



Canada Council  
for the Arts

Conseil des arts  
du Canada

# Logic Model and Integrated Reporting Model for Arts Funding

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Canada Council  
for the Arts

Conseil des arts  
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## Mandate

“To foster and promote the study  
and enjoyment of,  
and production of works in,  
the arts”





## Research, Measurement and Data Analytics (RMDA) Section Mandate

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- ✓ supports the Canada Council to make **evidence-based** decisions about programs and services
- ✓ undertakes arts research, develops and shares knowledge about the **Council's activities and sector-wide trends** in the arts
- ✓ **demonstrates the impact** of the Council's investment and **promotes value** of the public investment in the arts

# Objectives

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- ✓ Activities are determined according to the **2021-26 Council Strategic Plan** commitments and actions, **support its Performance Measurement Framework**, and the emerging and urgent priorities such as the impact of COVID-19, social justice, decolonization, climate change, etc.
- ✓ Incorporate an **equity lens within RMDA**, ensuring that data and research approaches contribute to advancing equity, diversity and inclusion, anti-racism and decolonization and support to Indigenous communities.
- ✓ RMDA's work will reflect **key priority areas for the Council** such as youth, regional considerations, digital, climate change, cultural diplomacy, COVID-19 support and recovery of the sector.

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# Integrated Reporting Model



# Performance Measurement

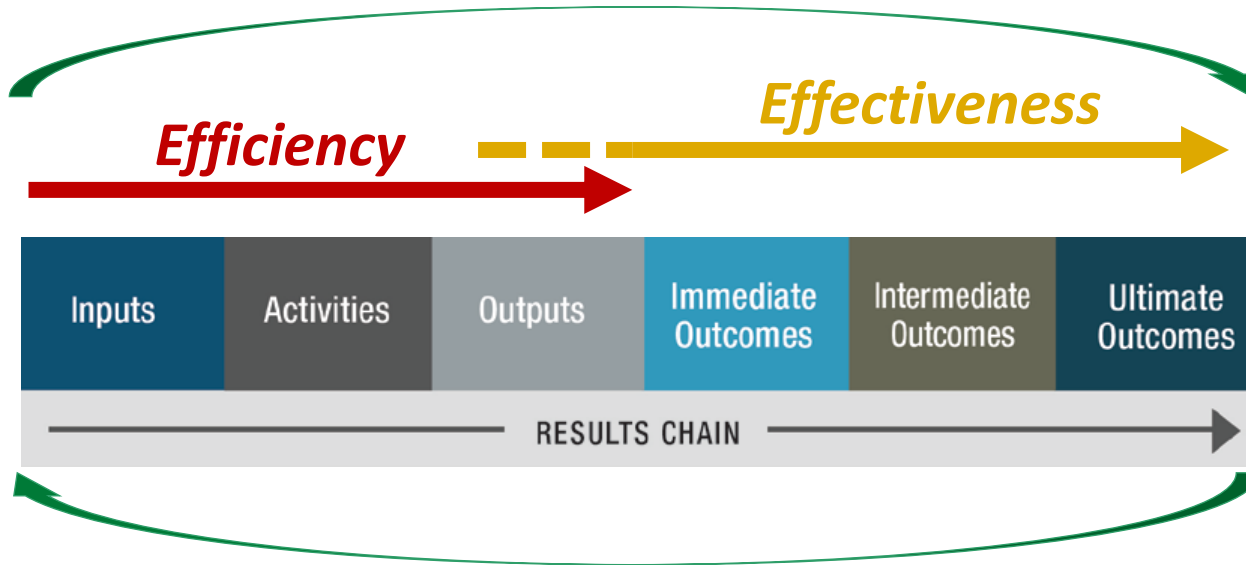
**Outcomes-based programs** have clear and measurable performance measures

Canada Council is able to **communicate the impact** of its activities, and those of the arts sector, to Canadians.

