

## 2014 Civic Partner Annual Report     Calgary Arts Development Authority

1. **Organization Name: Calgary Arts Development Authority**
2. **Fiscal Year: January 1- December 31**
3. **Latest Annual Report available and web address:** 2014 annual report will be provided at the June 9 meeting. CADA's 2013 accountability report is available here:  
[http://calgaryartsdevelopment.com/sites/default/files/CADAAccountabilityReport2013\\_0.pdf](http://calgaryartsdevelopment.com/sites/default/files/CADAAccountabilityReport2013_0.pdf)

**GOVERNANCE****4. Current Vision, Mission & Mandate (include any proposed changes)**

**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.***

**5. Identify Board and senior management positions, incumbents and vacancies:****Board of Directors:**

- **Col Cseke**, Co-Artistic Director, Verb Theatre; Professional Theatre Artist
- **Patti Dibski**, Owner, Gibson Fine Art (through June 2014)
- **Patrick Finn**, Associate Professor, U of C School of Creative and Performing Arts (effective Sept 2014)
- **Dr. Daniel Doz**, President & CEO, Alberta College of Art + Design (through May 2014)
- **Donna Friesen**, Community Leader (effective June 2014)
- **Stacy Petriuk**, Partner, JSS Barristers (effective June 2014)
- **Judy MacLachlan**, Community Leader (through June 2014)
- **Tim Mah CA (Treasurer)**, Community Leader
- **Brian Pincott**, Councillor, Ward 11, City of Calgary
- **Dean Prodan (Chair)**, CFO & Director, Whitehorn Resources Inc.
- **Pat Schneider (Vice Chair)**, Founder, Emerge Learning (through September 2014)
- **Hannah Stilwell**, Co-Founder, DJD; Professional Artist (through September 2014)
- **Susan Veres**, VP, Marketing & Communications, CMLC (effective June 2014)
- **Katherine Wagner**, Associate (Architecture), Dialog

**Senior Management:**

Patti Pon, President & CEO

Helen Moore-Parkhouse, Director, Communications & Engagement

Emiko Muraki, Director, Community Investment & Impact

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**6. Discuss succession planning for Board and senior management.**

The strength of CADA comes from the strength and commitment of its people. There are two streams of consideration that CADA undertakes in order to ensure that strength is sustained:

**Board:** The Governance & Human Resources Committee develops a slate of potential Board members drawn from a matrix of skill sets and talents who will contribute meaningfully to advancing CADA's vision and mandate. This committee and the Board also undertake due diligence and governance responsibilities such as policy oversight, Board evaluations, strategy setting, and CEO performance evaluation.

**Staff:** Since the appointment of the current President & CEO in August 2013, to her five-year contract, work has occurred to secure a strong leadership team (Director of Community Investment & Impact, and Director of Communications & Engagement) that is capable of not only serving in interim but also affords the organization strong internal candidates for succession. CADA has a commitment to the Professional Development of the entire staff to build strength for the positions they currently hold at CADA, and also to add capacity for their next career steps whether at CADA or elsewhere. We have updated our HR policies and we do regular performance updates and accountability reviews.

**2014 YEAR IN REVIEW****7. Summarize 2014 accomplishments (based on established goals or objectives).**

The 2014 Strategic Plan identified two strategic priorities that encapsulated eight lines of activity that we would pursue; and significant accomplishments are as follows:

**Strategic Priority 1:** Leadership, Advocacy and Research: our "sector out" activities: enrolling and equipping new arts champions and working with our champions to attract new resources to the sector. There are two significant accomplishments to note:

1. Launch of *Living A Creative Life (LCL)* – the culmination of 21 months of deep city-wide community consultation resulted in the official launch of the strategy, the recruitment of signatories, the first Creative Calgary Congress, and the Baseline Indicators Report.
2. We also began to expand the circle – Identifying new partners and building on our existing relationships led to a number of opportunities to include arts at the table as we have described in more detail in Question 10.

**Strategic Priority 2:** Arts Development Programs: our "sector in" activities: programs that lead to sector-wide improvements in capacity. In 2014 we re-visited our community investment strategy overall and put the appropriate team in place to implement the strategy.

