

# Living a Creative Life:

## A Movement that is Transforming a City

*Progress update on the creation of an  
integrated arts development strategy for Calgary*

*May 28, 2013*

All elements of this integrated arts development strategy are considered to be in *draft form*.  
Your continued input and critique aimed at improving this work is welcome. Provide suggestions at [ArtsPlan.ca](http://ArtsPlan.ca).

**Version 1.01**

**#yycArtsPlan**

# The Arts Development Strategy Steering Committee (for Phase III):

## City of Calgary, Mayor's Office:

- Chima Nkemdirim, Chief of Staff

## City of Calgary, Administration:

- Erika Hargesheimer, General Manager, Community Services & Protective Services (through February 2013)
- Kurt Hanson, Acting General Manager, Community Services & Protective Services (as of February 2013)

## Calgary Arts Development (CADA) Board of Directors:

- Pat Schneider (Steering Committee Chair)
- Councillor Brian Pincott
- Meg Van Rosendaal
- Judy MacLachlan
- Dean Prodan (Board Chair as of May 2013)
- Peter Boyd (Board Chair through May 2013)
- Dr. Daniel Doz
- Hannah Stilwell
- Brent Pickerl (through May 2013)
- Anila Lee Yuen (through February 2013)
- Terry Rock, President & CEO

## Calgary 2012:

- Karen Ball, Executive Director

## Government of Alberta &

### Alberta Foundation for the Arts (Edmonton):

- Jeffrey Anderson, Executive Director

### Canada Council for the Arts (Ottawa):

- Kelly Wilhelm, Head, Policy, Planning & Partnership Section

### Department of Canadian Heritage (Vancouver):

- Patrick Tobin, Regional Executive Director, Western Region

### Business for the Arts (Toronto):

- Nichole Anderson, President & CEO

### City of Calgary Public Art Board:

- Chip Burgess, Chair, Public Art Board

### The Calgary Foundation

- Dan Thorburn, Vice President, Grants & Community Initiatives

## Thanks to the following people and organizations for your support of this process:

Calgary artists, arts organizations and arts administrators.

The Board & Staff of Calgary 2012 for your support, sharing your wisdom, and your financial contribution towards the Citizens' Reference Panel.

Calgary 2012 Bid Advisory Committee and the Calgary 2012 Cultural Ambassadors.

The Board & Staff of Calgary Economic Development, Tourism Calgary, the Calgary Public Library, The City of Calgary and the Calgary Stampede for your collaboration on Calgary's year as a Cultural Capital of Canada.

Colleagues at the Calgary Board of Education, Calgary Catholic School District, Federation of Calgary Communities, The Calgary Foundation, Public Art Board, Volunteer Calgary, University of Calgary, Alberta College of Art + Design, Bow Valley College, Mount Royal University, Mount Royal Conservatory, ArtsCan and SOFA (& more!).

The 36 members of the Citizens' Reference Panel for committing dozens of hours to help make your city great. We have attempted to honour your work in this document.

All of the citizens, from every corner of the city, who are out in our city every day, co-creating our vibrant culture. Especially those who have contributed ideas online and in person. This document is meant to share your voice.

Shannon Litzenberger and Ian David Moss, our "Consulting Critics," have inspired us to think differently about how we might work together to develop the arts in Calgary.

Our Calgary visionaries wrote articles that challenged us with their deep knowledge of the arts and of what makes Calgary tick: Tim Williams, Jeffrey Spalding, Colin Jackson, Christine Cheung, Kris Demeanor, Cory Mack, Dr. Patrick Finn, Dale Turri, Rosanna Terracciano, Andrew Phung, Kevin McKendrick, Michael Green, Shyra De Souza, Todd Hirsch, Dick Avers, Shivani Thakkar, Sam Gregory, Mark Lawes, Johann Zietsman, Aritha Van Herk, Lara Schmitz and Mireille Perron.

## Executive Summary

### ***The arts are transforming our city before our eyes...***

In most reports of this kind, this section would talk about the countless studies demonstrating the importance of the arts to a community's prosperity. It is easy to find evidence that tells us how the arts contribute to a vibrant economy and thriving neighbourhoods; how the arts are a source of connection, social capital and civic pride; and how the arts contribute to the success of our youth and keep our elderly young at heart and in spirit.

Through this process, started in 2012 during Calgary's year as a Cultural Capital of Canada, it has become clear that Calgary is a unique and important contributor to the national cultural landscape. A movement has been building in this city over the last decade,

fuelled by the energy of our citizens, the creativity of our artists, and the leadership and support of our community, business and political champions. There are thousands of voices behind this work, willingly and enthusiastically participating in shaping the cultural life of our city.

Through this strategy, we bring together and channel the investments and efforts of government, the private sector, artists, arts organizations and champions from all walks of life.

It is clear: the arts are transforming our city before our eyes.

Let's build on this momentum!

*“Artists are Calgarians.  
They are mavericks, ranchers, pioneers and adventurers.  
‘Titans of Business’ and true government leaders  
align themselves with artists.  
They recognize fellow travellers.  
Champions march side by side.”  
- Patrick Finn, “Artists are Dangerous”*

# A Citizens' Movement: Thousands of Voices, Tremendous Momentum & City-Wide Impact

## Calgary Artists & Arts Organizations

### Municipal Operating Grants

- Under **120** organizations supported in 2007 has grown to **157** supported in 2012.
  - **\$109,409,304** total budget
  - **2,334,985** attendees
  - **7,912** public activities
  - **9,481** arts education activities
  - **655** FTE employed
  - **7,526** artists paid
  - **24,034** volunteers
  - **1355** board members
  - **624,552** volunteer hours

### Other Programs

- **36** new and diverse organizations
- **3** organizations supported in **\$825,000** partnership with Calgary Hotel Association
- **30** organizations and **90** business partners in artsVest sponsorship development program from 2011-2013
- **75** organizations and **30** artists took part in Executives in Residence sessions in 2012 and 2013
- **209** members of **4** Peer Networks

### Facilities

- **14** capital projects recommended for funding since 2008, **5** have been funded, **2** are open for business

## Champions

- **6** annual \$5000 Cultural Leaders Legacy Artist Awards
- **631** people at the Mayor's Lunch for Arts Champions
- **1,615** donations made to **44** projects on InvestYYC.com
- **9** volunteer committee members, **160** speakers, over **5,000** attendees, **16** PechaKucha Nights since 2009

## 2012 Cultural Capital Bid Process

### Community Consultation

- Over **5,050** Calgarians were engaged in the 2012 consultation process, including those reached through over **25** community engagement sessions, online crowdsourcing via Calgary2012.com (**4,500** unique page views) and a 2-day Calgary 2012 symposium with a **100**-member Advisory Panel.

### Bid Partners

- **6** organizations participated as partners in the Calgary 2012 bid: CADA, Calgary Stampede, City of Calgary Recreation, Calgary Public Library, Calgary Economic Development and Tourism Calgary.

