

CIVIC PARTNER 2016 ANNUAL REPORT SNAPSHOT- CALGARY ARTS DEVELOPMENT AUTHORITY

CALGARY ARTS DEVELOPMENT AUTHORITY (CADA)

Vision: A creative, connected Calgary through the arts.

Mission: Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.

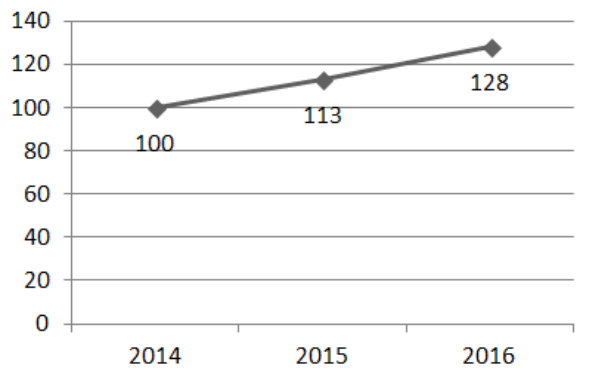
2016 City Investment

Operating Grant: \$5,900,000

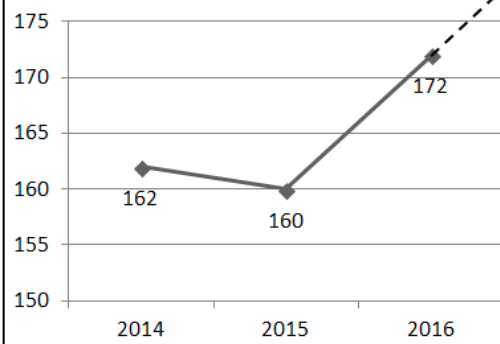
City owned asset? No

How did they do in 2016?

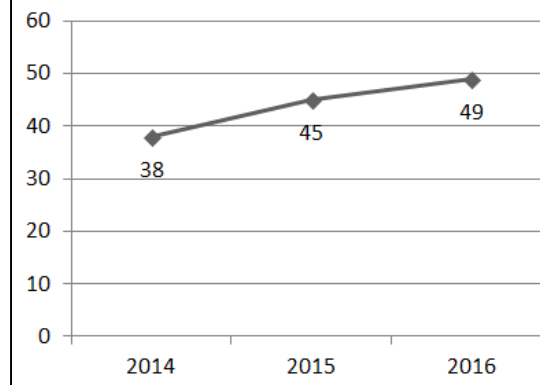
Living a Creative Life Signatories



Arts organizations receiving investments



Artists receiving investments



The story behind the numbers

- Administered \$1 million through the Arts Emergency Resiliency Fund but there was \$2.5 million in requests from arts organizations.
- More difficult to leverage funds in the current economic environment.
- SpaceFinder Alberta was launched and now has more than 500 venues listed, most of them in Calgary.
- cSpace King Edward, a community arts hub, welcomed tenants at the end of 2016.

Snapshot of 2017-18 priorities

- Build and leverage partnerships with Civic Partners, leaders, community builders, innovators, and activate partnership with Calgary Congress for Equity and Diversity in the Arts.
- Align with The City's Cultural Plan and upcoming updated Civic Arts Policy.
- Expand the Living a Creative Life movement.
- Map the arts ecosystem, focus on valuable research and support cross-sector research initiatives.
- Engagement initiatives including the Creative Calgary Congress.



1. **Organization Name: Calgary Arts Development Authority**
2. **Fiscal Year: fiscal year ending December 31, 2016**
3. **Latest Annual Report available and web address: 2016/17 Fiscal Year**
4. **Current Vision, Mission and Mandate:**

Vision: A creative, connected Calgary through the arts.

Mission: Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.
We believe that art infusing the lives of Calgarians has the power to build our city. This belief forms the basis of our Strategic Plan. Our Plan is also guided by *Living a Creative Life: An Arts Development Strategy for Calgary*, which has been supported by City Council. *Living a Creative Life's* overarching vision: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.

