



2010

CALGARY ARTS DEVELOPMENT

ACCOUNTABILITY REPORT

GLASS ARTWORK AT THE GRAND THEATRE.
Photo: Mike Scullen



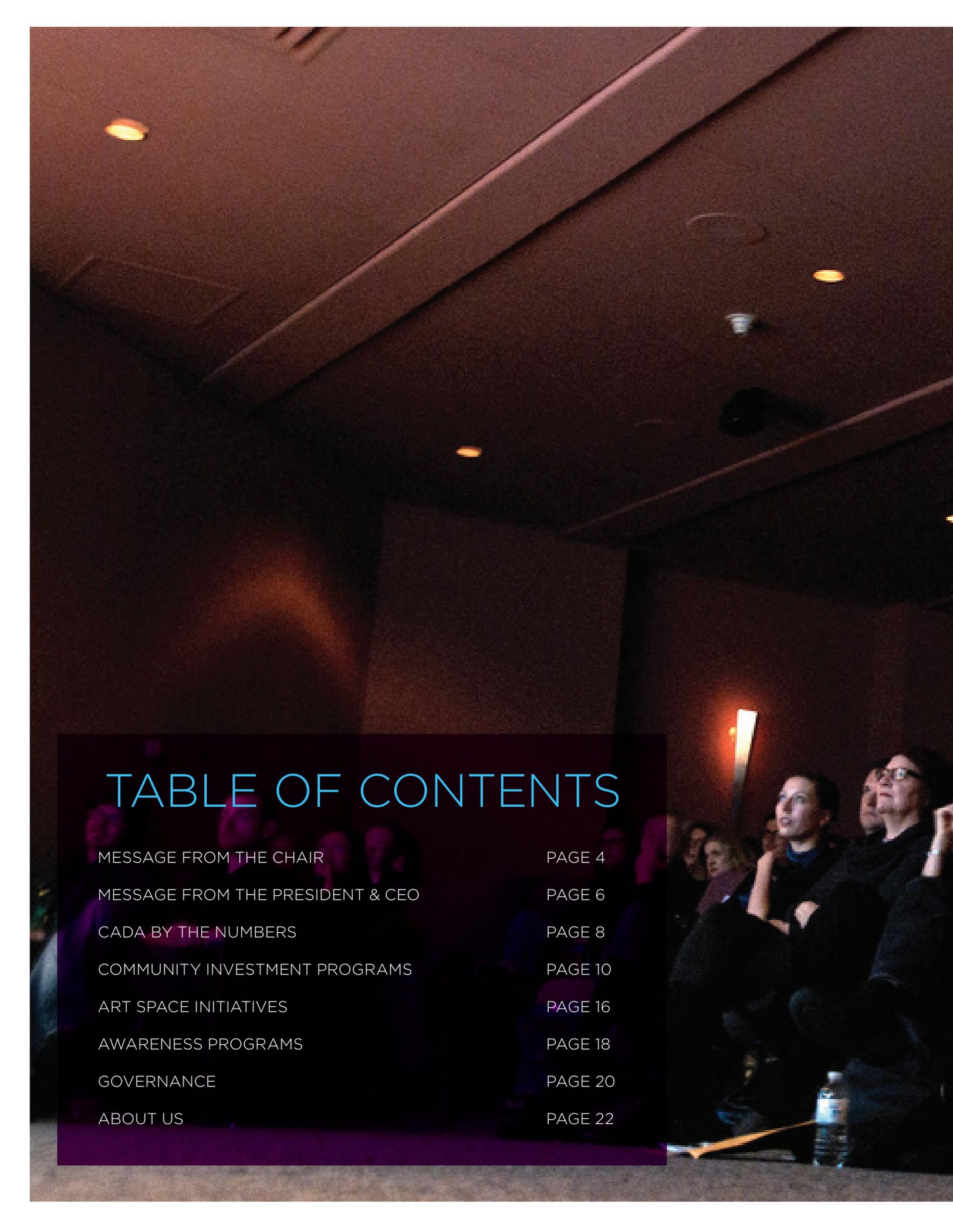
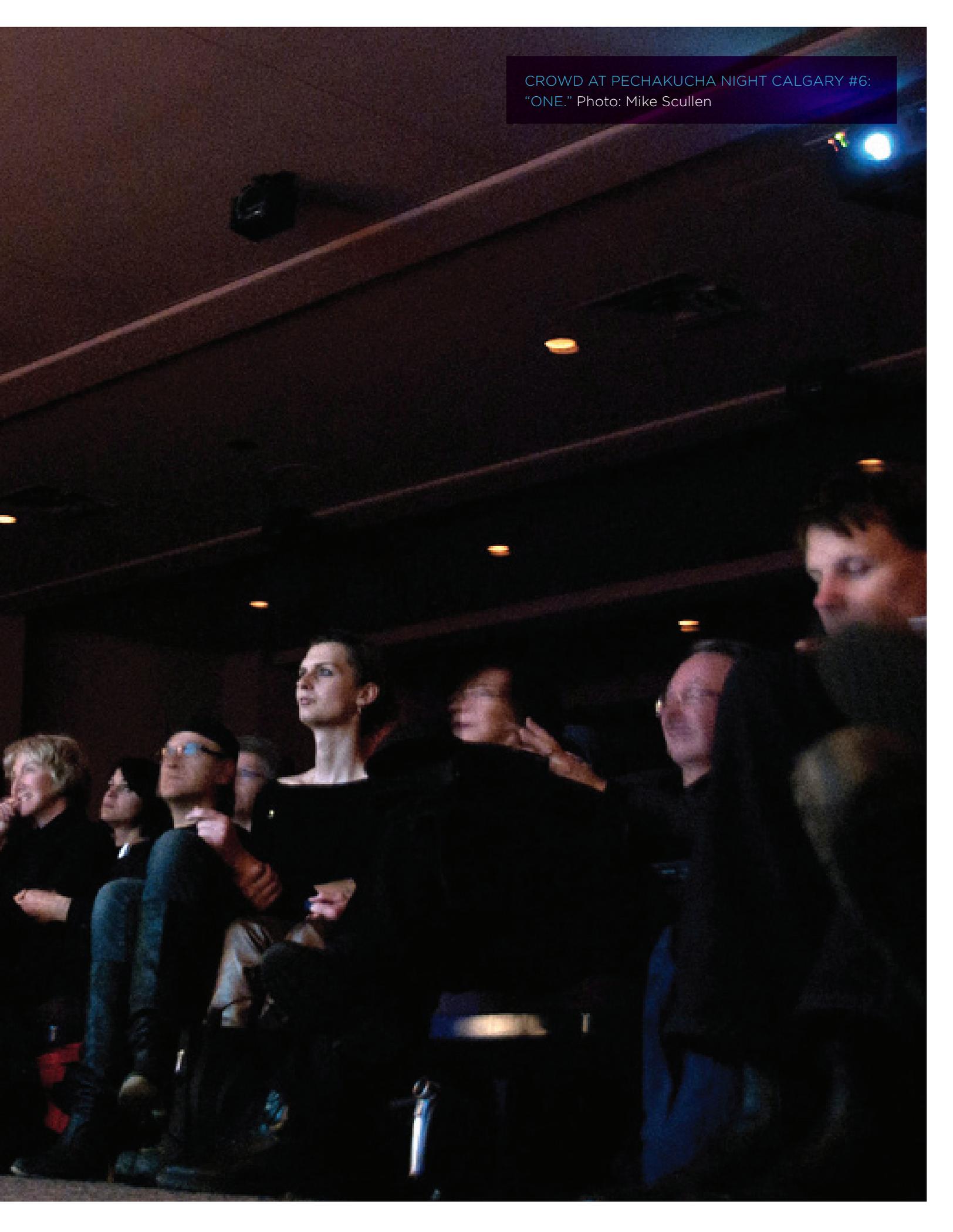