## Calgary 2012 Engagement

- **250** volunteers, **22** section directors and over **1,000** Calgarians made the Sweet City Woman Lip Dub video, which has received over **27,000** YouTube views.
- Over **3,500** people attended the Sweet City Celebration and One Love Concert.
- **1,056** grant applications were submitted to Project Grant and Connecting Calgary programs.
- **73,000** site visits, **27,000** votes, **144** project grant recipients, **29** Artists in Residence and **167** projects funded through GiGYCC.
- Over **120** artists connected through the Connecting Calgary program.
- **564 Cultural Ambassadors** participated throughout the Cultural Capital year.
- **195** local, national and international news stories highlighting Calgary as Canada's Cultural Capital.

## #yycArtsPlan Process

### Phase I

- **17** in-depth dialogue sessions with **91** participants

### Phase II

- **36** Citizen Reference Panel members (selected randomly)
- Deliberated over 4 Saturdays
- Consulted **13** speakers and **30** members of the public
- Delivered **35** recommendations

### Phase III

- **75** attendees at January 2013 summit
- **68** attendees at February 2013 summit
- **100** attendees at February 2013 Arts Education summit
- **14** meetings and **4** open houses with **228** attendees
- **11** partner organizations and **10** Provincial Arts Service Organizations
- Visionary articles written by **21** Calgarians
- Outside critiques provided by Shannon Litzenberger (Toronto) and Ian David Moss (Washington, DC)
- Overseen by **20**-person steering committee with representatives from The City of Calgary, Province of Alberta, Government of Canada, Public Art Board, Business for the Arts and The Calgary Foundation.

## Guiding Principles

1. **Creative Citizens:** The Arts are for Everyone
2. **Creative Places:** Build Social Capital
3. **Creative Economy:** Fuel our Prosperity
4. **Creative Image:** Calgary on the World Stage
5. **Creative Leadership:** Broad Base of Champions
6. **Creative Ecosystem:** Connect and Balance

## Vision

*Our aspiration is for a city that encourages every resident to live a creative life. Throughout their lives, Calgarians will be active co-creators of a thriving arts scene. Calgary's cultural prosperity will grow as artists strive for and achieve excellence and innovation.*

## Key Success Factors

1. Prominent artistic voices and high levels of participation from all aspects of Calgary's increasingly diverse population.
2. City Council is a leader in prioritizing the arts as a key driver of the success of the city, generating new investments from other orders of government and the private sector.
3. Quality of life of artists working in Calgary.
4. The ability of artists to develop work over long periods of time and to conduct research that may not result in a "commercially viable product" in the short term.
5. A full portfolio of facilities to support artistic practice and cultural activity.
6. Consistent and strategic support for the operating costs of existing facilities.
7. Dynamic and sustainable large arts organizations/institutions.

8. High-quality arts education and engagement opportunities for youth.
9. A high-quality post-secondary arts education/pre-professional training system.
10. The arts are positioned to play a prominent role in enhancing the vitality of public space.
11. Significant collaboration on planning, programming and investment to realize increased efficiency and effectiveness in developing the arts sector.

## Goals

1. **Youth & Education:** Let's ensure that every Calgarian under 18 has the best possible opportunity for arts participation and education.
2. **Creative Communities:** Let's ensure that cultural participation is a fact of daily life in Calgary.
3. **Calgary as an Artist Incubator:** Let's maximize the attractiveness of Calgary as a home for emerging talent.
4. **From Excellence to Export:** Let's ensure that the impact of the work of Calgary's professional artists and arts organizations extends regionally, nationally and internationally.
5. **Downtown Arts District:** Let's create a new postcard of Calgary!

*"In my country, I never did anything in the arts. But now I have kids in Canada, and they do so many things — dance, music, drawing — and they love it. I thought with this process I could learn about the arts so I can help my kids discover what they can do. In Canada the kids can do so much. I want to give back."*

- Citizens' Reference Panel Member

## **Project Timelines**

The original project timeline called for this work to be completed in time for presentation to City Council in June 2013. During Phase III, it became clear that the amount of collective work that is proposed would require additional time for collaborations to form. This report is intended to serve as a public status update with direction on future phases of work. Future phases will be designed to ensure the widest possible adoption of the vision and goals of this strategy, ideally leading to unprecedented collaboration on a common agenda. (See Appendix B for a full list of all project steps.)

## **Next Steps**

*Prior to the end of September 2013:*

- » Final verification and publication of research and analysis in the Current State of the Arts in Calgary Report;

*Prior to the end of October 2013:*

- » Stakeholders will be invited to convene around each of the goals to establish refined agendas and targets (with measures), communication and investment plans (sources of revenue and amounts), and the determination/clarification of roles and responsibilities;

*Prior to the end of December 2013:*

- » City Council will be offered the opportunity to review this work in further detail and engage in a strategic planning session;

*Prior to the end of February 2014:*

- » Stakeholders will be invited to become signatories to the Integrated Arts Development Strategy;
- » City Council will consider funding and program/structure options and requirements in a final report presented through Community & Protective Services Committee (other stakeholders will consider funding/resource options based on their objectives and on their own timelines).

*“What if... Calgary was the one city in Canada where every child between the ages of 6-10 could attend five arts and cultural experiences every year – for free? Let’s forget for a moment our knee-jerk reactions around loss of revenue, logistics, risk management and so on. Rather, join me on this journey of imagining what such a bold idea would do for these youngsters – and for our future. They would be exposed to creative experiences that would open their minds, unlock their creative potential, pique their curiosity, enrich their lives, and ignite the power of the right side of their brains. Imagine the journey of these kids through their growth to adulthood – how they would be able to make better decisions, be curious about the “other,” solve problems in new ways, understand abstract mathematical concepts, have better interpersonal skills, invent new ideas, and become creative entrepreneurs and employees/ers.”*

*- Johann Zietsman, “Get ’Em While They’re Young!  
Investing in Young, Curious Imagination”*

*“Organizations and presenters, seek out ways to pool resources with independent artists. Members of the media, try to promote more independent work and help ease the competition for media attention between independent artists and more established organizations. Recognize your role in critiquing works presented here, as these constructive reviews are essential for artistic development and are currently almost impossible to attain for independent artists. Audiences, be thirsty, be curious, dare to dig deeper to discover work beyond what is most popular, be open to what you see and be bold about forming your own opinions about the work. As a city, let’s better support the potential of the many talented independent artists here. Let’s give them more reasons to stay.”*

*- Rosanna Terracciano, “Calgary and its Independent Artists: Let’s Be Realistic”*

*“The bravery and emotional generosity of Calgary touched palms and shared stories with me through performative art during our autumn white night. The mutual interactions during the performance created a different experience every time and made us equally vulnerable. Simultaneously experiencing this with the audience made me feel more human than usual, even though my duty was to be a rabbit! I was very grateful for Calgary’s willingness to step into an uncommon scene and share so many personal stories. I only hope it won’t be the last dance.”*

- Emily Promise Allison, Artist, Nuit Blanche Calgary. Source: 5,000 Stories & Counting



# I. This is a Citizens' Movement!

It is easy to find evidence that tells us how the arts contribute to a vibrant economy and thriving neighbourhoods; how the arts are a source of connection, social capital and civic pride; and how the arts contribute to the success of our youth and keep our elderly young at heart. Calgary committed to building a vibrant arts scene nine years ago by adopting the 2004 Civic Arts Policy (attached). imagineCalgary, Calgary's Long Range Plan for Sustainability, also sets important targets (listed in appendix A) that emphasize the role of arts and culture to Calgary's long-term sustainability. Since then, with the importance of the arts as a given for the success of our city, Calgary's dedication to its artists and artistic health has grown substantially.