Mandate: We invest and allocate municipal funding for the arts provided by The City of Calgary and leverage these funds to provide additional resources to the arts sector. Our programs support hundreds of arts organizations, individual artists, artist collectives and ad hoc groups in Calgary.
Calgary Arts Development strives to increase and use our resources wisely, foster collaborative relationships and make the arts integral to the lives of Calgarians. We are a connector, facilitator, collaborator, champion, supporter, amplifier, investor, catalyst and opportunity-maker.

YEAR IN REVIEW

5. **What key results of your organization in 2016 contributed to Council Priorities in The City’s 2015-2018 Action Plan including A prosperous city, A city of inspiring neighbourhoods, or A healthy and green city? [The City of Calgary - Council Priorities](#)**

Calgary Arts Development contributed to the City’s Cultural Plan, which was completed in 2016. The plan outlines many ways the arts contribute to Council Priorities in The City’s 2015-2018 Action Plan.

Calgary Arts Development’s own Strategic Plan is built on three strategic priorities: **Raising the Value of the Arts, Building Partnerships, and Leveraging Resources.** Our Strategic Plan has a number of tactics and KPIs to ensure we are moving forward on each of our priorities and that our plan aligns with the plans of other city-building organizations (many listed below) as well as The City’s Action Plan.

Calgary Arts Development oversees *Living a Creative Life, an arts strategy for Calgary*, which supports all of the Priorities in the City’s Action Plan. The arts



strategy has more than 125 signatories, mostly organizations, who use creativity to achieve their objectives.

A prosperous city

- Calgary Arts Development has strong partnerships and is actively involved with many organizations in Calgary such as Calgary Economic Development, Tourism Calgary, the Calgary Chamber, Downtown Calgary, MRU's Institute for Community Prosperity, the Calgary Foundation, and many others to align strategies toward a shared prosperity agenda.
- Patti Pon participated on the JUNO Awards Host Committee, contributing to the overall success of the JUNOs including its significant economic impact.
- Calgary Arts Development participated in a number of community discussions about advancing the idea of Calgary as a Music City, including a visit to Coalition Music / Canada's Music Incubator.
- Patti's speech at the 2016 Mayor's Lunch for Arts Champions focused on this concept of Shared Prosperity and her Walrus Talk in June continued to explore the concept of the arts and prosperity
- The 2016 Creative Calgary Congress explored themes of arts and innovation, arts and community activation, and arts and shared prosperity.
- Calgary Arts Development participated in community engagement sessions with the Calgary Stampede, with the CED Economic Summit, with Vibrant Communities Calgary, in round table discussions with the Premier and the Minister of Culture, and at a Canadian Content in a Digital World summit with federal Cultural Minister Melanie Joly.
- Patti Pon was appointed to the board of the Calgary Bid Exploration Committee to serve as a member who can offer insight and networking to arts and culture stakeholders
- The New Pathways for the Arts YYC project completed Phase II in 2016, a deeper dive for nine participating organizations who are finding ways to be more adaptable in complex times.
- In 2016, Calgary Arts Development formalized a partnership with the Calgary Congress for Equity and Diversity in the Arts, which affirms a focus on diversity and inclusion in our work and the work of our sector.
- In past years, and we're sure this will hold true for 2016 (stats not yet in) – the investment that comes from The City of Calgary through CADA into the arts sector generates more than 28x its size in direct economic output. We know that the majority of that money is paid out to people, generating further economic activity in our city. \$1M of investment creates 22 full-time jobs in the arts, recreation and entertainment sector. The arts sector is an excellent employer.

- Statistics on the number of jobs, direct economic output, and number of artists hired by our grant investees have not yet been collected for 2016 and will be supplied as soon as we have them.

