

Arts & Culture

Led by: Director of Partnerships

Service Description

Arts & Culture leads and invests in the development of vibrant and creative communities. We are champions of a revitalized downtown, encouraging economic development and diversification. Through investment in creative industries, we position Calgary as a global city. We provide equitable arts and culture access to Calgarians, visitors and the artists who create the work. We support the production and delivery of festivals and events; provide grants to local artists and organizations; commission, acquire and maintain public art with Calgary Arts Development; plan publicly accessible art and cultural spaces; and support visual, cultural and performing arts programming.

Service Updates

Key Service Results

- Five unique grant programs funded local non-profits, cultural and Community Associations and Business Improvement Areas to invest in communities and build capacity. Over \$4.4 million in funding was awarded to support 215 local festivals, events and cultural initiatives that were attended by 1.6 million people. Grant funding helped facilitate 8,595 partnerships and invested in 1,586 local businesses.
- Work is ongoing around promoting inclusivity through The City's direct events. Arts & Culture continues to work closely with Indigenous communities and is expanding the Public Art Guiding Circle to support the whole service.
- In partnership with Parks and Open Spaces, Arts & Culture worked with the Treaty 7 Nations to develop relationships and obtain traditional Tipis to support temporary Indigenous place keeping and cultural sharing within the downtown. After the transfer of a Blackfoot Tipi, and a Tsuut'ina Tipi and Métis Nation of Alberta Trapper's Tent unveiling, Indigenous-led community programming took place until the end of the event season.
- Arts & Culture launched 'Lot 6' which is now one of the highest booked festival spaces in downtown Calgary.

Service Challenges

- Balancing the desire for city-wide festivals and events against the impacts on residential communities is ongoing. Residents are being supported by addressing concerns such as noise, litter and traffic congestion.
- The increasing polarization of world views is being reflected in Calgarians' interaction with the Arts & Culture service, with multiple examples of strong support for events or initiatives paired with strong objections. Additional time and resources are required to proactively manage reputational risks thoughtfully and respectfully, and meaningfully address concerns when they arise.
- Internal Administration processes and approvals delay timelines within the Arts & Culture service, often preventing a nimble response.

Trends & Potential Uncertainties

- The most significant uncertainty is related to funding. Several key initiatives are not funded, including Chinook Blast, the Eventful City Strategy implementation, the Winter City Strategy implementation, and Tomorrow's Chinatown, among others.
- The trend of re-designing and re-developing the downtown is impacting the arts and culture scene in the short and long term, including limited access to festival and event venues, and public art relocations.
- A renewed discussion on support for the arts, during times of economic uncertainty, is an ongoing trend in the sector locally, nationally and internationally.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