Being named one of Canada's Cultural Capitals in 2012 was a significant achievement for Calgary. The bid succeeded due to the collective energy and passion of thousands of Calgarians working together. Six agencies joined forces in an unprecedented collaboration, motivated by a collective belief in the strength of Calgary's arts scene. The process engaged more than 5,000 citizens and included a 100-person advisory panel. During 2012, Calgarians co-created a city-wide celebration and engagement with our city's culture, with 564 self-identified Cultural Ambassadors, celebratory events that attracted thousands of participants, almost \$4M invested directly into the cultural sector, and legacies that will continue to encourage growth in Calgary's cultural sector for years to come.

This planning initiative is a direct result of our year as a 2012 Cultural Capital of Canada. Over the course of a rigorous (and ongoing) three-phase process (see the full extent of the process in Appendix B), a shared vision for the arts in Calgary has emerged. A wide spectrum of stakeholders have already committed to aligning resources and working together on the goals articulated in these pages.

Our collective aspirations started to take shape with 5,000+ voices who, in 2010 and 2011, inspired the theme of the Cultural Capital bid: "Creative Connected Communities." From that starting point,

Calgary 2012 funded the creation of a Citizens' Reference Panel composed of 36 randomly-selected citizens who worked together to produce a report (attached) with seven vision statements and 35 recommendations that have been used to develop this strategy.

Throughout all phases of this process, we have utilized knowledge gained through Calgary Arts Development Authority's (CADA's) programs. We have received valuable input from hundreds of individual artists and dozens of arts organizations of all sizes. We have benefitted from the wisdom and resources of residents, civic and community partners such as the Federation of Calgary Communities, the Calgary Board of Education, the Calgary Public Art Board, The City of Calgary, Calgary Economic Development, Tourism Calgary, ArtsCan (a cooperative of New Canadian artists), Save Our Fine Arts (a parent/student arts advocacy group), post-secondary institutions and the Arts Plan Steering Committee, which includes representatives of all three orders of government funders and the business community.

Calgary's energy and optimism are integral to our civic identity. As a city, we have emerged as a unique and important contributor to the national cultural landscape. This movement has been building over the last decade, fuelled by the creativity and entrepreneurship of our artists and arts institutions, the energy of our citizens and corporations, and the support and leadership of government and the private sector.

The 'Calgary way' is different: we're happy to blaze a new path, and we can collaborate across boundaries like no one else. This strategy is purposefully designed to capitalize on Calgary's strengths and build on the momentum generated by Calgary 2012.

*Join the movement!*

## II. Guiding Principles

Several inspiring themes emerged from the thousands of voices engaged in this process. These universal themes serve as a set of values to guide the signatories to this plan as they work together to achieve its vision.

### **Creative Citizens:** *The Arts are for Everyone*

We support opportunities for all Calgarians to participate in the creative life of their city, regardless of age, ethnicity, ability, gender, sexual orientation, geography or socioeconomic status.

### **Creative Places:** *Build Social Capital*

We recognize our community's need for spaces to gather together, to share experiences and to create culture.

### **Creative Economy:** *Fuel our Prosperity*

We take pride in our artists and value the arts as an important contributor to the social, cultural and economic prosperity of Calgary.

### **Creative Image:** *Calgary on the World Stage*

We value the contributions of the arts in projecting Calgary's unique image and identity onto the world stage, in building relationships across provincial and national borders and in drawing national and international attention to Calgary as a livable, creative and prosperous city.

### **Creative Leadership:** *Broad Base of Champions*

We are committed to ensuring that the arts are championed and supported by Calgary's civic leaders across public, private and social sectors.

### **Creative Ecosystem:** *Connect and Balance*

We recognize that the arts sector is an ecosystem and the system's health requires both large and small, centre and edge to be connected, with a responsive approach to investment and support.

*“Let us stop speaking of us and them, of producers and consumers, of being misunderstood and underappreciated. Let us foster taking joy in each others’ creativity, amateur or professional, young and old. Let us find a mature language where we can criticize constructively and hear constructive criticism. Let us pay attention to what is being explored in other disciplines than our own and to the fostering of the next generations. Let us create an environment where our boards are deeply passionate about the artists and the artists feel valued by the organization. Let us create the expectation that all have a sense of mission that includes building our own practices and organizations AND a genuine, humble desire to be part of and to serve this city of opportunity.”*

*- Colin Jackson, “In Praise of Big Ideas”*

### III. A Shared Vision for the Arts in Calgary

*Our aspiration is for a city that encourages every resident to live a creative life. Throughout their lives, Calgarians will be active co-creators of a thriving arts scene. Calgary's cultural prosperity will grow as artists strive for and achieve excellence and innovation.*

In the words of our community, Calgary should aspire to be a city that “educates, supports and collaborates with artists, their organizations and producers,” and where “every child has an authentic and profound arts experience throughout their school career.” It’s a city that helps to support and sustain artistic innovation through funding, communication and ensuring the availability of spaces.

The vision is also of a city where artists and arts organizations have learned to understand all aspects of Calgary’s culture—including our western heritage—and where there is “a shared pool of knowledge of how to connect to diverse communities and ensure all Calgarians can access a variety of arts opportunities.”

Citizens recognize that artists are the storytellers for our time. They expect leadership from the arts community in shaping and expressing Calgary’s identity. They seek spaces to connect, inspiring public art, and 365 days a year of remarkable arts experiences.

The vision, at its heart, reveals an ethic of inclusiveness that takes place between arts organizations, with emerging artists included as a priority in government planning through mentorship, exposure and individual grants. Medium-sized organizations, meanwhile, will be able to provide sustainable careers to their employees, and will increasingly collaborate with large organizations, resulting in both exposure and innovation for the sector as a whole.