A city of inspiring neighbourhoods

- Artistic activity creates vibrancy in neighbourhoods in all wards of the city, for all ages, in a multiplicity of facilities including schools, community halls, bars, multi-purpose and purpose-built venues, indoors and outdoors. Calgary Arts Development continues to collect data from grant investees about where they create and present their work, and where their audiences and volunteers come from.
- The JUNO Host Committee microgrant program invested \$25k into 18 projects that took place throughout the city.
- Festivals and other arts events provide opportunities for Calgarians and visitors to gather together to experience and enjoy music and other arts with friends, family and colleagues.
- Calgary Arts Development participated on the Year of Music Steering Committee, which promoted music in all areas of our city for locals and visitors to enjoy.
- SpaceFinder Alberta, which was officially launched in 2016, now has more than 500 venues listed, most of them in Calgary, spread out throughout the city.
- Calgary Arts Development was an active partner in the first-ever ArtsDance event – a community collaboration on the MRU campus, which brought together Elders and other members of the Blackfoot nation with Calgary artists to envision a brighter future together.
- CMLC continues to be a wonderful example of creative placemaking, using the arts as a way to create vibrancy and engagement in East Village. Calgary Arts Development acts as a connector between artists and opportunities in our city whenever possible.
- cSPACE King Edward welcomed tenants at the end of 2016, infusing that neighbourhood with an arts hub including many arts and community organizations.
- The arts contribute to a vibrant city centre. The opening of the DJD Dance Centre and the National Music Centre in 2016 were milestone events, providing Calgarians and visitors with two new cultural and community assets to enjoy.
- In 2016 we began work on an updated Arts and Culture Infrastructure study and report, which will be completed in 2017.

A healthy & green city

Calgary Arts Development has been building many partnerships in the community to find new ways the arts can be of service to the community and to

ensure all Calgarians are able to live a creative life. Arts contribute to **well-being** in many ways.

- Calgary Foundation’s Vital Signs 2016 contained the following quote: “Artistic expression has the potential to enrich the human experience in profound ways.” In their report they cited programs that “contribute to the growing body of knowledge about the effectiveness of arts therapy as a tool for creating individual and community well-being.” We have a strong partnership with the Calgary Foundation in aligning our mutual strategies toward creating a greater sense of belonging in our city.
- The Cultural Leaders Legacy Arts Awards, which are given out at the Mayor’s Lunch for Arts Champions awarded two projects specifically focused on well-being: Clem Martini won the ATB Healing Through the Arts Award for his work tackling the dark subject matter of mental illness, trauma and marginalization, and Vicki Adams Willis was the recipient of the MacLachlan Community Beacon Award for her work as a trail blazer in the dance community including her leadership role in running the Dancing Parkinson’s YYC project.
- Many arts organizations and especially festivals undertake strategies to ensure they are contributing to a healthy and green city.
- In the fall of 2016 Calgary Arts Development co-hosted a community discussion within the national convention on Arts for Social Change at the new DJD Dance Centre.

Arts make connections and contribute to a sense of belonging. Stats on the number of attendees to arts activities in Calgary in 2016 and number of volunteers are not yet available but we will share them as soon as we have them.

A well-run city

- In 2016, The City of Calgary provided an additional \$1M Arts Emergency Resiliency Fund to assist non-profit arts organizations to continue providing programming and services during this economic downturn. Calgary Arts Development used its expertise to administer this fund from communicating it to the sector, accepting and assessing applications, distributing the funds through to final evaluation and reporting.
- Calgary Arts Development provided a letter of support and is participating in the 100 Resilient Cities initiative of The City of Calgary.