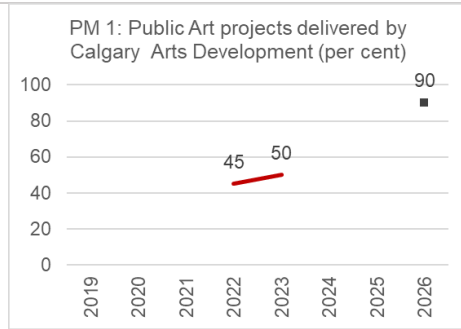
→ Progressing as planned

⊖ Not progressing as planned

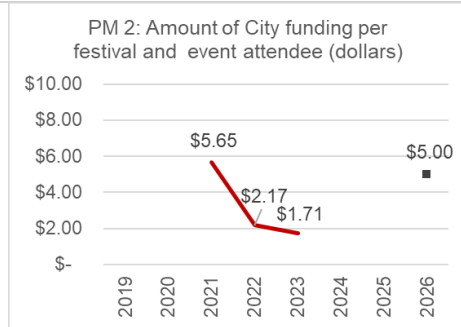
Performance Measures

Story behind the numbers

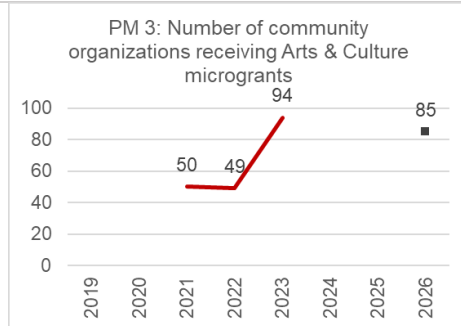
Status



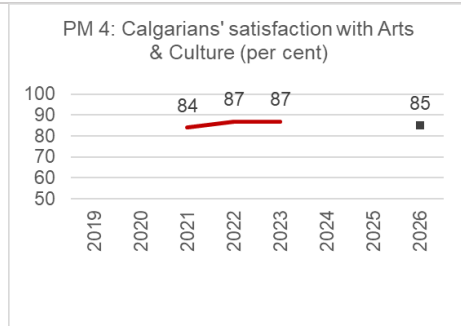
Major projects completed included the Inglewood Bird Sanctuary bridge, a large mural in Northeast Calgary and three microgrant projects. The City's Public Art team will complete the remaining project work in 2024. The City will continue to steward the public art collection and deliver on Truth and Reconciliation through art, while Calgary Arts Development Authority will commission new work. Collaborative initiatives include artwork from The City collection on billboards across the city, integrated public art as part of the North Central Bus Rapid Transit line and the Memorial Parkway project.



The goal in 2023 was to increase the number of Calgarians attending festivals and events that receive municipal support. This was achieved by increasing funding opportunities to low-cost or no-cost festivals and events. These types of initiatives require less funding, in comparison to larger festivals and events and add to the total number of events we support. The reduction in funding per attendee illustrates this, and exceeded performance goals for year end. The year-end figure reflects an update to data collection methods, where post-event attendance reports replaced pre-event estimates in 2023.



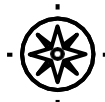
Applicants are prompted to select either Festival & Event Subsidy funding or Arts & Culture Microgrant funding. Limiting eligibility to one of two funding sources allowed more organizations to receive financial support, overall, through both streams. With more organizations receiving support, there is increased diversity in the opportunities being offered. Approved initiatives supported 2,073 local artists, 634 community groups, and 530 local businesses. The Arts & Culture Microgrant is underfunded, resulting in only being able to fund 29 per cent of eligible applications.



As part of continuous improvement, 2023 saw significant work towards improving the Arts & Culture stewarded Corporate Policies including: the update and approval of the Public Art Policy; drafting of the Festival and Event Policy (pending Council approval), and initial work on the redraft of the Civic Art Policy.

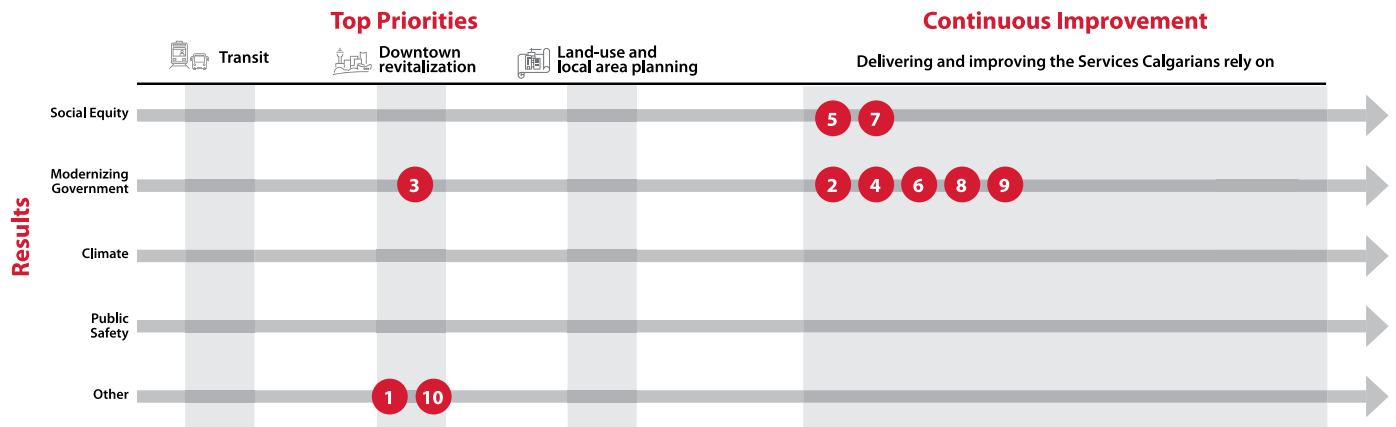


The Cultural Leadership Council (CLC) continues to grow as a sector leader, driving and supporting Arts & Culture division consultation, and providing advice on alignment with the cultural sector. In 2023, the Council confirmed multiple CLC alignments within existing organization strategies.








Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

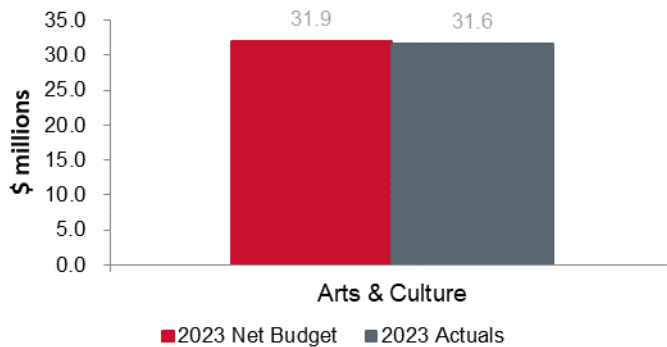
Initiative	Initiative Update	Status
1 Support year-round meaningful cultural experiences by progressing the promotion of the Winter City and Eventful City strategies.	<p>The Winter City Strategy and Eventful City Strategy implementations are not funded. Work only progresses within existing resources.</p> <p>Winter City Strategy is increasing awareness of winter programming and encouraging initiatives not requiring Arts & Culture funding. Funding for Chinook Blast brought 400,000 people to the downtown and \$13.8 million in economic impact.</p> <p>Eventful City Strategy: a Notice of Motion funded work to mitigate the impact of festivals and events on adjoining communities, including a community notification toolkit, resources to manage waste at events and a sound study.</p>	
2 Support our partners in the film and creative industries by progressing the film friendly strategy.	<p>Work in 2023 (establishing governance, program and project mapping, and centralizing permitting services from Calgary Economic Development) has completed the evolution from pilot to program. This work demonstrated the need for sustained resourcing for the film team. 2024 will focus on establishing the required structure, processes, and resources to support film permitting service, strategic planning, programs and relationship building for the long-term. Targeting mid-cycle adjustments to address resourcing shortfalls. Day to day operations continue to meet demand and service levels.</p>	
3 Support economic, social and cultural opportunities downtown through Arts & Culture initiatives by investing in partners.	<p>The Arts & Culture division works with partners to move forward initiatives that would benefit all Calgarians, primarily in relation to festivals and events in the downtown. For example, continuing the activation of Lot 6 through an innovative approach to programming; participating in the ongoing implementation of the Downtown Programming and Activation Strategy; working with Civic Partners and the Calgary Downtown Association as partners in Chinook Blast; and continuing work with Calgary Arts Development on several public art initiatives, including Chinatown project developments and support.</p>	
4 Invest in Calgary's cultural future through supporting Calgary and Chinatown Cultural Plans.	<p>The Chinatown Cultural Plan is completed, following a significant contribution from external interested parties and partners, including translation, printing and distribution. The Plan and dedicated liaison work facilitates relationships with the cultural community.</p> <p>The Chinese Immigration Act Centenary Microgrant was funded through the Microgrant program and facilitated by the Arts & Culture team. All funds from the Microgrant program were allocated. The program was successful and very well received by the community.</p> <p>The Cultural Plan for Calgary 2016-2026 continues to guide Arts & Culture.</p>	