The vision sees Calgary grow into a role as a major artistic centre in Canada through the work we create and the training we provide,

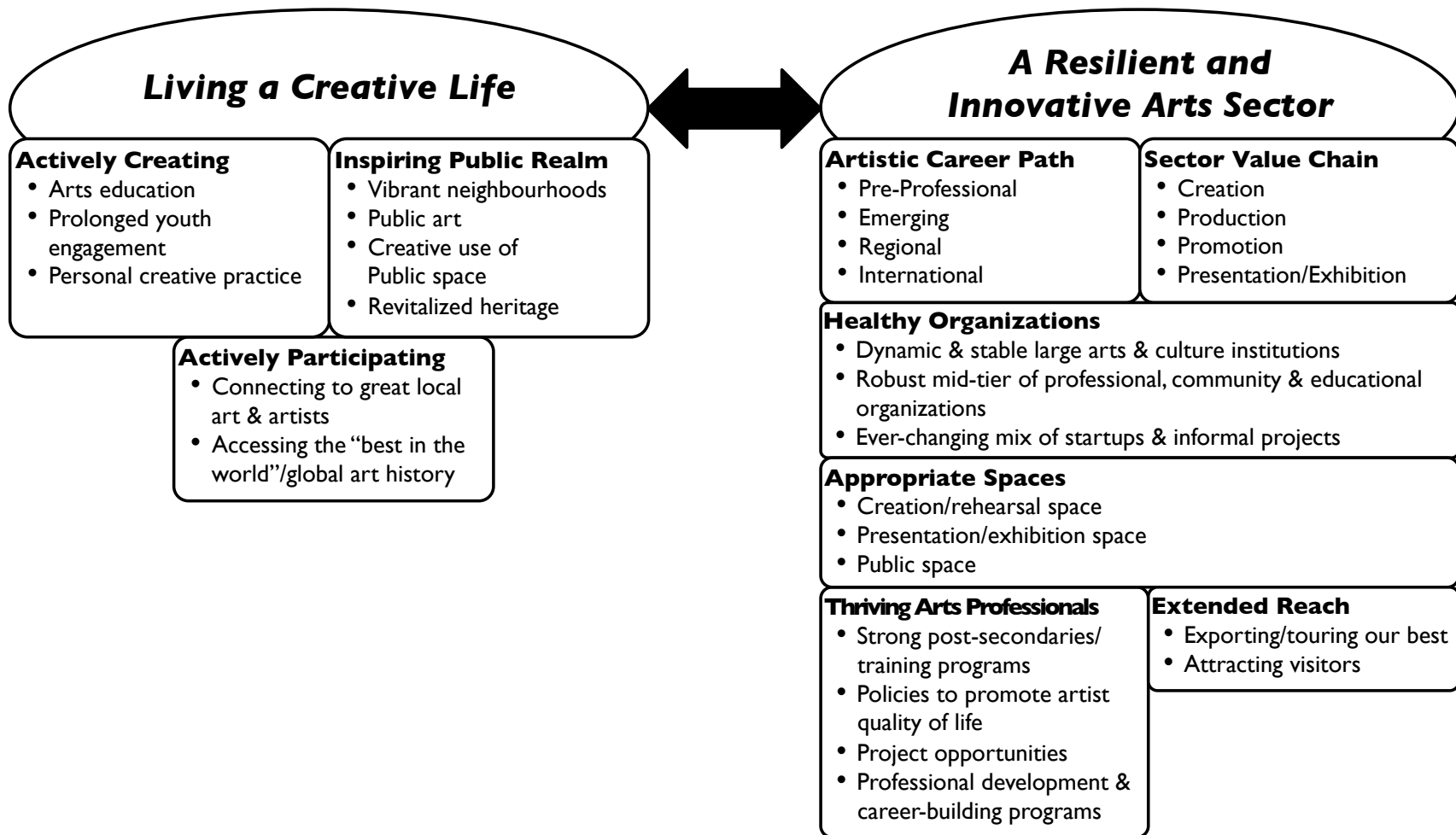
promoting excellence, innovation and access. It will be a city where everyone understands the value of the arts as an essential part of a creative life—where the arts include everyone, and everyone includes the arts.

Achieving the vision for the arts in Calgary requires working in multiple areas to support the health of a complex and evolving ecosystem. The arts ecosystem in Calgary is generally healthy. Our largest organizations are well-capitalized and financially responsible. There is a spirit of entrepreneurship among our growing group of young and emerging artists. Communities are increasingly finding ways to bring culture to all corners of the city. But like any large city in Canada, there are key challenges, including new and increased levels of investment, critical infrastructure, and human resources, that must be systematically addressed.

*“Calgary will never be New York or London, nor should it be, but perhaps it can be a leader in how it unites its citizens, contributing innovative ways of incorporating artistic life into their daily lives.”*

- Christine Cheung, “Arts in Daily Life: Dreaming Bigger in Calgary”

# A Robust Arts Ecosystem



## IV. The Arts Ecosystem: Success Factors

Over the next 10 years, the signatories committing to work together to achieve the vision for the arts in Calgary should consider the following Key Success Factors as they build action plans and direct their investments:

### **1. Prominent artistic voices and high levels of participation from all aspects of Calgary's increasingly diverse population.**

Rapid population growth and change in the ethnocultural mix of Calgary's population poses exciting new opportunities to give voice to artists from diverse backgrounds.

Support programs will need to adapt to an increasingly diverse population, while agencies build relationships with artists from these populations. The opportunities are similar with artists from Alberta's Aboriginal communities.

Physical infrastructure to support emerging and diverse arts scenes is required in geographic regions beyond downtown. For comparison, sports infrastructure is distributed throughout the city, while purpose-built arts infrastructure (outside of the library system) is not.

### **2. City Council is a leader in prioritizing the arts as a key driver of the success of the city, generating new investments from other orders of government and the private sector.**

Since 2004, there has been a low rate of growth or a decline in provincial and federal investment in the arts sector. At the same time, there has been an increase in the perceived importance of the sector for the success of cities in Canada. Cities are emerging as lead investors in the growth and development of the arts in Canada.

CADA took over granting from the Calgary Region Arts Foundation

in 2007. At that time, fewer than 120 organizations received \$2.3M in annual operating funding. In 2012, CADA directed just over \$4M of City funding to more than 190 organizations through two programs. Peer cities such as Edmonton and Toronto have recently made significant new investments in the arts (\$4.5M base increase in Edmonton over the past three years; \$17.5M increase over three years in Toronto starting in 2013). It is clear that future success for the arts will be led by cities and their City Councils.

When clear priorities are established, and/or when Calgary's City Council has made lead investments in the arts, other orders of government and the private sector have shown their ability to respond with follow-on investments. Recent examples include the Alberta Creative Development Initiative, in which the cities of Edmonton and Calgary supported a Provincial/Federal Partnership that resulted in over \$3.8M in new investments in Calgary (compared to \$2.6M in Edmonton); The City of Calgary's \$2M lead investment in the Cultural Capital of Canada bid was leveraged to over \$5.7M cash and in-kind support from the public and private sector; and The City's commitment of 5% of Municipal Sustainability Initiative funding means that Council can make lead investments that significantly leverage other orders of government (\$165M in City investments should leverage over \$600M in funding from other sources) for cultural infrastructure.

### **3. Quality of life of artists working in Calgary.**

Calgary's relatively high cost of living, lack of affordable housing and significant income gap between working artists and the rest of the working population make Calgary a difficult city to make a living as an individual artist, especially during the early years of an artistic career. With the advent of cSPACE Projects, some of these issues are beginning to be addressed. Additional solutions may include better access to safe secondary suites, affordable housing, group insurance and funding to support living costs while work is being developed.

#### **4. The ability of artists to develop work over long periods of time and to conduct research that may not result in a “commercially viable product” in the short term.**

As noted above, the cost of doing business in Calgary can pose significant challenges for artists. These challenges are made more difficult due to low levels of funding, from all funding sources, to support artistic work in the early stages of creation.