Contributes to the Canada Council's overall **strategic objective**: "excellent, vibrant and diverse art that engages Canadians, enriches their communities, and reaches markets around the world."

# Assessing Resource Utilization and the Results Chain

## Strategic Planning and Risk Management

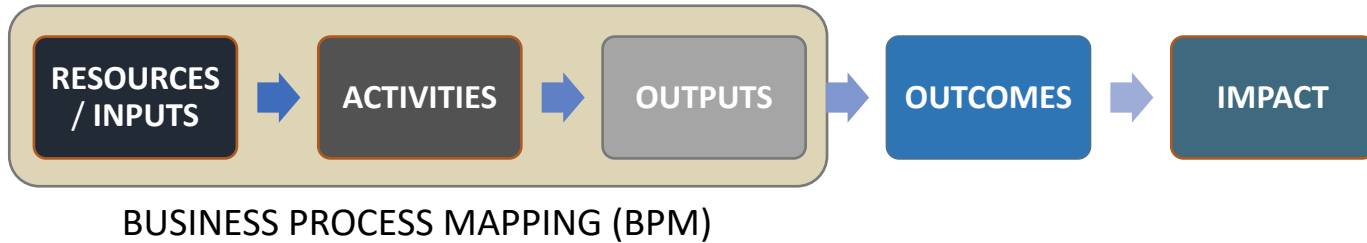


## Operational Planning

Source: "Assessing Program Resource Utilization When Evaluating Federal Programs"

<http://www.tbs-sct.gc.ca/cee/pubs/ci5-qf5/ci5-qf5-eng.pdf>

# Funding program: Logic Model



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## OUR PLANNED WORK

- Financial Resources
- Staff
- Peers Assessors
- Policies, guidelines
- Research
- Granting program delivery

## OUR INTENDED RESULTS

- Grants awarded
- Services
- Specific to each program
- Results as described in PAA





# Innovation in the reporting of results

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The Canada Council has significantly increased its data mining capacity to make more evidence-based decisions based on quantitative measurement of arts funding, related to **outputs** reporting.

With the changes to its programs in 2017, the Council is not only measuring program outputs, but also program **outcomes** (direct impact on artistic careers of recipients; public engagement; organizational stability).

Starting in 2017, the Council launched a major research project to better understand, document and explain the **intrinsic value of the arts** and the multiple impacts of the Council's investments on the trajectory of the cultural sector and society.

# Integrated Results Model

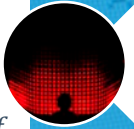
## Pillars

## Objectives



### Pillar 1. Inputs - Outputs Reporting

Support the Council in reporting on results of its granting activities. For example, Annual Report, Stats and Stories, Scorecard.



### Pillar 2. Outcomes Reporting

Demonstrate qualitative evidence of program results. Program Logic Models and Performance Measurement Framework are the foundation of this reporting.



### Pillar 3. Impact Measurement

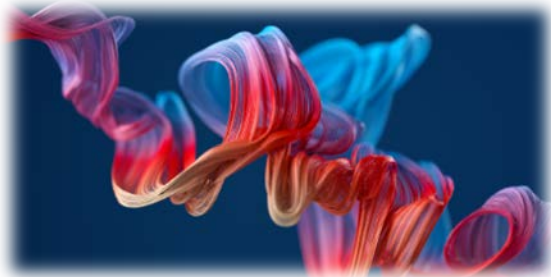
Demonstrate qualitative evidence of the impact of the Council's funding and the intrinsic value of public investment in the arts.

*The Integrated Results Model consists of three pillars of reporting that allow the Council to demonstrate the impact of its investments.*

The background features a dark, almost black, space filled with vibrant, glowing lines in shades of red, orange, and blue. These lines are curved and appear to be light trails or energy paths. A prominent, thick blue arc curves across the bottom of the frame. In the center, a semi-transparent blue rectangular box contains the text.