TABLE OF CONTENTS

MESSAGE FROM THE CHAIR	PAGE 4
MESSAGE FROM THE PRESIDENT & CEO	PAGE 6
CADA BY THE NUMBERS	PAGE 8
COMMUNITY INVESTMENT PROGRAMS	PAGE 10
ART SPACE INITIATIVES	PAGE 16
AWARENESS PROGRAMS	PAGE 18
GOVERNANCE	PAGE 20
ABOUT US	PAGE 22

CROWD AT PECHAKUCHA NIGHT CALGARY #6:
"ONE." Photo: Mike Scullen



MESSAGE FROM THE CHAIR

2010 was an exciting year for Calgary Arts Development. We celebrated our 5th anniversary as Canada's only municipal arts development authority amidst change and uncertainty in both the economy and through an exciting election for Mayor and City Council. It was also a year of inspiration, as who can forget the 2010 Olympic Opening Ceremony, featuring the work of many Calgary artists including Alberta Ballet's Jean Grand-Maître and the company's talented dancers, all of whom call Calgary home. Inspiration also comes from several organizations in our community who are working hard to bring much needed new arts infrastructure to completion. With investments totalling approximately \$50M from City Council, 2010 saw funding announcements and private sector contributions totalling \$225M in projects that will deliver over 2,000 new seats of performing art space and over 100,000 square feet of exhibition space to Calgarians in the near future.

At our Board's strategic retreat in September 2009, we reaffirmed our commitment to build on the momentum already established by aggressively tackling Calgary's arts infrastructure deficit. We agreed that we have a key role to play as an advocate and advisor for art space in Calgary. At CADA, we saw remaining gaps and took action to begin proactively addressing the need for multi-tenant incubator spaces and artist-focused housing. To that end, the Board encouraged management to increase CADA's capacity to do this work. We entered an exciting partnership with The Calgary Foundation to explore the acquisition of the building and 3-acre site surrounding the historic King Edward School in Southwest Calgary. This is a significant undertaking for our organization, but we enter into it with a strong partner and a commitment to appropriate due diligence and risk management. Through this and other art space development

projects, 2010 was the year that non-profit development of multi-tenant art space became a permanent fixture in Calgary.

The Board has encouraged management to be entrepreneurial, seeking partnerships and other ways to leverage The City's investment in and through our organization. In 2010, this entrepreneurial drive resulted in Calgary Arts Development spearheading and underwriting a bid for Calgary to be named Cultural Capital of Canada in 2012. I was pleased to co-chair the steering committee for this bid with Mike Casey of The Calgary Stampede. We were joined with a powerful group of partners: Jamie Niessen, Chair of the Calgary Public Library; Wilf Gobert, Chair of Calgary Economic Development; George Brookman, Chair of Tourism Calgary; and Kurt Hanson, Director of City of Calgary Recreation. Together, we hired Suzanne Boss to manage the bid process, engaging 100 Calgarians as an Advisory Panel, along with over 5,000 people through our crowdsourcing website Calgary2012.com (developed in conjunction with our corporate partner EvansHunt). Our plan, entitled "Creative Connected Communities," promises an inspiring year of celebration and legacy-building that we know will bring the eyes and feet of the country to our city.

With this Accountability Report, the Calgary Arts Development Board affirms its commitment to effective and transparent governance practices. Our top priority as a Board is to provide the fiduciary oversight required by our shareholder, The City of Calgary. We take great pride in our record as a financially stable organization that builds sufficient reserves which enable us to take appropriate risks (such as underwriting the 2012 bid), while growing our internal capacity to better serve the community. Through this report, I'm confident you'll



“THIS IS A SMALL TEAM THAT
PRODUCES TREMENDOUS AND
INSPIRING RESULTS.”

find evidence that CADA is a fiscally responsible organization, and one that is generating an impressive ROI that we intend to sustain year over year.

In conclusion, on behalf of the Board, I'd like to thank our entire staff for their ongoing dedication to the organization and the citizens of Calgary. This is a small team that produces tremendous and inspiring results. We're encouraging them to continue to grow and to leverage the impact of the organization. I'd also like to take this opportunity to thank outgoing Board members Allison McKenzie, Jeremy Sturgess and Martin Molyneaux for their commitment to our work. Martin has been with the organization since before day one, and has been significantly influential as the first chair of our Finance and Audit Committee, helping scale our capacity from a one-person start-up to an organization that is known for its effective and efficient granting processes and strategic leadership. Finally, the Board would like to express its sincere appreciation to City Council, in particular those members no longer serving but who played an essential role in starting up this organization. Your leadership was essential in helping get CADA started and in ensuring that there would be funding to go along with our art space development plan. These are legacies that will be felt for many decades in Calgary.



Peter Boyd, Chair

DISCUSSION AT THE CALGARY 2012 SYMPOSIUM
IN OCTOBER 2010. Photo: Micheal Welchman

MESSAGE FROM THE PRESIDENT

Calgary Arts Development is an organization that was built from the ground up to be nimble; to both provoke and respond to change. Good thing! 2010 was a year that tested our adaptive capacity in many ways, with staff transitions, a municipal election and the extensive community engagement for Calgary 2012. I'm pleased to report that our organization is stronger than ever, facing the future with renewed vigour and focus. Here are some of the many highlights of 2010:

- Our Operating Grant Program saw its highest numbers yet, with approximately \$3.8M going to 161 organizations, up 12 organizations from the previous year (and up 40 from 2008);
- Our commitment to transparency and impact measurement took another step as the first municipal granting agency to collect and analyze data collected during the grant application process using CADAC (Canadian Arts Data/Données sur les Arts au Canada). The results from this effort were published in early 2011 in a publication entitled *A View of Calgary's Arts Organizations*. Each granting client also received an individualized benchmarking report geared towards helping them improve their operations;
- We worked closely with partners at The City of Calgary, CBIZ, Calgary Economic Development, Tourism Calgary and the festival/event community to make recommendations that were passed by City Council in February 2010 for a new Festival and Event Policy for Calgary that has seen us significantly improve the environment for hosting festivals and events in our city;
- As a result of the Festival and Event Policy, we were pleased to develop and deliver a new \$900,000 Event Stimulus Program on behalf of The City of Calgary. First round investments of \$400,000 were concluded in early 2011. A first for CADA, the grant eligibility included sport and BRZ events;
- As a result of direction set out at our 2009 Board strategic retreat, we made the decision to significantly grow our art space development capacity. In 2010, we undertook a national search for a Director of Art Space Initiatives. We were thrilled to import Reid Henry from Toronto in July, bringing his international experience in cultural policy and art space development to Calgary;
- Throughout 2010, we were exploring opportunities to work with the Calgary Municipal Land Corporation to find arts uses for East Village properties that were slated to be redeveloped. We were very pleased to open Seafood Market Studios in East Village, a temporary space that is providing tremendously valuable studio, rehearsal and creation space to more than 42 artists at a very affordable rent. We're happy to do our part to set an inspiring direction for the future of East Village;
- Soon after Reid Henry joined our team, we partnered with The Calgary Foundation on a bid for the historic King Edward School site. This strong partnership, combined with a commitment to work closely with the arts and South Calgary communities, has us optimistic that King Edward School will become Calgary's first purpose-built arts incubator and artist housing project. Our goal is to provide professional development space and resources for Calgary's next generation of professional artists and emerging not-for-profit organizations, while making a clear and compelling contribution to the community of South Calgary;
- Early in the year, we supported Artpoint Gallery & Studios Society as they sought to rectify the challenges associated with a large rent increase in the space they lease from The City of Calgary. The issue was resolved, Artpoint is stable once again, and City Council has asked for a policy to be developed that would see City-owned facilities slated for redevelopment used to create cultural value. We expect to see a new policy to this end in mid-2011;