Initiative	Initiative Update	Status
5 Increase equitable access to festivals and events by delivering low-cost and no-cost festivals, events, and programming directly and with our partners.	Direct events delivered by Arts & Culture expanded to include 2023 Neighbour Day in addition to the annual Canada Day, Culture Days, Orange Shirt Day and New Year's Eve programs. Planning for 2024 events began in mid-2023, including critical contracts for 2024 Canada Day, grant planning and potential enhancement of Neighbour Day. An Indigenous Events Coordinator role was funded through Government Relations to support Canada Day's Indigenous content and lead the delivery of Orange Shirt Day. The delivery of these would not have been possible without internal and external partner support.	
6 Improve alignment and service delivery to citizens and modernize the arts and culture sector by reviewing and revising the Civic Arts, Public Art and Festivals and Events policies.	<p>Policies under review in 2023 include the Corporate Public Art Policy, the Festival and Event Policy and the Civic Arts Policy.</p> <p>The Corporate Public Art Policy update, approved by Council on 2023 March 14, resulted in the Public Art Program being able to formally pool percent-for-art funds, allowing for a separation between capital project delivery and public art commissioning.</p> <p>The Festival and Event Policy update draft is complete, and preparations initiated for a presentation to Council in 2024.</p> <p>Initiated the planning phase for an update of the Civic Arts Policy.</p>	
7 Contribute to Truth & Reconciliation outcomes through Public Art by ensuring Calgary's Public Art Program provides equitable opportunities for Indigenous artists to participate and be reflected in the collection.	The Arts & Culture division continues to implement parallel procurement practices. An Indigenous Curator was hired through this process with Council-approved funding for the 2023-2026 budget cycle. The Curator is directing a variety of public art projects and engaging Treaty 7 Nations. Artists have been selected for an Indigenous Placekeeping opportunity, and Public Art will work with Facility Management to implement it in 2024/25. Public Art and the Blackfoot Confederacy are piloting a Blackfoot-led, City-supported initiative that will be expanded to the other Treaty 7 Nations, if successful.	
8 Lead the ongoing development of the arts and culture sector in Calgary through strategic planning, investments and partnerships.	<p>The Arts & Culture Manager chairs the Cultural Leadership Council (CLC), a group created as a result of the Cultural Plan for Calgary (2016). The CLC serves as a championing body for sector advocacy, to promote the advancement of arts and cultural plans, initiatives, and strategies, including the Cultural Plan for Calgary.</p> <p>In 2023, The CLC provided valuable expertise on cultural development work at The City to ensure diverse perspectives are represented and heard, including guidance on the Corporate Public Art Policy, Arts & Culture Microgrants, etc.</p>	
9 Lead the ongoing development of Public Art leadership and conservation in Calgary through strategic planning, investments and partnerships.	Plans are in progress for prominent artworks to be re-sited. Transit story was removed from the Centre Street Light Rail Transit Platform to make way for station upgrades and will be re-sited in March 2024 at 45 Street SW Station. Plans are underway to remove Famous Five sculpture from Olympic Plaza due to renovations and will be re-sited in a new park space which will include meaningful cultural programming. The Public Art team provides ongoing support and guidance to other business units, Civic Partners, community groups and municipalities regarding public art best practices and maintenance.	
10 Increase vibrancy in the downtown by contributing toward activities in the Downtown Strategy.	In 2023, Arts & Culture worked with partners on activations such as the Historic Fire Hall #1 and Lot 6. Activating public spaces through programming and events is a crucial part of creating a vibrant downtown and is an area of focus for The City's Downtown Strategy team. The diverse and innovative programming that happened at Historic Fire Hall #1 and Lot 6 in 2023 are great examples of how reimagining underutilized space can help foster creativity, community, and a sense of belonging.	



Service Updates on Financial Performance

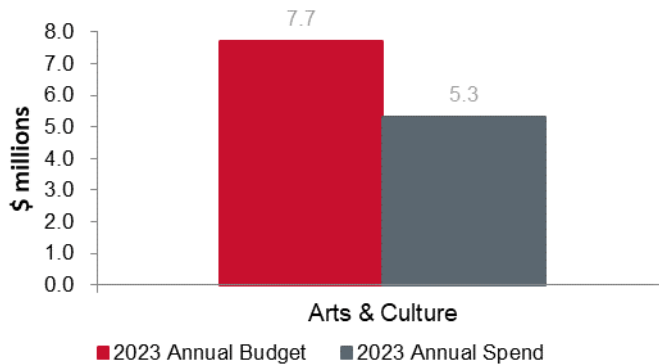
Net Operating Budget and Actuals as of December 31, 2023



Operating Budget Updates - 2023 net operating budget vs actuals:

Arts & Culture has a favourable variance of \$0.3 million, mainly due to lower festival and event production costs and service overhead savings. Approximately 60 per cent of the service's operation budget is represented by Calgary Arts Development Authority's \$19.2 million operating grant. Initiatives funded included events focused on equity, diversity and belonging, a commitment to Truth and Reconciliation and innovative ways to use new and unique venue spaces.

Capital Budget and Spend as of December 31, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Arts & Culture spent 68.6 per cent of its 2023 capital budget. Underspend is mainly attributable to delays with the Millican-Ogden Brownfield Site project and the timing of transfers to Calgary Arts Development Authority related to the outsourcing of the Public Art Program. Transfer payments are made in accordance with signed agreement letters.