6. Using your organization’s existing performance measurement data, please provide selected 2016 performance measures that describe how much you did, how well you did it, and how Calgarians are better off. Please identify through BOLD font, 1-2 measures that are most significant and could be presented in an RBA style chart. **For more information please see the attached Results Based Accountability (RBA) handout.*



**Calgary Arts Development Authority
Civic Partner Annual Report 2016**

	Performance Measure	2014 results	2015 results	2016 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Activities attended by CADA leadership team	n/a	94	72*	Strategic Priority #1 – Raise Value This is a measure of increasing the value of the arts in Calgary through the engagement of new arts champions and Calgary Arts Development's ongoing role as a leader for our sector locally, nationally and internationally.
	New attendees at the Mayor's Lunch for Arts Champions:	n/a	8	3	
	Sponsors/donors				
	Community Members and Individuals		87	135	
	Businesses		10	5	
	Artists		16	47	
	Signatories to Living a Creative Life	100	113	128	Strategic Priority #2 – Build Relationships These measures speak to our ability to continue engaging Calgarians in Living a Creative Life: An Arts Development Strategy, as well as our effectiveness as a partner, hub and connector for artists, arts organizations and Calgarians broadly.
	CalgaryArtsDevelopment.com users	80,901	58,427	79,408	
	CalgaryCulture.com users	78,903	50,290	n.a.	
	@CalgaryArtsDev Twitter followers (end of year)	15,274	18,502	21,575	
@CalgaryCulture Twitter followers	20,408	27,212	32,164		
Arts organizations receiving investment	162	160	172	Strategic Priority #3 – Increase Resources These measures reflect Calgary	
Artists receiving investments	38	45	49		



**Calgary Arts Development Authority
Civic Partner Annual Report 2016**

					Arts Development's ability to continue and grow meaningful investment in the arts sector
How well did you do it?	CalgaryArtsDevelopment.com bounce rate	58.72%	48.34%	50%	Strategic Priority #2 – Build Relationships These measures indicate the extent to which we are engaging artists, arts organizations and Calgarians through our web-based and social media assets.
	CalgaryCulture.com bounce rate	57.95%	56.19%	n.a.	
	@CalgaryArtsDev retweets @CalgaryArtsDev comments	n/a	1,824 143	2,677 233	
	@CalgaryCulture retweets @CalgaryCulture comments	n/a	1,825 240	2,168 592	
	Leveraging City investment	14% of revenue from non-City sources	12% of revenue from non-City sources	10% of revenue from non-City sources	Strategic Priority #3 – Increase Resources These measures reflect Calgary Arts
	Meeting demand in investment programs	n/a	68% of investment requests funded	55% of investment requests funded	Development's success in leveraging The City's investment to increase resources for the entire arts sector and also indicate our ability to meet the current level of investment opportunity in the sector.
How are Calgarians better off?	Calgarians participating in activities of investment clients	3,193,840	3,727,913	2016 statistics will be available for the June 2017 presentation to CSPS	Strategic Priority #2 – Build Relationships These measures reflect the extent to which



	Access to arts activities throughout Calgary	10,289 activities (64% took place outside of City Centre)	9,167 activities (69% took place outside of City Centre)	Calgarians are benefitted from investment through Calgary Arts Development to the arts community. This includes the gross number of individuals who participate in the sector, as well as geographic access to arts activity. Calgary Arts Development is developing other measurement approaches to capture the intrinsic value of arts participation on Calgarians.
	Calgarians volunteering for investment clients	26,869 volunteers contributed 780,743 hours	24,812 volunteers contributed 620,794 hours	

*One of our three Leadership Team members was on sabbatical for three months in 2016 – this is the main reason the number of events attended by CADA Leadership was down in 2016

FINANCES

7. What resources were leveraged to support operational activities in 2016?

Remarkable Experience Accelerator brought in an additional \$400,000 from the Calgary Hotel Association, which was distributed to participating arts organizations and festivals.

The Mayor’s Lunch for Arts Champions netted just under \$20,000 in 2016, which is redistributed to the arts community through grant investment programs. Sponsorships in 2016 included Strategic Group, TELUS, TD Bank Group, Alberta College of Art + Design, Aspen Properties, ATB Financial, Calgary Flames Foundation, Calgary Foundation, Calgary Municipal Land Corporation, Calvista LLP, First Calgary Financial, Kasian Architecture Interior Design and Planning Ltd., KPMG LLP, and Mount Royal University.