Re-visit of Community Investment - we opened the operating grant program to new organizations for the first time since 2011 and discovered that the demand for the program continued to outstrip available funding. Eight new organizations were funded out of 60 new applicants, while most existing clients remained at static levels. This gap in our largest investment program prompted us to look at our overall support to the sector and begin to align and develop innovative ways to build a portfolio of support that isn't about all-or-none in one lone program. We also continue to struggle to fill the gap of investment in individual artists which CADA has never done significantly in the past. Therefore, based on the 2014 Operating Grant, CADA announced a new competitive process for the Operating Grant in fall 2014. The new process will be tested in 2015, with full rollout in 2016.

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In addition to the above, CADA also undertook work to create a new four-year plan that aligns to the City's four-year Action Plan and subsequently to put in place the team, at the Board and Staff levels, to act on the Plan in the most innovative and effective ways possible.

**8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.****Strategic Priority #1**

- *Living a Creative Life* strategy engaged 100+ organizations as signatories and tracked over 1,000 tactics undertaken by signatories to achieve the strategy's vision
- Communications and engagement activities reached 184,633 people through:
  - Mayor's Lunch for Arts Champions: 680 attendees
  - Living a Creative Life: over 100 signatories
  - Creative Calgary Congress: over 200 attendees
  - Art Spaces Networking Nights: 150 attendees
  - CalgaryCulture.com: 78,903 unique visitors, 3,000 newsletter subscribers, 20,600 followers on Twitter
  - CalgaryArtsDevelopment.com: 81,000 unique visitors (25,000 unique visitors to the classified ads section of our website)

**Strategic Priority #2**

- Artist Opportunity Grant program invested \$58,779 in 32 artists, the largest direct investment in individual artists that Calgary Arts Development has made to date.
- The Arts for All program invested a total of \$106,500 into artBOX on 17E, 7 projects that helped increase arts activity and opportunities for artists in Greater Forest Lawn and one \$5,000 award to a Forest Lawn artist.
- The Remarkable Experience Accelerator program invested \$262,500 into 4 organizations that attracted over 67,449 attendees to their events, 12% of whom were from outside Calgary.
- The Operating Grant program invested \$3,664,750 in 155 not-for-profit arts organizations, including 8 organizations never before funded through this program. Statistics from our 2014 operating grant clients will be available in June 2015.

**9. Describe how your organization's 2014 activities contributed to the economy and culture of Calgary, Calgary's environment and the well-being of Calgarians.**

<http://www.calgary.ca/CA/cmo/Documents/TBL%20Framework.pdf>

Calgary Arts Development invests in not-for-profit arts organizations and artists who contribute to the vibrancy and creativity of our city. Our clients contribute significantly to Calgary's reputation, whether to attract new businesses, new citizens or leisure travellers. Through our investments our outcomes are:

- Healthy, resilient not-for-profit arts organizations who provide significant artistic and public impact to the benefit of all Calgarians.
- The ongoing professional and career development of Calgary artists.
- Experiences that contribute to Calgary's reputation as a cultural destination and encourage out-of-town visitation.
- Community development through projects like Arts for All, providing project funds to amplify a growing arts and culture scene in geographic specific areas such as the Greater Forest Lawn Area.

Beyond our role as an investor, CADA is inclusive in our role as a connector, facilitator and collaborator. In 2014 CADA was a hub for Calgarians from all walks of life through the Mayor's Lunch for Arts Champions, Living a Creative Life, Creative Calgary Congress, CalgaryCulture.com and CalgaryArtsDevelopment.com.

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**10. Indicate what resources were leveraged to support operational activities, providing examples.**

In accomplishing our Strategic Priorities, our ability to succeed in leveraging the investment of the City of Calgary increases. In 2014 this proved to be true and we continue to hold this view in our 2015 - 2018 Strategic Plan tied to the City's Action Plan. In 2014 results included:

**Remarkable Experience Accelerator** - this investment program is an innovative partnership with the Calgary Hotel Association that was renewed for another three years with an increased investment of \$1.2M from the initial \$825K thanks to the successful completion of the pilot program that ended in 2014.

