

Sally Raab
Community Investment Assistant
(effective November 2013)

Terry Rock
President & CEO
(through July 2013)

Mike Scullen
Information & Communication
Technology Manager

CONTRACTORS AND INTERNS

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

Ailsa Birnie
Youth Arts Showcase Production
Manager (February 2014)

Joni Carroll
Arts Spaces Consultant

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

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

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

Cherie McMaster
Events Consultant
(effective April 2013)

Jaelyn Molyneux
Calgary Culture Editor

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

BOARD OF DIRECTORS

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

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

Patti Dibski
Owner, Gibson Fine Art

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

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

Linda Hohol
Community Leader
(through May 2013)

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

Judy MacLachlan
Community Leader

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

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

Brian Pincott
Councillor, Ward 11,
The City of Calgary

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

Pat Schneider
Founder, Emerge Learning

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

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

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

PROGRAM PARTNERS

ALBERTA ARTS FLOOD REBUILD



CALGARY POET LAUREATE



CULTURAL LEADERS LEGACY ARTIST AWARDS



WILLIAM MacLACHLAN DOUG & LOIS MITCHELL THE BANFF CENTRE

MAYOR'S LUNCH FOR ARTS CHAMPIONS



PECHAKUCHA NIGHT CALGARY



REMARKABLE EXPERIENCE ACCELERATOR





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



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