Cultural Leaders Legacy Artist Awards are a legacy of Calgary 2012 with matching funds from seven Calgary benefactors in 2016: ATB Financial, Calgary Catholic Immigration Society, Colin Jackson and Arlene Strom, Enbridge, the MacLachlan Family, Sandtone Asset Management, and Doug and Lois Mitchell. The awards distribute cash prizes of \$5,000 each to seven artists or arts group



recipients.

Calgary's Poet Laureate Program is funded by Poet Laureate Ambassadors, contributing \$10,000 over two years to a selected Calgary poet. Ambassadors for this program include the Calgary Foundation, Calgary Chamber, and First Calgary Financial.

New Pathways for the Arts was supported by the Suncor Energy Foundation, Calgary Foundation and the Alberta Foundation for the Arts, with total investment of \$155,000 from those sources.

SpaceFinder Alberta was supported by a \$45,000 sponsorship from the Alberta Real Estate Board.

The City of Calgary invested an additional \$1,000,000 in Emergency Resiliency funding (mentioned above) and \$65,000 in the new Arts and Culture Infrastructure study and report, which was split over 2016 and 2017.

8. Do you anticipate any changes to plans and/or budget projections for 2017-2018?

The \$1M Arts Emergency Resiliency Fund has been renewed in 2017, which has been added to our budget. This fund will continue to help organizations in our sector mitigate the negative impact of the economic downturn.

9. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues including any adjustments you have made to your operations.

When it comes specifically to our organization, the impact is in the arts development side of things – it's harder to leverage the funds we receive from the City and find external support for arts development in this climate.

The external partnerships we have leveraged are all at risk to a certain degree – the members of the Calgary Hotel Association are hurting, for example, which could affect the Remarkable Experience Accelerator Program. This is a multi-year partnership that ends in 2017, meaning renewal for another three years starting in 2018 is at risk.

Sponsorships for our Poet Laureate program and The Mayor's Lunch for Arts Champions are also multi-year. They are secure for now. On the other hand, table sponsorships for The Mayor's Lunch are acquired annually, so they are at risk. Two of our Cultural Leaders Legacy Artist Award sponsorships were not renewed in 2016. We were able to replace one of them but not the other, bringing the awards down from seven to six in 2017.



Since funding for our major arts investment granting programs comes directly from The City, we are hoping those funds are secure for the sake of the arts sector. We heard from a number of arts organizations in 2015 that the downturn in the economy was hurting them and the problem has gotten worse in 2016. The Emergency Resiliency Fund (ERF) helped mitigate the effects of the downturn on a number of organizations but we were only able to fund \$1M of \$2.5M in requests. And organizations applying for assistance only asked for a portion of their \$5.6M losses through the ERF.

During 2016 we undertook specific research to compare the state of our civic arts funding with other cities in Canada. The findings showed us that Calgary is at the bottom of the charts when it comes to annual arts grant investments, which puts our sector at a disadvantage compared to their peers across Canada. Calgary invests less per capita annual arts grant investments, and arts companies in Calgary receive a lower percentage of their overall operating budgets from civic arts grants than in other major Canadian cities. Calgary has done a good job with capital funding but operational, individual and project support is weak. Contributed revenue has been much higher in Calgary, historically, which has filled the gap left by lower than average municipal funding, but that is changing with the economic downturn and speculation about what the new normal will be. Our sector is at risk without ongoing sustainable operating funds.

LOOKING FORWARD

10. What are your priorities and deliverables for 2017-2018?

We are calling 2017 the Year of Activation. This means we are taking an especially focused action-oriented approach to all of the work we do.