**Mayor's Lunch for Arts Champions** - another sold-out crowd of 700 celebrated the vibrancy and strength of arts and artists in Calgary and we are grateful to our 2014 sponsor TELUS and table sponsors for joining us in raising \$35,000 that was invested in arts projects on the InvestYYC crowdfunding platform.

**Cultural Leaders Legacy Artist Awards** - six artists were acknowledged thanks to the generous partnership of six donors who also believe in the power of the artists to build a city.

**Calgary's Poet Laureate** - the City's second Poet Laureate, derek beaulieu, was appointed for a two-year term in 2014. He will attend 100+ events throughout the City and beyond during his term. An honorarium is paid to the Poet Laureate thanks to the support of six Poet Laureate Ambassadors.

**New Pathways for the Arts YYC** - in 2014 CADA launched a groundbreaking process to build organizational strength and capacity in participating organizations to encourage innovation and resiliency. This three-year program was launched in tandem with our sister city Edmonton with hopes of creating a province-wide approach to adaptive leadership and adaptive change. Others saw the value and we offer this program thanks to the support of Suncor Energy Foundation, the Calgary Foundation, and the AFA.

**Board Leadership Conference** - in partnership with 10 other social agencies, CADA inaugurated a city-wide non-profit board conference. We sold out the conference in year one, increasing capacity for board members while connecting volunteers across sectors.

**Sharing our story of *Living a Creative Life*** - we received invitations to participate as a presenter for the Town of Okotoks, at Robert Gordon University in Aberdeen Scotland and attendance at the national Gathering of social sector agencies hosted by Suncor Energy Foundation.

**LOOKING FORWARD****11. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2015-2016?**

We have identified three strategic priorities in our 2015-2018 Strategic Plan. We will focus on the first two priorities in 2015, believing that the third priority will follow on the successful achievement of the first two.

1. **Raise Value:** Calgary Arts Development continues its leadership role in the arts and with other stakeholders to make the arts integral to the lives of Calgarians.
2. **Build Relationships:** Calgary Arts Development fosters collaborative relationships across sectors and communities to help ensure that Calgarians can experience art in their everyday lives.
3. **Increase Resources:** Calgary Arts Development identifies ways to increase and sustain our finances and expertise, and use these resources wisely for greater impact.

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**12. Identify any changes to plans and/or budget projections for 2015-2018.**

We are currently in the midst of detailed planning for 2016 and beyond. As we update our environmental scan, there are two significant opportunities presenting themselves in the next year. One is the declared Year of Music, which offers the opportunity to shine a light on some important music dates in addition to the ongoing vibrant Calgary music scene. The other is the upcoming 2017 celebrations, which we believe the arts can help celebrate in meaningful ways. At this time we do not know what the budgetary impact might be to optimize these opportunities. As we finalize our detailed plan we will advise The City accordingly.

**13. What would be the operational impact should there be a reduction in your grant(s) from The City?**

A reduction in our grant from The City would be devastating. We currently invest 77% of the funds we receive directly in artists and arts organizations through granting programs; 12% on arts development activities; and 11% on administration. Many of the grants to arts organizations have been frozen for years meaning the true value of these grants has gone down over the years while their costs have been going up. In this current milieu, with the price of oil affecting sponsorships and attendance in some cases, we would hate to pass on grant reductions to arts companies. With regard to individual artists, the amount we invest (\$75,000) is so small, a reduction wouldn't be meaningful on the expense side, but would be stifling on the opportunity side. In terms of arts development, a reduction would curtail momentum in important areas such as public promotion of arts events (CalgaryCulture) and in our arts strategy *Living A Creative Life*, both of which continue to gain traction in the community. The arts contribute to the overall well-being, prosperity, connectivity, and identity of our city. A reduction would weaken the arts ecosystem and hamper us from contributing to the city we all aspire to having.

**14. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.**

As indicated in question 12, there are two significant opportunities to create greater impact. As we explore these options more deeply we would welcome an opportunity to discuss these further with The City and other partners who would also benefit.