In addition to funding challenges, a lack of available facilities for rehearsal and creation leads to works being presented to the public without the benefit of a full development cycle. Increasing the amount of rehearsal/development time through targeted funding and increased facility access would significantly benefit the quality of the offering to the audience. These kinds of resources are especially crucial for work intended to tour outside a local market.

#### **5. A full portfolio of facilities to support artistic practice and cultural activity.**

Though the community-driven approach to building new facilities has had major successes, there are notable disappointments. This suggests that Calgary may require a more concerted, creative and strategic effort to ensure adequate facilities are available throughout the city and in all stages of the value chain. Some artistic disciplines and cultural activities are significantly underserved, and some important leased infrastructure is likely to be lost to redevelopment in the near term.

#### **6. Consistent and strategic support for the operating costs of existing facilities.**

Some facilities (such as the EPCOR CENTRE and Jubilee Auditorium) receive substantial ongoing public subsidy, while others (such as Theatre Junction GRAND and Vertigo Theatre) receive general operating funding that must support an artistic mandate in addition to the facility. As a result, some existing facilities remain out of reach

for many small not-for-profit arts organizations. Edmonton’s Arts and Museum Building Operating Grant is an example of a program designed to systematically enable broader access to facilities.

As Calgary makes progress to address its infrastructure deficit, attention must be paid to the operating costs of the facilities currently used to support the sector. The 2007 Art Spaces Strategy & Capital Plan includes a directive to “establish and monitor the link between arts facility operating costs and annual operating funding to ensure sector sustainability.” This link has not been clearly established, and as new square footage is added to the infrastructure base, the need to address this challenge in a systematic manner becomes more acute.

#### **7. Dynamic and sustainable large arts organizations/institutions.**

A healthy arts ecosystem is secured by large, flagship institutions. These organizations provide the most full-time employment opportunities, the highest profile for the arts sector and the largest reach to outside markets. They are often the source of the first real paying job for an emerging artist, and almost all have programs to develop emerging talent. Educational outreach is seen as core business for many of the large organizations in Calgary. These institutions comprise over half of the total revenue in the sector, and receive a correspondingly high percentage of the total public investment. With higher fixed costs and substantial infrastructure requirements, these organizations also face higher risks and an imperative to continue to develop programming that meets the changing demands of the public they serve.

#### **8. High-quality arts education and engagement opportunities for youth.**

Citizen consultation has pointed to the importance of access to arts education and the role of the professional arts sector in the delivery of high-quality experiences to learners of all ages. Research from

the National Endowment for the Arts in the United States points out the significant advantages of arts education to the arts sector (a strong correlation to future engagement in the arts), to society (a strong correlation to future engagement in civic life) and to student academic success.

### **9. A high-quality post-secondary arts education/pre-professional training system.**

Calgary's post-secondary learning institutions and other pre-professional training programs play important roles in the sector: in the day-to-day delivery of cultural experiences, employing professional artists as educators, and in graduating several hundred new artists into the Calgary arts scene on an annual basis. More effective integration of these educational organizations with the broad-based arts sector can pay tremendous dividends, but will require overcoming jurisdictional boundaries and other disconnects that currently characterize the environment.

### **10. The arts are positioned to play a prominent role in enhancing the vitality of public space.**

Citizen consultation shows substantial interest in urban placemaking, specifically opportunities to build a highly engaging public realm in downtown Calgary (aligned with renewed major infrastructure) as well as ensuring that cultural engagement is facilitated through purpose-built infrastructure located in all communities in the city.

Many studies, particularly the recent Knight Foundation Soul of the Community study, show the importance of placemaking as a way to ensure a city is attractive to migration and "sticky" for those who have chosen to live there. Arts and culture, particularly through public art and festivals, are fundamentally important in achieving these ends.

### **11. Significant collaboration on planning, programming and investment to realize increased efficiency and effectiveness in developing the arts sector.**

In Calgary, there are multiple sources of funding and support for the arts, including CADA, The City of Calgary, other orders of government and the philanthropic and private sectors. In addition, Calgary Economic Development supports Creative Industries while Provincial Arts Service Organizations support artists and arts organizations on a discipline-by-discipline basis. The largest arts and culture institutions (such as the Calgary Stampede, Calgary Public Library, Glenbow Museum, EPCOR CENTRE, Calgary Philharmonic Orchestra and Alberta Ballet), educational institutions and systems, and recreational service providers (YMCA, The City of Calgary) have large budgets and important developmental impacts on the sector. It is imperative to develop formal means for these organizations to coordinate their work to fill gaps and avoid overlaps.

*“Calgary’s cultural workers and artists are very resilient and ambitious as a result of growing up or maturing in a city that has not traditionally valued these things. The people who want to participate in art, then, are very driven and do not require external support or motivation. These are the kinds of people who lay the foundation for something greater, who make art into a valued part of the civic community, who do so much that the city can’t help but take notice.”*

*- Visual Arts Survey Respondent*

## V. Shared Goals, Collective Impact

An inspiring agenda has emerged from community consultations, collaborative working sessions and current state research and gap analysis. Each of the goals below has a motivated group of stakeholders that have already identified themselves as champions. The City of Calgary, several civic partners, promotional and umbrella agencies, public and post-secondary education leaders, corporate supporters, cultural institutions, arts organizations (and their volunteer board members) and artists all have significant roles in achieving some or all of these goals.

### 1. Youth & Education

**Let's ensure that every Calgarian under 18 has the best possible opportunity for arts participation and education.**

- » Let's build strong connections among professional artists, arts organizations, our teachers and the education systems.
- » Let's eliminate financial, logistical, transportation and other barriers to youth arts participation.
- » Let's provide the facilities and programming necessary to provide arts participation opportunities throughout the city.
- » Let's make Calgary an innovation capital by building strong connections from the arts to our city's engineering and science strengths.

### 2. Creative Communities

**Let's ensure that cultural participation is a fact of daily life in Calgary.**

- » Let's use our diversity as a core strength to provide inspiration and a sense of place.
- » Let's give access to public spaces and centres for celebration, cultural production and participation.
- » Let's encourage the professional and amateur artist to work closely together as community-builders.

### 3. Calgary as an Artist Incubator

**Let's maximize the attractiveness of Calgary as a home for emerging talent.**

- » Let's ensure that the health and welfare of artists is a top priority in Calgary.
- » Let's strongly support our post-secondary arts institutions and pre-professional training programs.
- » Let's provide the space and funding necessary for artists to get a career head start in Calgary.
- » Let's provide opportunities for young artists to gain experience, to showcase their work and receive mentorship from established artists.
- » Let's ensure that entrepreneurial and informal arts and culture thrives in Calgary.

### 4. From Excellence to Export

**Let's ensure that the impact of the work of Calgary's professional artists and arts organizations extends regionally, nationally and internationally.**

- » Let's invest in our professional artists, enabling them to have the time, space and resources necessary to conduct the R&D that is fundamental to advancing creative practice.
- » Let's support the resilience and strong business practices of our arts and culture organizations.
- » Let's ensure that Calgarians feel a strong connection to their local arts scene through compelling communication and engagement.