1. Build and leverage partnerships with other civic partners, thought leaders, community builders and innovators in Calgary and beyond to advance our shared vision for Calgary.
2. Participate as needed in aligning our work to that of The City's new Cultural Plan and the upcoming updated Civic Arts Policy.
3. Make more connections and participate in reconciliation efforts through a partnership with the linists Treaty Arts Society through Artsdance, with Making Treaty 7, and other initiatives.
4. Expand the Living a Creative Life movement in pursuit of celebrating Calgary as a creative city, and sharing stories of how Calgarians are living creatively to realize positive change and enhances the lives of others.
5. Map the arts ecosystem – in 2016 we compiled a lot of quantitative and qualitative research and dug into the data we have been collecting over the past two years to examine Calgary's arts ecosystem. In 2017 we are working with LocalIntel to make meaning out of that data and to visualize the ecosystem. This project will help shape the work we do at Calgary Arts Development for greater impact in developing a more sustainable, healthy,

vibrant arts sector for the benefit of our city and all citizens.

6. Continue a focus on valuable research.
 - a. Emiko Muraki, Director of Community Investment and Impact at Calgary Arts Development, is an active participant on a number of research initiatives including the Calgary Board of Education Fine Arts research sub-committee, Canadian Public Arts Funders (CPAF), the Calgary Evaluation Community of Practice, and the Prairie Partnership for Arts Research (PPAR).
 - b. In 2016 we completed an Arts Engagement survey conducted by Stone Olafson, which will be published in 2017.
 - c. We are currently conducting research within the Calgary arts sector to provide a baseline to determine how the sector is faring regarding diversity of representation amongst professional companies and processes for equity and inclusion that are embedded in our arts sector organizations.
 - d. In 2017 we will publish the new Arts and Culture Infrastructure report based on what was learned through research and community consultation.
 - e. In 2017 we will conduct a second professional artist survey, following up on the one that was done in 2014.
 - f. In 2017 we will prepare a new report on *Living a Creative Life*, subsequent to the baseline report that was published in 2014.
7. Activate our partnership with the Calgary Congress for Equity and Diversity in the Arts (CCEDA). This includes training, community consultation, and the creation of assessment and evaluation tools to measure equity and diversity in the arts in Calgary.
8. Engage with the community at the Creative Calgary Congress as well as through additional ways of convening people to explore ideas around arts and community building, education, poverty reduction, innovation, and other ways to be of service to our city.
9. Engage in a strategic planning process with our board and staff to prepare for our next strategic plan from 2019-2022.

UPDATE ON RISK MANAGEMENT AND GOVERNANCE

11. What are your organization's top 3-5 strategic risks? Describe briefly how you are managing these risks.

1. The Value Risk. Our number one strategic priority is to raise the Value of the Arts. The risk is related to what will happen if we are not successful in raising the value. We know through various surveys that people see the arts as something of value, but if we are not able to communicate and share the value we run the risk of the arts potentially becoming something seen as superfluous instead of something truly valued. We are managing this risk by developing partnerships with other city-builders and aligning our strategies with theirs to ensure we are all working together to create a great city.

2. **Financial Risk.** Financially, we are almost entirely dependent on one source of revenue. It is hard in the current economic climate to leverage our single source of funding and because it has been relatively static, the health and vibrancy of our arts sector is at serious risk. There are two primary ways we are managing this risk. The first is that we are gathering data in order to build an evidence-based case for increased investment from the City in order to get our grant investees up to par with their peers across Canada. Thankfully, both the federal and provincial governments have increased their investments in the arts and we are hoping the City will follow suit in the next budget cycle. The second way we are managing this risk is that we are applying to create a charitable foundation through which we will be able to fundraise for the arts sector as a whole. This is not to compete with our grant investees but, rather, to increase resources from individuals and companies who may wish to support the arts but do not want to select one organization over another.
3. **HR Risk.** From a governance perspective, because we want a board that's highly engaged we have purposely kept it small. Having a small board increases the risk of having a higher percentage of new people at once when we have transitions. There are two board members changing in 2017 so we are managing the transitions carefully.