“CALGARY ARTS DEVELOPMENT IS AN ORGANIZATION THAT WAS BUILT FROM THE GROUND UP TO BE NIMBLE; TO BOTH PROVOKE AND RESPOND TO CHANGE.”

- The year was not without its challenges. The Calgary Jazz Festival was cancelled just prior to its scheduled start, causing much concern throughout the community. Our response was to host a public meeting on the future of jazz in Calgary. This meeting led to a community-driven task force that is undertaking collaborative research and planning to ensure that Calgary's jazz scene emerges strong from the events of the past year;
- Our work with the Cultural District Society resulted in much success with the launch of a new brand and program (the Pigeon Card), although this was tempered by challenges in bringing in funding and the loss of a key staff person to Australia. The Cultural District continues to have dedicated volunteers, highly successful First Thursday events and large engagement with the Pigeon Card. It is a high performance engine ready for fuel; and
- The PechaKucha Night events that we coordinate with a community-driven committee continue to see high levels of participation and engagement. The event held in conjunction with the Calgary Public Library's *One Book One Calgary* initiative in November was the highlight (it trended nationally on Twitter!), with nearly 300 people in attendance to hear 10 variations on the theme: "One."

I'd like to offer my final thoughts on 2010 to City Council past and present. The previous Council, led by former Mayor Bronconnier, made several key decisions that have put us in an envious position looking forward. We have a long-term art space strategy and capital plan, with serious momentum, in large part because of your collective trust in our organization. We were very pleased that our Council-appointed Aldermanic board member, Joe Ceci, was able and interested in remaining on our board as "Citizen Joe," and we were also thrilled to welcome Ald. Brian Pincott to the table as our new representative, bringing years of professional arts experience along with his City Council insight. To the new members of Council: welcome to your new job! We look forward to working with you to build an arts sector that has wide ranging cultural, social and economic impact for the citizens of Calgary.



Terry Rock, President & CEO

CADA BY THE NUMBERS

Calgary Arts Development's *A View of Calgary's Arts Organizations*, a white paper summarizing arts data from 166 arts organizations that applied for funding,* shows unequivocally that the road we've been on is generating results.

Each year Calgary's arts organizations provide over 7,300 opportunities to view and participate in activities with total public attendance of nearly 2.7 million. The dollars invested in arts organizations on behalf of Calgarians translate into multiple and diverse opportunities for citizens to actively engage as participants, audience members, volunteers, employees and artists within their communities and the city at large. By investing in arts organizations, citizens are contributing to the city's economic and social well-being and the overall vibrancy of Calgary.

In an effort to better serve Calgary's arts groups with valuable and relevant data, CADA's intent is to continue publishing a white paper based on Operating Grant Program data submitted. In addition to the individualized reports being provided to Operating Grant clients, we believe the data and the stories behind it will continue to add value and tangible evidence of The City of Calgary's ROI through CADA to the arts organizations funded and to the citizens of Calgary.

Arts organizations are significant generators of employment, volunteer opportunities, educational advancement and audience engagement. In 2009, these non-profit arts organizations made an immense contribution to the economy and quality of life in Calgary, including:

*The figures reported are for an annual cycle during 2009; 2010 was the first year in which applicants to the program were asked to complete the application using the CADAC (Canadian Arts Data/Données sur les Arts au Canada) system.





PROVIDING OVER 10,000

opportunities to participate in workshops, courses, lectures, presentations and other arts education activities

\$103 MILLION

Calgary's arts sector generates over \$103 million in annual revenues

20,000 VOLUNTEERS

Utilizing over 20,000 volunteers for over 600,000 hours of work

8,200 EMPLOYED

Employing over 8,200 professional artists and over 700 full-time staff

BREAKDANCERS AT THE GLOBALFEST YOUTH FORUM. Photo: Selina Chan

COMMUNITY INVESTMENT PROGRAMS

Calgary Arts Development provides funding and other resources to the community as one means of realizing its mission. In line with the 2004 Civic Arts Policy, CADA has the authority to establish arts investment programs for capital projects, annual operations of organizations, individual artists and other special purposes that meet CADA's strategic objectives.