### 5. Downtown Arts District

**Let's create a new postcard of Calgary!**

- » Let's make our downtown a centre of festivals and spectacles and the highest-quality art from here and around the world.
- » Let's make our central public spaces inspiring, infused with amazing public art and safe street-level experiences.



## VI. Process Notes

### 1. Connection to imagineCalgary

Partway through the process, it became clear that the aspirations of this strategy tie closely to imagineCalgary, Calgary's Long Range Plan for Sustainability. Some of the concepts from imagineCalgary were used to influence the directions indicated in this report. Specific connections (direct and indirect) to imagineCalgary are listed in Appendix A.

### 2. Process Lessons and Course Corrections

*There are inherent benefits to convening.* The act of bringing together stakeholders from the arts sector and from related and supporting sectors made clear the benefits of and need for increased intra- and inter-sector communication. Several of the consultation meetings led to follow-up meetings and increased collaboration between participants.

*In the first third of Phase III, it became clear that the plan would need to facilitate increased collaboration between and among agencies and institutions already working towards the growth and development of the arts. After some deliberation, a "Collective Impact" model was proposed as an organizing principle for clarifying and achieving the goals expressed throughout the consultation process. The collective impact model requires multiple stakeholders to work together to define a common agenda and measures of success, while committing to undertaking mutually reinforcing activities that address gaps and avoid overlaps. Finally, collective impact requires an investment in measurement and communication to ensure ongoing alignment of activities.*

*"I am enjoying feeling like I have a significant role and voice. I already was actively involved in the arts world by attending and volunteering. This role confirmed that I am spending my time and energy in the right direction."*

- Marion McMullen, Calgary 2012 Cultural Ambassador. Source: 5,000 Stories & Counting

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## VII. Planning Implications

### 1. Infrastructure Planning

#### Infrastructure Funding

Over the past six years, substantial new investments have been made to begin to fill the gap in Calgary's cultural infrastructure base, based on a 2007 strategy developed by CADA on behalf of The City of Calgary. The lead investor in these projects is most often City Council, using their designation of 5% of Municipal Sustainability Initiative (MSI) funds for cultural infrastructure. This funding substantially leverages funding commitments from other orders of government and the private sector. These investments have been prioritized through the Cultural Space Investment Process (administered by CADA) and the City's Culture, Parks, Recreation Infrastructure Investment Plan (CPRIP) list.

In addition to these community-led projects, The City has prioritized building cultural spaces in new recreation facilities located in suburban areas (in line with the 2007 strategy). CADA and The Calgary Foundation also established cSPACE Projects to proactively develop multi-tenant incubator facilities and artist housing.

Based on research conducted through this process, infrastructure investments will continue to be a priority for maintaining the momentum noted above. Detailed infrastructure planning will be a key part of the next steps of this strategic work. Due to the significant successes of this systematic approach to investing in cultural infrastructure, future planning cycles at The City of Calgary (and all orders of government if possible) should continue to include a provision to allocate a set percentage of 5% of capital funding for culture.

## Infrastructure Policy

The proposed use of density bonuses and temporary use of City-owned facilities for arts purposes has not borne fruit to date. These mechanisms have been successful in other cities (particularly Vancouver), and should remain priority areas for investigation as possible low-cost additions to the facility inventory. Other mechanisms that bring the private sector into partnership with government or non-profits should also be pursued as planning progresses.

## **2. Investment Planning**

The goals outlined in this document will require restructuring and increasing the overall pool of funds invested in the arts. Public funding should:

- Be linked to the achievement of specific outcome measures;
- Be based on a long-term plan (including key policy principle such as the 5% of MSI funding for culture) over multiple budget cycles to increase the ability to plan and coordinate activity;
- Align with and/or match funding and revenue from other sources such as foundations, corporate/employee giving and earned revenue;
- Increase to levels that will enable Calgary's arts sector to remain competitive with peer cities as a place to live and work as an artist; and,
- Ensure the operational stability of the arts infrastructure base.

Due to the lead times inherent in budget planning, funders should begin to address the implications of the initiatives outlined in this document as soon as feasible in multi-year budget processes.

## **3. Roles & Responsibilities Clarification**

One of the most important goals of this process is to clarify the organization, programming and communication required to achieve the vision for the arts identified by Calgarians in this document. Because the arts sector is so diverse, and also so important to our prosperity, there are many different stakeholders working to support it. At minimum, the following stakeholders and sectors will have opportunities to enhance their role clarity through the next iteration of this process:

- The City of Calgary
- CADA
- Public Art Board
- Calgary Economic Development
- Tourism Calgary
- Calgary Public Library
- Provincial and Federal funders
- Primary/secondary education
- Post-secondary institutions
- Other funders
- Other related stakeholders

*“I refuse to believe Calgary will remain in a state where the minds of the future must leave and make their way to the Torontos, Vancouvers and New Yorks of the world. I would love to see Calgary hold onto the personalities and the stars it harbours and breeds.”*

- Stephan Seupersad, Advisory Panel, Cultural Capital Bid

## VIII. Next Steps

*Prior to the end of September 2013:*

- » Final verification and publication of research and analysis in the Current State of the Arts in Calgary Report.

*Prior to the end of October 2013:*

- » Stakeholders will be invited to convene around each of the goals to establish refined agendas and targets, communication and investment plans, and clarify roles and responsibilities.

*Prior to the end of December 2013:*

- » City Council will be offered the opportunity to review this work in further detail and engage in a strategic planning session.

*Prior to the end of February 2014:*

- » Stakeholders will be invited to become signatories to the Integrated Arts Development Strategy.
- » City Council will consider funding and program/structure options and requirements in a final report presented through Community & Protective Services Committee (other stakeholders will be considering funding/resource options based on their objectives and on their own timelines).

*“I am an immigrant in Canada and our chosen destination was Toronto. Now, we were suggested to come to Calgary because of the many job opportunities. Some of our relatives considered Calgary a conservative society, where multiculturalism is not supported. But it has all been proven wrong. Calgary is the hub of culture, even though population-wise it is small, but the cultural part is endless possibility (the whole world vs. Calgary). Now I am happy to come to a society which supports everyone in every single way and be a part of it. In reality, it is a society which supports biodiversity just like a jungle on the equator and provides reasonable accommodation. It is like a place in dreams, where everyone gets along. To continue this into the future we must take initiative to support it so that we don't let it fall back behind in any way and keep up with the current pace.”*

- Anosha Kiran, Advisory Panel  
Cultural Capital Bid

# Appendix A: Linkages to imagineCalgary

## **Direct Connections**

All aspects of life in Calgary provide opportunities for aesthetic enjoyment. We recognize and protect our natural and built environments for their beauty. Our traditions, values and distinctive characteristics are used to enhance physical and human resources. Opportunities for aesthetic enjoyment are accessible to all.

- » Target 86: By 2036, 95 percent of Calgarians report that they have a range of opportunities for the aesthetic enjoyment of nature, arts and culture.