In terms of talent management, we have a very small and specialized staff, with the addition of consultants and juries when needed. We intentionally keep our administration as small as possible in order to ensure the majority of our funds are funneled into the community through grant investment programs. Having a small team means that the separation of duties is hard – everyone needs to be able to double up. We have accepted the risk of non-segregated duties within our Community Investment team in order to ensure efficiency with a small team.

4. **Reputational Risk.** For Calgary Arts Development – the more people know us, the more they believe we have influence and the more they start to connect Calgary Arts Development with all things to do with the arts. This can create confusion when it comes to things like public art, for example, or specific arts programming of one of our clients. For the City – the public isn't always aware of the investment by The City or how much is done with a small investment – how a little goes a long way. The risk is that there isn't actually enough investment to create a strong arts sector. This puts our city's reputation as a vibrant city—an attractive city to live in—at risk, which is already challenged by local and national perception, which is exacerbated by the economic downturn.

12. Summarize any activities in 2016 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.



Throughout 2016 we continued to provide the board with a monthly President & CEO Report, written by Patti Pon, which included updates on industry trends, Calgary Arts Development activities, and other pertinent information. Our participation on committees and councils is also communicated to the board, increasing their awareness and knowledge on a variety of issues. These included the JUNO's Host Committee, Year of Music Steering Committee, CED Economic Summit, U of C Alumni Association, City of Calgary Culture Plan Steering Committee, Calgary Board of Education Fine Arts Advisory Council and Research Sub-Committee, Calgary Economic Development strategic planning committee, Tourism Calgary Destination Strategy engagement, provincial budget round table discussion and budget day stakeholders meeting, Grantmakers in the Arts Conference, etc.

Some board members joined Patti Pon in participating in TriLevel funder meetings, which are held three times a year with staff and board members from Canada Council for the Arts, Canadian Heritage, Alberta Foundation for the Arts, the Edmonton Arts Council, and the Calgary Foundation. The board members who participated in these meetings shared what they learned with the rest of the board.

Some board members participated in the New Pathways for the Arts YYC workshops with a number of other arts organizations, and shared back information and learnings from that participation with the fuller board.

Board members were invited to participate in one-on-one meetings with Councilors, which gave them an opportunity to share their thoughts on the importance of the arts in our city.

We encourage board members to attend arts productions, events and festivals in our city and offer tickets when possible.

We distributed a KPI dashboard to the board quarterly in 2016. This helped to disseminate information about our activities and impact.

Some board members participated in the Creative Calgary Congress 2016.

13. Will any Board or senior management positions be vacant in 2017? If yes, please describe succession plans that are in place.

Two board members will complete their terms in 2017. Councilor Pincott has been succeeded by Councilor Woolley as the City member on our board. Cheryl Foggo will replace Col Cseke as our artist representative.

There are no senior management positions changing in 2017.

14. (a) Mark an "X" by all statements that apply to your organization:

Our organization uses:



- Defined term limits for Board members.
- A skills and experience matrix to identify gaps on the Board and recruit new board members.
- A structured process for identifying, monitoring and managing risk.
- A Board policy for risk management.
- A risk map, matrix, register or similar tracking tool to assess the risks we face.
- A risk management plan or other tool that is updated at least annually.
- Tools to communicate key risks to the Board at least annually.
- A Board committee delegated with the responsibility for oversight of our organization's risk management practices.
- A formal crisis management, business continuity, or similar plan to be ready for an emergency situation.

(b) Add any additional comments about your organization's risk management practices:

- A compliance certificate is prepared on a quarterly basis confirming our legal commitments as well as raising any risk factors that may have arisen.
- Formal board policies that ensure authority and risk mitigation concerning financial and legal accountabilities are shared.
- Our annual audit process has a specific section that addresses any fraud or risk factors that may have come to the attention of our auditors.