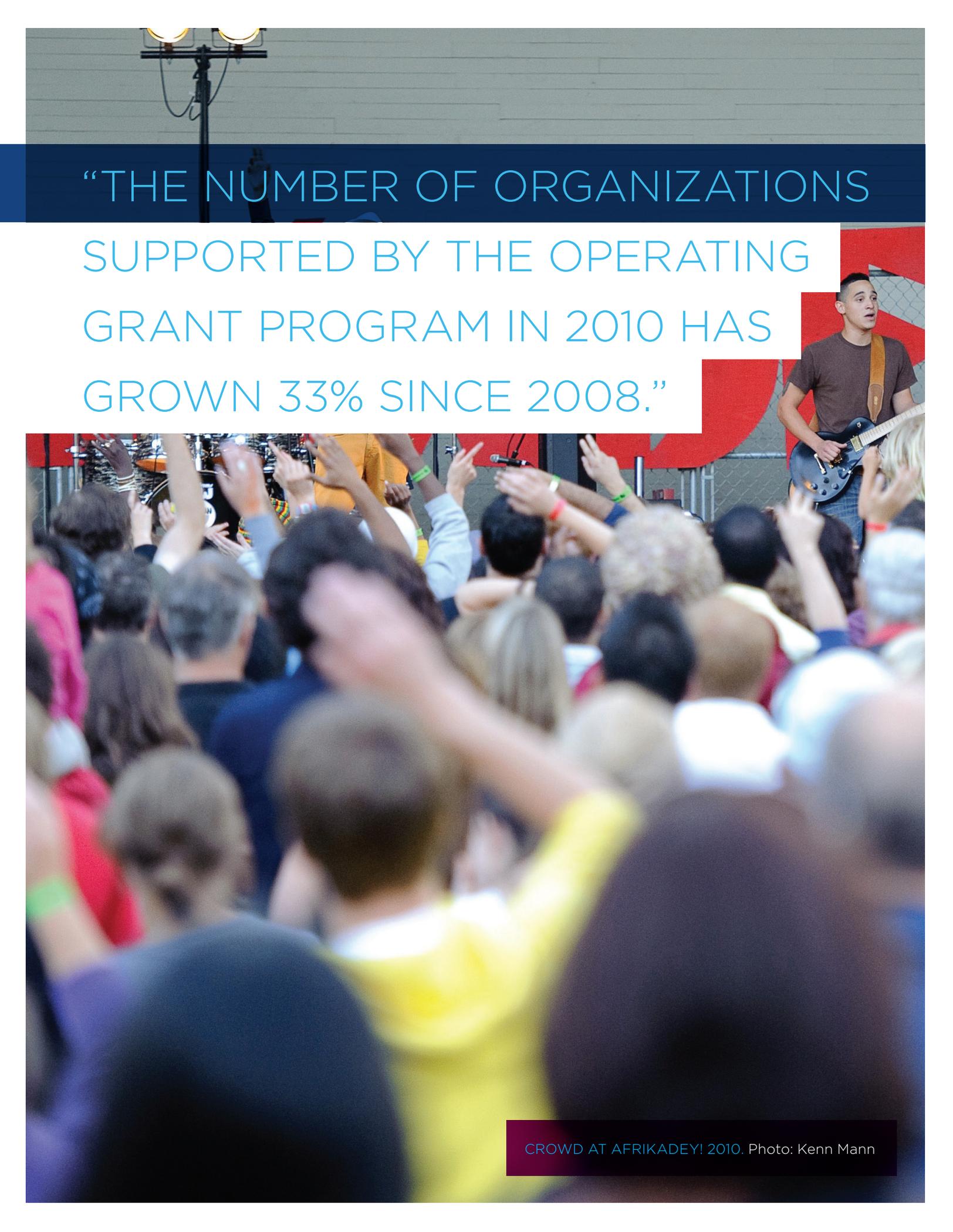
OPERATING GRANT PROGRAM

New funds from The City of Calgary have meant the number of organizations supported by the Operating Grant Program in 2010 has grown 33% since 2008. CADA's Operating Grant Program is guided by three main criteria: organizational resiliency, artistic impact and public impact. The Program utilizes a peer-based Assessment Panel to make informed investments into the arts sector. These assessors participate in a unique learning program designed to provoke discussion and dialogue about the value of the arts in our community. We are grateful to the individuals who help us prioritize artistic and public impact and build understanding about the long-term value of municipal investment in the arts. The impact of the decisions made by our assessors in 2010 is witnessed through the investment of nearly \$3.8 million in 161 local arts organizations.

2010 GRANT ASSESSORS

KEVIN ALLEN	SANDRA NEILL
GRANT BURNS	JEFFREY NEUFELD
LESLIE CHANDLER	ANNETTE O'SHEA
KERRY CLARKE	SHAWN PETSCHÉ
COL CSEKE	SHAUNA QUINN
KIM DASHWOOD	JOHN RUTHERFORD
JILLIAN FRECHETTE	CHAD SAUNDERS
ANNE GREEN	COURTNEY SCOTT
CHRIS HUESTIS	MIEKA WEST
CHRISTOPHER HUNT	BOB WHITE
JUDY LAWRENCE	SHERI-D WILSON
ANDREW MACNIVEN	MICHELLE WONG
SCOTT MCTAVISH	TAMMY WONG
	KATHERINE YLITALO

The investments made through the Operating Grant Program contribute to the operations of local non-profit arts organizations, both large and small, with a range of artistic disciplines including theatre, music, dance, visual arts, media arts, film, literary arts and arts festivals. The Program provides "first in" dollars that are further leveraged by organizations through earned as well as private and public sector revenues, resulting in total revenues generated of over \$103 million. These revenues translate into wages for thousands of artists and cultural workers and thousands of performances, exhibitions, events, educational activities for children and festivals that are enjoyed by nearly 2.7 million people each year. Dollars are also spent on the creation of new art works that contribute to advancements in artistic innovation and provide resources that further a national and international artistic dialogue for local arts groups.



“THE NUMBER OF ORGANIZATIONS SUPPORTED BY THE OPERATING GRANT PROGRAM IN 2010 HAS GROWN 33% SINCE 2008.”

OPERATING GRANT PROGRAM

Following is a list of the organizations funded and dollars received through the Operating Grant Program in 2010. For profiles of these recipients, please visit CalgaryArtsDevelopment.com/ClientProfiles.