Creative self-expression is cultivated and nurtured as part of everyone's life. We renew ourselves, using our unique gifts and talents, through creative self-expression. There is a wide range of opportunities for creative expression.

- » Target 87: By 2016, 90 percent of Calgarians report that they have opportunities to express their unique gifts and talents.
- » Target 88: By 2021, 90 percent of Calgarians report that Calgary is a city that promotes creative freedom.
- » Target 89: By 2026, 90 percent of Calgarians report that participation in creative activities is an important part of their lives.

We are continually renewed by participating in activities that refresh our bodies and minds; active lifestyles contribute to our abilities to restore and enhance our senses of personal and community well-being.

- » Target 107: By 2036, 90 percent of people living in Calgary report that they participate in active lifestyles that include informal and structured recreational opportunities.
- » Target 108: By 2036, 100 percent of Calgarians report that they can access a range of high-quality recreational experiences, regardless of gender, socio-economic status, age, ability, religion, race, sexual orientation or heritage.

## **Indirect Connections**

We create individual meaning, purpose and connectedness in our lives for our own benefit and that of others. We respect and embrace the ways in which others choose to create meaning, purpose and connectedness.

- » Target 101: By 2036, 90 percent of citizens agree that "Calgary is a city with soul," which is defined as citizens having meaning and purpose in life and experiencing ongoing feelings of connectedness with some form of human, historic or natural system.
- » Target 102: By 2036, 100 percent of Calgarians report that they feel respected and supported in their pursuits of meaning, purpose and connectedness, and that they extend respect and support to others who meet this need in ways different from their own.

We have a sense of belonging, friendship and identity within the context of our groups and neighbourhoods. We honour and celebrate diversity. We act as collective stewards of our values, traditions, institutions and the natural environment.

- » Target 112: By 2010, 90 percent of Calgarians agree that there is a strong sense of community in Calgary, and at least 80 percent of Calgarians report high levels of satisfaction, sense of belonging, attachment and civic pride.
- » Target 113: By 2010, 80 percent of citizens experience a high sense of community in their neighbourhoods and affinity-related communities, as reflected by residents' reports of neighbourhood participation and volunteering, sense of belonging, neighbourliness and reciprocity, sense of efficacy, attachment, safety and voter turnout.
- » Target 114: By 2010, at least 75 percent of Calgarians report that they volunteer for the benefit of others who are outside their circles of family and friends.

## Appendix B: The #yycArtsPlan Process

As one of Canada's 2012 Cultural Capitals, Calgary made a commitment to conduct long-term planning for the development of the arts sector. The planning process, dubbed *#yycArtsPlan*, has been led by Calgary Arts Development Authority (CADA), a municipally-owned corporation created as an outcome of Calgary's 2004 Civic Arts Policy (attached) with a mandate to provide strategic leadership for the long-term growth of the arts sector.<sup>1</sup>

After Calgary was awarded the Cultural Capital of Canada designation, CADA kicked off a three-phase planning process in early 2012. The goal of the process is to create a long-term strategy for arts development and investment in Calgary as a legacy of Calgary's year as a Cultural Capital of Canada. We are working with citizens, artists and stakeholders from other sectors to craft a bold and integrated plan that sets clear, long-term targets for the resources and partnerships necessary to support a thriving arts sector in Calgary.

The phases are as follows:

- » Phase I: Setting the Stage - This phase, undertaken in early 2012, included a dialogue series with artists and representatives from arts organizations, including administrators and volunteer board members. It also marked the beginning of primary and secondary research into the current state of the sector.
- » Phase II: The Public's View - This phase, started in June 2012, involved an innovative public consultation process using a Citizens' Reference Panel. The process, undertaken with partial funding support from Calgary 2012, concluded in October 2012 with a report that has seven vision statements

<sup>1</sup>:The 2004 Civic Arts Policy includes the following mandate for CADA: "City Council will delegate the creation, maintenance, and implementation of a long-term strategic plan for the arts, in line with this policy, to a single arm's-length arts authority." Previously, CADA has created a long-term plan for art spaces and modernized the municipal level granting process after a 2006 merger with the Calgary Region Arts Foundation.

and 35 specific recommendations for the arts in Calgary (the entire report is attached).

- » Phase III: Setting the Direction - This phase included three summit meetings with invited delegates and applicants, meetings with representatives from each artistic discipline, open houses held in each quadrant of the city, among other events. A Steering Committee comprised of members of CADA's board and representatives from other funders and orders of government was developed to provide advice and guidance.

### ***Detailed Steps of #yycArtsPlan***

CADA embarked on a yearlong process to create a comprehensive strategy for arts development and investment in Calgary in May of 2012. The Arts Plan involves a rigorous, three-phase process designed to involve a wide variety of stakeholders in the creation of the plan.

#### ***Phase I Dialogue Sessions (May - June 2012)***

Phase I of the Arts Plan process included a dialogue series with artists, arts administrators and board members to get a firsthand perspective on the experience of working in the arts in Calgary. CADA held 17 dialogue sessions with 91 attendees.

#### ***Phase II Citizens' Reference Panel Sessions 1, 2 & 4 (September - October, 2012)***

Phase II of the Arts Plan included a public consultation process, forming a 36-member Citizens' Reference Panel under the leadership of consultation experts MASS LBP, resulting in a visionary document used to guide sector stakeholders through the remainder of the process.

- 36 Citizens' Reference Panel members
- Four sessions with 13 speakers
- 35 recommendations for the arts in Calgary

### Phase II Citizens' Reference Panel Session 3: Public Roundtable (October 13, 2012)

On October 13, 2012, the Citizens' Reference Panel coupled their third Arts Plan session with a public roundtable. Panel members hosted Calgaryans interested in learning about Arts Plan and discussing public priorities for the arts.

- 36 Citizens' Reference Panel members
- 13 roundtables based on seven themes

### Phase III Summits

Phase III of the Arts Plan convened a series of summits in early 2013 that brought together experts and practitioners in the city's arts sector to craft informed and visionary targets and strategies for the arts.

- » Phase III Summit #1: January 26, 2013: 75 attendees at the first summit helped establish a collective vision for the arts in Calgary, identify the strengths and weaknesses of the current sector and explore key areas of the plan, such as facilities and arts education.
- » Phase III Summit #2: February 21, 2013: 68 attendees at the second summit explored extreme possibilities for improving the city's arts sector and discussed discipline-specific strengths and challenges. As a follow up, five discipline-specific surveys were sent to the arts community with 86 responses.
- » Arts Education Mini-Summit: February 22, 2013: CADA co-hosted an arts education mini-summit with the Calgary Board of Education (CBE), attracting about 100 attendees from the arts and educational sectors. The summit's output has helped inform a blueprint for arts education being considered by the CBE's Fine Arts Standing Committee.

### Phase III Open Houses and Focused Meetings

Throughout April and May 2013, CADA hosted a series of open houses and discipline-specific meetings where attendees could receive an update on the Arts Plan working draft, ask questions and

provide input. An open house was held in each quadrant of the city.