THE ACOUSTIC MUSIC SOCIETY OF CALGARY: \$3,000

ADULT RECREATIONAL CHOIR SOCIETY OF CALGARY: \$4,500

AFRIKADEY ARTS & CULTURE SOCIETY: \$20,000

ALBERTA BALLET: \$204,000

ALBERTA CRAFT COUNCIL: \$8,000

ALBERTA MEDIA ARTS ALLIANCE SOCIETY: \$5,500

ALBERTA PLAYWRIGHTS' NETWORK: \$9,000

ALBERTA PRINTMAKERS SOCIETY: \$14,000

ALBERTA THEATRE PROJECTS: \$309,000

ALEXANDRA WRITERS' CENTRE SOCIETY: \$5,400

ALLIANCE FRANÇAISE OF CALGARY: \$6,700

ALTIUS BRASS SOCIETY: \$2,100

AMICI STRING PROGRAM ASSOCIATION: \$5,000

ANTYX COMMUNITY ARTS SOCIETY: \$11,000

ART GALLERY OF CALGARY: \$75,000

ARTPOINT GALLERY & STUDIOS SOCIETY: \$5,000

ASSOCIATION FOR NON-PROFIT ARCHITECTURAL FIELDWORK (ALBERTA): \$5,500

ASSOCIATION OF THE INSIDE OUT INTEGRATED THEATRE PROJECT: \$5,000

BLUE COLLAR DANCE COMPANY: \$8,000

BOOK PUBLISHERS ASSOCIATION OF ALBERTA: \$4,500

BRAZILIAN COMMUNITY ASSOCIATION OF ALBERTA: \$5,000

C-JAZZ, THE CALGARY JAZZ ASSOCIATION: \$6,450

CALGARY ANIMATED OBJECTS SOCIETY: \$50,000

CALGARY ARTS RESOURCE SOCIETY: \$2,500

CALGARY ARTWALK SOCIETY: \$2,500

CALGARY BACH FESTIVAL SOCIETY: \$1,800

CALGARY BLUES MUSIC ASSOCIATION: \$45,000

CALGARY CHAPTER OF BARBERSHOP HARMONY SOCIETY: \$1,000

CALGARY CHILDREN'S CHOIR: \$3,600

CALGARY CHINESE ORCHESTRA: \$1,800

CALGARY CINEMATHEQUE: \$7,000

CALGARY CONCERT BAND: \$2,000

CALGARY CONTEMPORARY ARTS SOCIETY: \$20,000

CALGARY FIDDLERS ASSOCIATION: \$3,480

CALGARY FOOTHILLS BARBERSHOP CHORUS SOCIETY: \$3,600

CALGARY GIRLS CHOIR: \$8,000

CALGARY INTERNATIONAL CHILDREN'S FESTIVAL: \$100,000

CALGARY INTERNATIONAL FILM FESTIVAL SOCIETY: \$67,000

CALGARY INTERNATIONAL FIREWORKS FESTIVAL (GLOBALFEST): \$32,000

CALGARY INTERNATIONAL FRINGE FESTIVAL: \$30,000

CALGARY INTERNATIONAL KIWANIS MUSIC FESTIVAL: \$10,000

CALGARY MEN'S CHORUS: \$5,000

CALGARY MULTICULTURAL CHOIR: \$2,400

CALGARY OPERA ASSOCIATION: \$204,000

CALGARY PHILHARMONIC ORCHESTRA: \$290,000

CALGARY PRO MUSICA SOCIETY: \$15,000

CALGARY REGGAE FESTIVAL SOCIETY: \$20,000

CALGARY RENAISSANCE SINGERS AND PLAYERS: \$4,200

CALGARY ROUND-UP BAND: \$3,000

CALGARY SKETCH CLUB: \$3,700

CALGARY SOCIETY OF INDEPENDENT FILMMAKERS:
\$33,500

CALGARY SOCIETY OF ORGANISTS: \$1,620

CALGARY SPOKEN WORD SOCIETY: \$16,000

CALGARY TURKISH FESTIVAL: \$4,000

CALGARY UNDERGROUND FILM FESTIVAL: \$20,000

CALGARY YOUNG PEOPLE'S THEATRE: \$6,400

CALGARY YOUTH ORCHESTRA SOCIETY: \$8,000

CANADIAN MUSIC CENTRE, PRAIRIE REGION
ASSOCIATION: \$15,000

CANTARÉ CHILDREN'S CHOIR SOCIETY: \$4,400

CANTOS MUSIC FOUNDATION: \$55,000

CENTRE STAGE THEATRE: \$2,000

CHINOOK MUSICAL SOCIETY: \$2,400

CJSW 90.9 FM: \$20,000

CLASSICAL GUITAR SOCIETY OF CALGARY: \$6,200

CLOUDS 'N WATER VISUAL PRODUCTION SOCIETY
(THE NEW GALLERY): \$35,000

COMIC & ENTERTAINMENT EXPO COMMITTEE: \$10,000

CORPS BARA DANCE GUILD OF CALGARY: \$3,000

THE CURIOUSLY CANADIAN IMPROV GUILD: \$3,500

DANCERS' STUDIO WEST SOCIETY: \$26,000

DANDELION MAGAZINE SOCIETY: \$2,000

DECIDEDLY JAZZ DANCEWORKS: \$89,000

DOWNSTAGE PERFORMANCE SOCIETY: \$9,500

EARLY MUSIC VOICES CONCERT SOCIETY: \$4,800

EMMEDIA GALLERY AND PRODUCTION SOCIETY:
\$37,500

ENCHOR CHORAL SOCIETY: \$1,800

EVERGREEN THEATRE: \$2,000

EXPOSURE: CALGARY BANFF PHOTOGRAPHY
FESTIVAL: \$17,500

FAIRYTALES PRESENTATION SOCIETY: \$20,000

FESTIVAL CHORUS: \$7,000

FILLING STATION PUBLICATIONS SOCIETY: \$5,500

FIRE EXIT THEATRE SOCIETY: \$3,600

FISH CREEK CONCERT AND CULTURAL SOCIETY:
\$3,500

FOLK FESTIVAL SOCIETY OF CALGARY: \$90,000

FOOTHILLS BLUEGRASS MUSIC SOCIETY: \$3,500

FOOTHILLS BRASS SOCIETY: \$5,000

FREEFALL LITERARY SOCIETY OF CALGARY: \$5,500

FRONT ROW CENTRE PLAYERS SOCIETY: \$8,000

FUNNYFEST CALGARY COMEDY FESTIVAL SOCIETY:
\$10,000

GHOST RIVER THEATRE SOCIETY: \$15,500

GLENBOW-ALBERTA INSTITUTE: \$135,000

GLI AZZURI - CALGARY ITALIAN FOLK DANCERS: \$1,200

GREEN FOOLS THEATRE SOCIETY: \$10,000

GROUND ZERO THEATRE SOCIETY: \$13,500

HISPANIC ARTS SOCIETY: \$15,000

HONENS INTERNATIONAL PIANO COMPETITION:
\$60,000

ILLINGWORTH KERR GALLERY (ACAD): \$10,000

IN-DEFINITE ARTS SOCIETY: \$7,500

INSTRUMENTAL SOCIETY OF CALGARY: \$2,000

INTERNATIONAL FESTIVAL OF SONG AND CHAMBER
MUSIC SOCIETY: \$7,800

JAZZ IS SOCIETY OF ALBERTA: \$2,000

JEUNESSE CLASSIQUE BALLET SOCIETY: \$6,000

KANTOREI CHORAL SOCIETY: \$4,800

KENSINGTON SINFONIA: \$7,000

LAND'S END CHAMBER MUSIC SOCIETY: \$8,000

LEIGHTON FOUNDATION AND ART CENTRE: \$13,000

LOOSE MOOSE THEATRE: \$13,000

LUNCHBOX THEATRE: \$58,000

PROGRAMS & INITIATIVES

MOMO MULTI-ABILITY MOVEMENT ARTS SOCIETY OF CALGARY: \$6,000

MORPHEUS THEATRE SOCIETY: \$7,700

MOUNT ROYAL CHORAL ASSOCIATION: \$3,600

MOUNTAIN STANDARD TIME PERFORMATIVE ARTS FESTIVAL: \$12,500

NEW WORKS CALGARY: \$7,000

OLD TROUT PUPPET WORKSHOP: \$27,000

ONE YELLOW RABBIT: \$75,000

ORCHESTRAL SOCIETY OF CALGARY: \$9,000

POLANIE POLISH SONG AND DANCE ASSOCIATION: \$1,200

PROARTS SOCIETY: \$4,000

PUMPHOUSE THEATRE SOCIETY: \$50,000

QUEST THEATRE SOCIETY: \$26,000

QUICKDRAW ANIMATION SOCIETY: \$34,500

REVV52: \$5,200

ROCKY MOUNTAIN CONCERT BAND: \$1,200

SAGE THEATRE SOCIETY: \$21,000

SAVRIDI SINGERS ASSOCIATION: \$2,000

SCORPIO THEATRE: \$2,000

SECOND STORY ART SOCIETY (TRUCK GALLERY): \$43,500

SHAKESPEARE COMPANY, THE: \$4,500

SHAKESPEARE IN THE PARK: \$20,000

SILVER STARS MUSICAL REVUE SOCIETY: \$1,500

SINGLE ONION: \$4,000

SLED ISLAND MUSIC AND ARTS FESTIVAL: \$45,000

SOCIETY OF ALBERTA DANCE THEATRE FOR YOUNG PEOPLE: \$3,200

SOULCENTRIC PERFORMING ARTS SOCIETY: \$6,000

SPIRITUS CHAMBER CHOIR: \$3,600

SPRINGBOARD DANCE COLLECTIVE CALGARY SOCIETY: \$12,500

STAGE LEFT PRODUCTIONS THEATRE ASSOCIATION: \$9,000

STORYBOOK THEATRE SOCIETY: \$20,000

STRIDE ART GALLERY ASSOCIATION: \$33,000

STUDIO C, PROSPECT HUMAN SERVICES SOCIETY: \$7,000

SUZIRYA UKRAINIAN DANCE THEATRE: \$2,400

SWALLOW-A-BICYCLE THEATRE SOCIETY: \$3,500

SYKOTIK MAS CLUB OF CALGARY: \$1,000

THEATRE ALBERTA: \$8,000

THEATRE CALGARY: \$307,000

THEATRE ENCOUNTER PERFORMANCE SOCIETY: \$1,000

THEATRE JUNCTION SOCIETY: \$77,000

TRICKSTER THEATRE SOCIETY: \$11,500

TRYZUB UKRAINIAN DANCE SOCIETY: \$3,000

UNTITLED ART SOCIETY: \$5,000

URBAN CURVZ THEATRE: \$6,000

VERB THEATRE: \$1,000

VERTIGO THEATRE SOCIETY: \$90,000

VISUAL ARTS WEEK SOCIETY: \$12,500

VOICESCAPES MUSIC COLLECTIVE SOCIETY: \$3,000

W.P. PUPPET THEATRE SOCIETY: \$1,000

W&M DANCE PROJECTS OF CALGARY: \$6,000

WESTWINDS MUSIC SOCIETY: \$5,000

WORDFEST: \$60,000

WORKSHOP THEATRE SOCIETY: \$9,120

WRITERS GUILD OF ALBERTA: \$5,000

YOUTH SINGERS OF CALGARY: \$15,600

EVENT STIMULUS PROGRAM

The new Festival and Event Policy, adopted in February 2010, recognizes that festivals and events are a vital ingredient in Calgary's ongoing development as an active and creative city and underscores a new commitment to providing service and support to the festival and event communities.

Developed by The City of Calgary and administered by Calgary Arts Development, the Event Stimulus Program grew out of the Festival and Event Policy and is intended to increase both the quantity and quality of events and festivals in Calgary. The Program is a true collaboration between multiple sectors as eligible activities may include, but are not limited to, arts, entertainment, culture, sports, tourism, celebratory parades and community street festivals. In 2010, The City of Calgary invested \$400,000 into 8 local festivals and events including:

AFRIKADEY! FESTIVAL: \$26,000

CALGARY COMIC & ENTERTAINMENT
EXPO: \$40,000

CHOOSE YER OWN FESTIVAL: \$8,000

GIANT INCANDESCENT RESONATING
ANIMATION FESTIVAL (GIRAF): \$15,000

HIGH PERFORMANCE RODEO: \$125,000

INTERNATIONAL FESTIVAL OF ANIMATED
OBJECTS: \$26,000

SLED ISLAND MUSIC AND ARTS
FESTIVAL: \$110,000

SUMMER OPERA FESTIVAL: \$50,000



CHILD AT SLED ISLAND MUSIC & ARTS FESTIVAL.

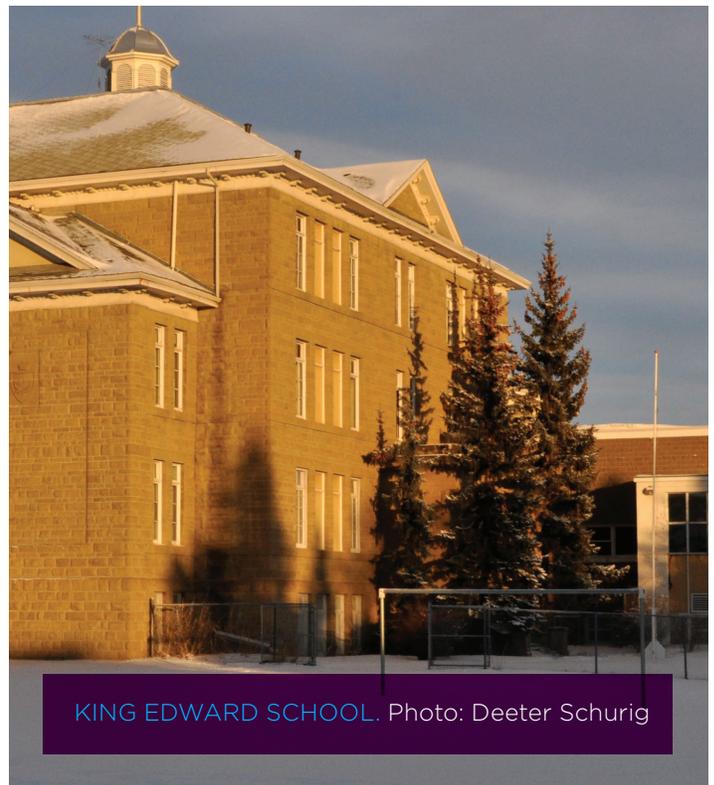
ART SPACE INITIATIVES

Since its inception under the auspices of the 2004 Civic Arts Policy, CADA identified the need for an entrepreneurial approach to space development and for investigating the feasibility of developing multi-tenant art spaces. 2010 saw us take concrete steps towards meeting these needs after laying the groundwork in prior years.

In addition to bringing on a Director of Art Space Initiatives in 2010, CADA articulated its first priority of the organization's 2011 Strategic Plan to finalize a business and governance model for the development and operation of arts incubator facilities and artist-focused housing, while securing one development site for the first project - the King Edward School site in Southwest Calgary.

CADA and The Calgary Foundation have formed a unique partnership to purchase and redevelop the historic King Edward School site as a mixed-use hub focused on the incubation and advancement of professional arts practice, social innovation and community development. As part of the research phase of this project, CADA distributed a survey to artists and arts organizations focused on the demand and preferences for art spaces. Over 200 Calgary artists and organizations responded, providing a clear signal of demand for purpose-built production, rehearsal and creation spaces that could be accommodated through the transformation of the King Edward School site. This information will help inform the conversations about what is needed to transform the King Edward School into a multi-tenant arts incubator.

Also in 2010, CADA and the Calgary Municipal Land Corporation (CMLC) partnered in opening the former Billingsgate Seafood Market as the Seafood Market Studios. Pioneering the role of arts activity in the revitalization of the East Village, the Studios have become a hub of activity since opening in the fall to 14 artists of multiple disciplines. The primary goal was to create affordable working spaces for artists that encouraged a collaborative and creative atmosphere. Given comments from the current tenants, it sounds like the goal is being met; artists love the space and the community that's been created. Approximately 40 artists are currently utilizing the space for multi-disciplinary rehearsals, visual art studios, festival offices, writing, photography, graphic design as well as film and video work.



KING EDWARD SCHOOL. Photo: Deeter Schurig

“ARTISTS LOVE THE
(SEAFOOD MARKET STUDIOS)
SPACE AND THE COMMUNITY
THAT’S BEEN CREATED.”



TENANT KRIS DEMEANOR IN HIS SEAFOOD
MARKET STUDIOS SPACE.
Photo: Mark 11 Photography

AWARENESS PROGRAMS

One of CADA's key areas of focus has been raising the profile of artists, arts organizations and arts events in Calgary. Although there is work to be done to better tell the stories of Calgary's dynamic and vibrant arts sector, a couple of initiatives saw increased success in 2010. The popularity of both reflect the interest in, and demand for, more arts and culture activities in Calgary. They also show how CADA is able to effectively leverage its resources in raising awareness and participation in the arts into multiple benefits for the arts sector and Calgary as a whole.

CALGARY CULTURE

Launched in 2009 to provide a one-stop source for information about Calgary's vibrant, thriving and ever-expanding arts and culture scene, CalgaryCulture.com maintains free event listings for artists, arts organizations, festivals, musicians, galleries and community groups. Events are publicized on the website, through social media and via a weekly newsletter that reaches thousands of people in Calgary and surrounding communities. Furthermore, Calgary Arts Development and Tourism Calgary have been working together to ensure that Calgary's arts and culture events are being promoted through Tourism Calgary's marketing and promotions. An example of this collaboration can be seen online: Tourism Calgary's VisitCalgary.com website now automatically imports events listed on CalgaryCulture.com.