- 14 meetings and four open houses, 228 attendees
- 11 partner and community organizations participated
- 10 Provincial Arts Service Organizations participated

### Arts Plan Visionary Articles

CADA commissioned a series of articles on the arts to inspire us to reach greater heights throughout the Arts Plan process. CADA engaged 21 visionaries to provide their personal views on the future of the arts in Calgary, and has turned one of these articles, Patrick Finn's "Artists are Dangerous," into a short video.

### Arts Plan Outside Critiques

To ensure that Calgary's Arts Plan is as bold as possible in its aspirations, and is truly reflective of the best thinking on the arts in North America, CADA engaged Shannon Litzenberger and Ian David Moss to serve as "consulting critics" of the process. At present, they have each contributed two critiques (see attached).

## **Lessons & Participation: Calgary 2012**

The bid process for Cultural Capital of Canada was highly influential setting the stage for Arts Plan. Key contributions from Calgary 2012 are listed below.

### Bid Consultations

Over 5,050 Calgaryans were engaged in the Calgary 2012 consultation process, including those reached through community engagement sessions, online crowdsourcing via Calgary2012.com (4,500 unique page views) and a two-day Calgary 2012 symposium with a 100-member Advisory Panel.

### Bid Partners

Six organizations participated as partners in the Calgary 2012 bid: CADA, Calgary Stampede, City of Calgary Recreation, Calgary Public Library, Calgary Economic Development and Tourism Calgary.

### Calgary 2012 Board

Thirteen board members participated, representing the six bid partner organizations and representatives from the Aboriginal, culturally diverse, official language minority and youth communities.

### Calgary 2012 Cultural Capital Celebrations

- 250 volunteers, 22 section directors and over 1,000 Calgarians made the Sweet City Lip Dub video, which has received over 25,000 YouTube views
- Over 1,000 attendees, 23 local service organizations and 250 artists participated in the One Love Concert
- 3,500 attendees and 175 artists participated in the Sweet City Opening Celebration
- 500 partners/investors in Calgary 2012 and InvestYYC.com
- 564 Cultural Ambassadors participated throughout the Cultural Capital year

### Calgary 2012 Grants and Programs

- 1,056 applications were submitted to the 2012 Project Grant and Connecting Calgary programs

### 2012 Project Grants

- 144 recipients from arts, culture and heritage organizations as well as professional artists

### Artists in Residence

- 29 professional artists were hosted in 30 different locations throughout Calgary

### GiGYCC

- Over 73,000 site visits
- 7,000 voting accounts
- 27,000 votes
- 167 projects funded

### Connecting Calgary

- Supported six artist exchanges
- Brought 61 artists to Calgary
- Facilitated national and international travel of 56 Calgary artists

### Calgary 2012-Funded Projects

- Over 16,500 attendees visited 35 of Calgary's best buildings in the first-ever Doors Open YYC
- Over 10,000 attendees participated in six performance art platforms in the first Nuit Blanche Calgary

## **Lessons & Participation: CADA Programs**

### Operating Grant Program

In 2004, when City Council adopted the Civic Arts Policy, fewer than 120 arts organizations received City funding. In 2012, CADA funded 157 organizations through its Operating Grant Program. Approximately 25 assessors are involved each assessment year.

In 2012, organizations supported through CADA's Operating Grant Program accounted for:

- \$109,409,304 total annual spending
- \$56,030,739 total artistic expenses
- 7,912 total public activities
- 9,481 total arts education activities
- 624,552 total volunteer hours
- 654.6 total full-time employment
- 7,526 artists paid
- 1,355 board members
- 24,034 total volunteers
- 2,334,985 total attendees

### New Client Induction Grant

In 2011, The City of Calgary provided an increase to CADA's base funding to invest in new organizations that represent the next generation of artistic practice and are stimulating new growth in the arts sector. As a result, \$175,000 was invested in 36 arts organizations in 2012 that were not already funded through CADA's Operating Grant Program that year.

### Remarkable Experience Accelerator

The Remarkable Experience Accelerator is a unique partnership between CADA and the Calgary Hotel Association. The program

makes investments aimed at accelerating organizations whose proposed activities are high-calibre cultural experiences that enhance Calgary's reputation. In 2012, investments were made in three arts organizations. Five assessors were involved.

### artsVest Calgary

artsVest Calgary is a sponsorship training and matching incentive program developed by Business for the Arts and delivered locally in partnership with CADA. In 2012, the program facilitated \$233,189 in sponsorship, which created an influx of \$349,948 into Calgary arts organizations when added to matching funds.

- 30 arts organizations, 12 assessors and 90 business partners participated (2011 & 2012)

### Cultural Space Investment Process (CSIP)

The Cultural Space Investment Process (CSIP) is a capital project evaluation process created by the Civic Arts Policy and operated by CADA to inform The City of Calgary of priorities for community-led, cultural infrastructure projects. Since 2008, 14 projects have been successfully recommended through CSIP, with an average of eight assessors involved in each year of the program.

### Mayor's Lunch for Arts Champions

In 2013, CADA and the Office of the Mayor relaunched The Mayor's Lunch for Arts Champions, a business and arts recognition event formerly presented by the Calgary Professional Arts Alliance. The event attracted 559 attendees, 72 artists, 15 committee members and 33 volunteers.

### Arts Champions Congress

The Arts Champions Congress was created by CADA in 2011 to facilitate the conversations necessary to nurture a shift in our thinking about flexibility, resiliency and innovation, and to encourage a collaborative approach to building the capacity of the arts sector in Calgary.

- In 2011, 292 attendees and 15 volunteers participated
- In 2013, 270 attendees, 24 volunteers and 39 presenters participated

### Cultural Leaders Legacy Artist Awards

Calgary 2012 partnered with CADA to develop five Cultural Leaders Legacy Artist Awards as a major legacy of the Cultural Capital year. Each award is funded by a \$10,000 donation from a local philanthropist or organization in a category of their choosing, with equal matching funds from Calgary 2012. These awards will be given annually for four years. In 2012, 26 jury members were involved in selecting the five award recipients.

### Executives in Residence

The Executives in Residence (EiR) pilot program took place from January to May 2012 and provided opportunities for Calgary arts organizations and artists to access knowledge and expertise in areas that would increase the effectiveness and impact of their work.

- In 2012 & 2013 11 EiRs, 74 arts organizations and 30 artists participated

### Peer Networks

Since 2011, CADA has fostered a series of Peer Networks that offer networking and educational opportunities to members.

- Festivals Network - 47 online network members
- Individual Artist Network - 50 online network members
- Marketing Network - 59 online network members
- Spaces Network - 53 online network members

### InvestYYC

Developed and piloted by Calgary 2012, InvestYYC.com is a crowdfunding website designed for Calgary-based artists and arts organizations to raise funds, find volunteers and generate awareness. To date, 1,158 user accounts have been created, with 1,615 donations made to 44 projects.

### PechaKucha Nights

CADA organizes Calgary's popular branch of this speaker series, which encourages connection and collaboration through ideas in the arts and beyond. Over 160 speakers and 5,000 attendees have participated in 16 events since September 2009. Nine committee members contribute to planning the events.