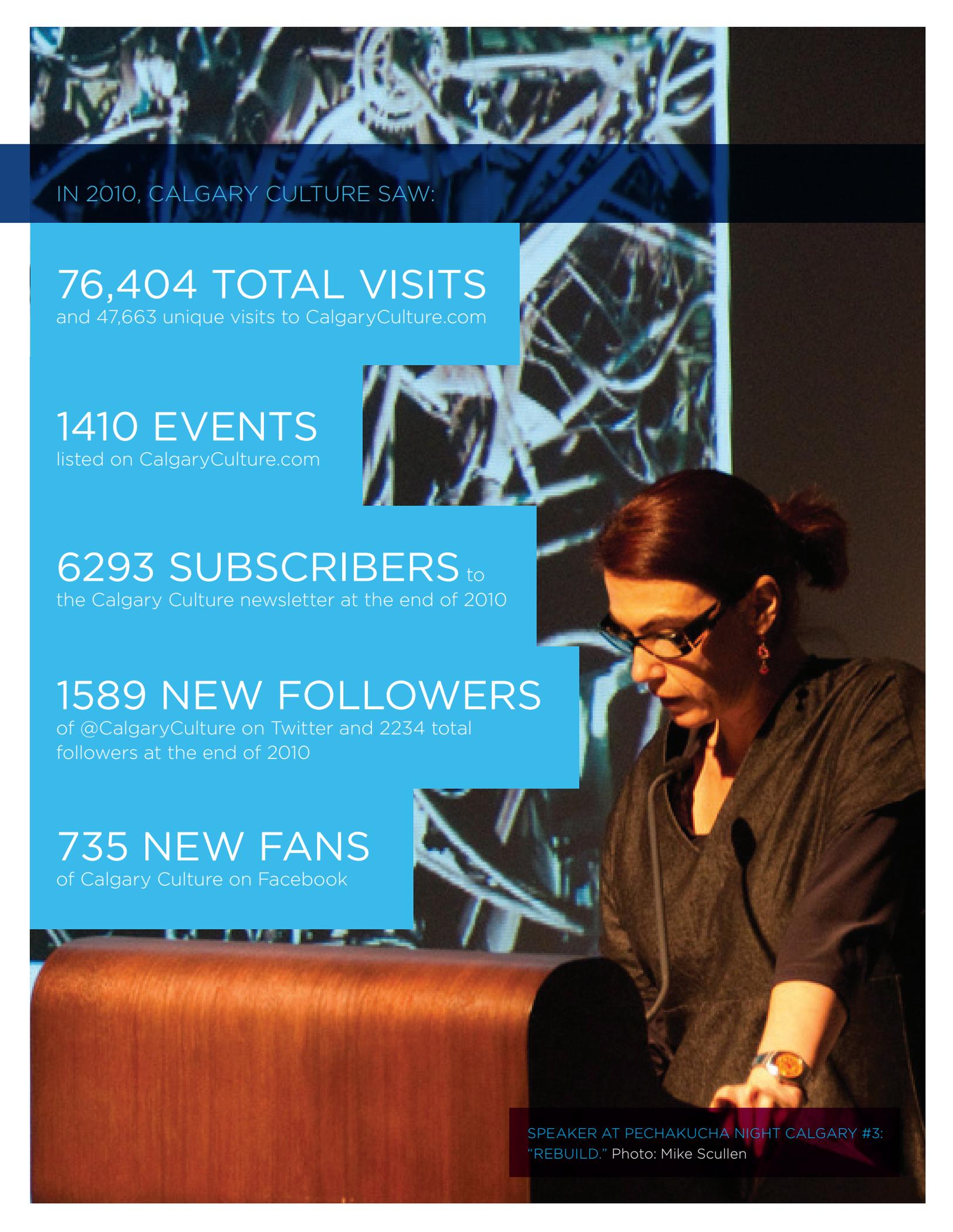
PECHAKUCHA NIGHTS

CADA hosted 5 PechaKucha Nights over the course of 2010. Drawing their name from the Japanese term for the sound of "chit chat," PechaKucha Nights are based on a simple presentation format: speakers present 20 slides each, for 20 seconds per slide. CADA's 2010 PechaKucha Nights covered themes including "Rebuild," a fundraiser for Architecture for Humanity's efforts in Haiti; "Failure," which looked at the importance of making mistakes on the path to success; "The West," a partnership with CJSW 90.9FM, the Calgary Stampede, the Calgary Downtown Association and The City of Calgary that took place during Stampede; and "One," which took place as part of the Calgary Public Library's *One Book One Calgary* program.

PechaKucha Nights are now free and attract over 300 people each, contributing to a continuing dialogue on the arts, creativity and life in Calgary and beyond.

CULTURAL DISTRICT

In 2010 CADA continued to partner with the Cultural District Renaissance Society, investing resources in promoting the Cultural District as a destination for both locals and tourists. Specific initiatives included the Pigeon Card program and monthly First Thursday events. Although we saw success as a result of our marketing, due to labour and financial challenges, CADA's work in this area was curtailed partway through 2010. Should appropriate financial support of the Cultural District be available, there is huge potential for the Cultural District to become a calling card for Calgarians and tourists, with multiple economic benefits to citizens, artists and businesses in the area and beyond. CADA is involved in discussions that will hopefully see a fully supported resurgence of the Cultural District in 2011.



IN 2010, CALGARY CULTURE SAW:

76,404 TOTAL VISITS
and 47,663 unique visits to CalgaryCulture.com

1410 EVENTS
listed on CalgaryCulture.com

6293 SUBSCRIBERS to
the Calgary Culture newsletter at the end of 2010

1589 NEW FOLLOWERS
of @CalgaryCulture on Twitter and 2234 total
followers at the end of 2010

735 NEW FANS
of Calgary Culture on Facebook

SPEAKER AT PECHAKUCHA NIGHT CALGARY #3:
"REBUILD." Photo: Mike Scullen

GOVERNANCE

A. OVERVIEW OF GOVERNANCE MODEL

Calgary Arts Development was formed to deliver on the 2004 Calgary Civic Arts Policy and is an arm's length arts authority providing the creation, maintenance and implementation of a long-term strategic plan for the arts in Calgary. CADA is governed by a Board of Directors, appointed by and directly accountable to its Shareholder, the City, via City Council. The Board governs lawfully, observing the principles of the policy governance model, with an emphasis on strategic leadership and clear distinction of Board and CEO roles. The Board also identifies the principal risks of CADA's business, achieves a proper balance between risks incurred and potential returns and oversees the development of policies and the implementation of appropriate systems to manage the risks. In 2010, there were 8 board meetings scheduled (including a two-day retreat), with an attendance record of 74% (96/127).

B. BOARD COMMITTEES

The Calgary Arts Development Board carries out its responsibilities using the following committee structures.

FINANCE AND AUDIT

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

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

The committee met 6 times in 2010. Committee members include:

PAUL DORNIAN
MARTIN MOLYNEAUX
BRENT PICKERL (CHAIR)
HANNAH STILWELL

GOVERNANCE AND HR

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

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

The committee met 7 times in 2010. Committee members include:

PATTI DIBSKI
LINDA HOHOL
JUDY MACLACHLAN (CHAIR)

ART SPACES

The Art Spaces Committee exists to:

- Recommend Board policy as it relates to strategies, tactics and risks associated with the execution of CADA's Art Spaces Strategy, while maintaining alignment with City of Calgary Policies;
- Advise management as requested on matters pertaining to art space development; and
- Assist the Board in fulfilling its fiduciary responsibilities by exercising due diligence on

issues related to art space development that carry a higher than normal level of risk to the corporation.

The committee met 5 times in 2010. Committee members include:

PAUL BATTISTELLA (ADVISORY,
NON-BOARD MEMBER)
ALLISON MACKENZIE
MEG VAN ROSENDAAL
JEREMY STURGESS

C. KEY POLICIES AND PROCESSES

BOARD POLICY ON CONFLICT OF INTEREST

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

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

GRANTING PROCESSES

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



CORPS BARA DANCE GUILD GALA
PERFORMANCE. Photo: Charlene Woodman.

ABOUT US

2010 STAFF

TERRY ROCK,
PRESIDENT & CEO

KAREN BALL,
DIRECTOR, COMMUNITY INVESTMENT

JULIE BARATTA,
EXECUTIVE ASSISTANT & OFFICE MANAGER

CHARIS BIRCHALL,
PROGRAM COORDINATOR, COMMUNITY INVESTMENT

SUZANNE BOSS,
PROJECT MANAGER, CALGARY 2012 (CONTRACT)

LINDSAY BOWMAN,
PROGRAM COORDINATOR, MARKETING &
COMMUNICATIONS

REID HENRY,
DIRECTOR, ART SPACE INITIATIVES
(EFFECTIVE JULY 2010)

BIL HETHERINGTON,
PROGRAM COORDINATOR, ART SPACE INITIATIVES
(THROUGH APRIL 2010)

MELISSA KUSHNIR,
MARKETING SPECIALIST, CULTURAL DISTRICT
(THROUGH OCTOBER 2010)

ALIDA LOWE,
PROGRAM ASSISTANT (CONTRACT)

ERICA MATTSON,
DIRECTOR, MARKETING & COMMUNICATIONS
(THROUGH APRIL 2010)

BECKY SCOTT,
PROJECTS & COMMUNICATIONS GENERALIST
(CONTRACT)

MIKE SCULLEN,
PROGRAM LEAD, INFORMATION &
COMMUNICATION TECHNOLOGY

LAUREN SIMMS,
PROGRAM LEAD, COMMUNITY INVESTMENT

JENNA SWIFT,
COMMUNITY ENGAGEMENT ASSISTANT
(SUMMER INTERN)

2010 BOARD MEMBERS

PETER BOYD (CHAIR)
OWNER, GENIUS WINES LP

JOE CECI (VICE-CHAIR)
PAST MEMBER OF CITY COUNCIL, WARD 9

PATTI DIBSKI
OWNER, GIBSON FINE ART

PAUL DORNIAN
DIRECTOR, MOUNT ROYAL UNIVERSITY
CONSERVATORY

LINDA HOHOL
COMMUNITY LEADER

JUDY MACLACHLAN
COMMUNITY LEADER

MARTIN MOLYNEAUX
MANAGING DIRECTOR, INSTITUTIONAL RESEARCH,
FIRSTENERGY CAPITAL CORP.

BRENT PICKERL

MANAGING PARTNER/DIRECTOR & CO-FOUNDER,
SANDSTONE ASSET MANAGEMENT INC.

ALD. BRIAN PINCOTT

ALDERMAN, WARD 11, CITY OF CALGARY

HANNAH STILWELL

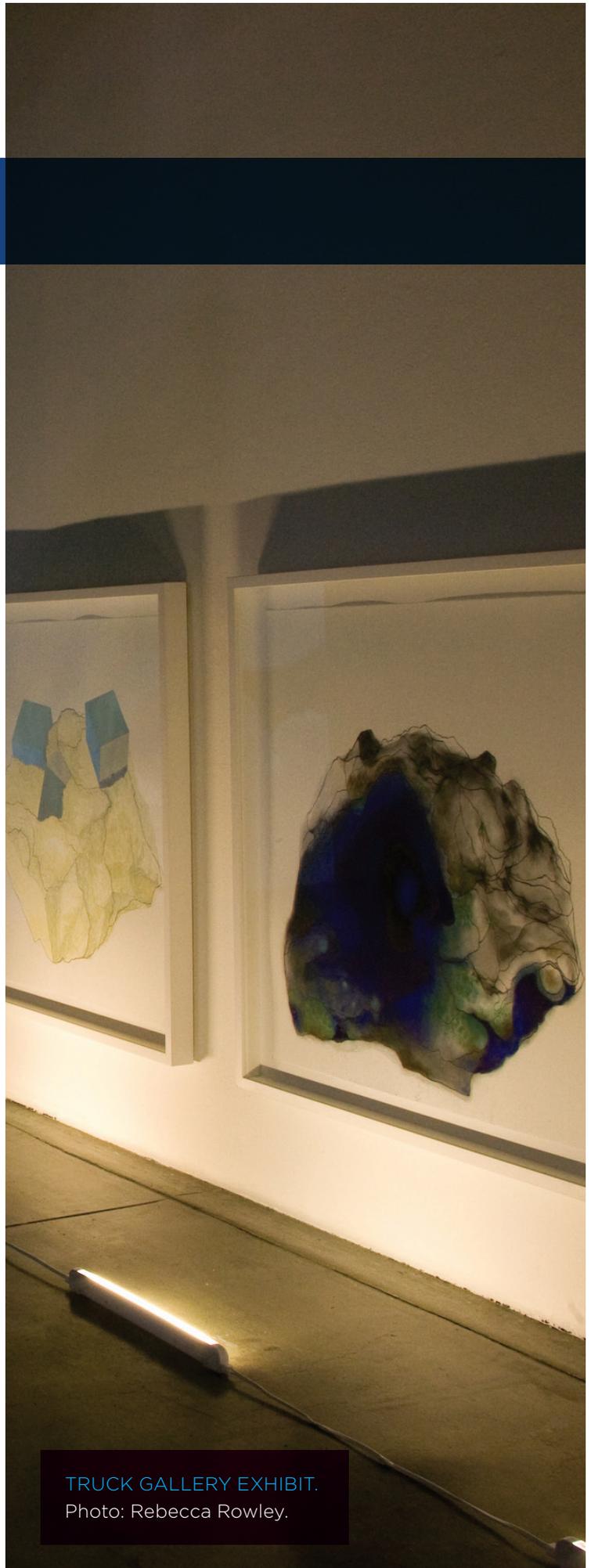
CO-FOUNDER OF DECIDEDLY JAZZ
DANCEWORKS, PROFESSIONAL ARTIST

JEREMY STURGESS

STURGESS ARCHITECTURE

MEG VAN ROSENDAAL

FORMER GENERAL MANAGER FOR THE OLYMPIC
PLAZA CULTURAL DISTRICT (OPCD)



TRUCK GALLERY EXHIBIT.
Photo: Rebecca Rowley.



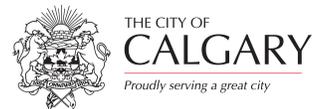
CONTACT US

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www.CalgaryArtsDevelopment.com



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