Digital Strategy Fund  
- Business Case -

# Funding support to digital transformation and innovation in the arts sector



## **Digital**


Our digital investment fostered the sharing of artistic creation, enhanced skills and supported the transformation of organizational models and practices across the arts sector.

# Nordicity Study: The Arts in a Digital World, 2015

- the **biggest obstacle to digital transformation** around the world has been
  - deficit of digital literacy
  - unequal distribution of knowledge and skills needed to master digital thinking and tools.
- digital strategies around the world have first targeted the **business and trade sector** as well as the cultural and creative industries.
- Very few ambitious digital strategies have been devoted to the issues and opportunities of the **arts sector**.



# Art Sector Survey of Digital Practices, 2015

- use of digital in the Canadian arts sector often **limited to basic use** of social media and websites.
  - still **based on traditional models** of one-way communications and marketing.
  - the arts sector has been **unable to make the most of digital's potential.**
- 

# Strategic Plan: *Shaping a New Future, 2016-21*:

- Increase support to artists, collectives and organizations striving for artistic excellence and greater engagement in the arts by an increasingly diverse public.
- **Amplify the quality, scale and sharing of Canadian art through digital technology.**
- Renew the relationship between Indigenous artists, and Indigenous and non-Indigenous audiences, for a shared future.
- Raise the international profile of Canadian art and artists.

# Digital Strategic Fund in one slide

- 88.5 million from 2017 to 2021
- 3 Components to support strategic digital initiatives
  - **Digital Literacy & Intelligence** - Build capacity to develop digital strategies
  - **Access to the Arts and Citizen Engagement** - Improving access to and engagement with the arts digitally
  - **Transformation of Organizational Models** - Adapting the way we work and collaborate in a digital world
- Apply once a year for grants of \$5,000 to \$500 000
- Single phase and multi-phase grants
- Assessment by a committee of experts, not artistic “peers”
- Values and principles: collaboration, risk taking, discoverability, knowledge sharing, sectorled impact, artist led



# Year 1: What we learned from the community

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**Strong applications and ambitious initiatives from those ready**



**Challenges**

Understanding the Fund

Collaboration

Time to develop initiatives

Articulating proposals for strategic initiatives

Digital capacity and literacy

# What we did – Multiple Entry Points

Under \$50K rolling deadline – flexible access to funding for Digital Literacy, where the needs were strongest

Special Initiative for Core Grant Recipients – digital building blocks for organizations

Creation Accelerator – digital creation initiative in partnership with CBC/Radio-Canada to stimulate creation and sharing of artistic work

UK-Canada Immersive Exchange – new model of support beyond grants (e.g. networks and mentorship)

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# **Pillar 1. Inputs - Outputs Reporting**

# Monitoring and reporting on commitments

## Digital - Overall result

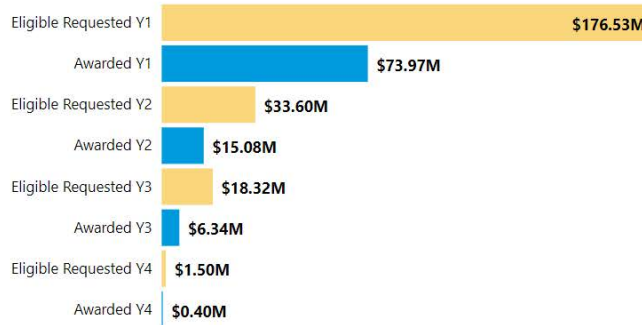
With our digital investment, we amplified the quality, scale and sharing of art through digital technology in Canada and abroad, which was changing the way audiences related to the arts and culture and how they connected with each other and the wider world. Artists and organizations needed to be able to thrive in a radically changing environment. During the COVID-19 pandemic—and the implementation of physical distancing measures—this commitment played an important role in the arts. The Council surpassed its commitment to invest \$96.5 million by 2020–21 to advance the arts sector’s digital capacity.

## Targets and investments

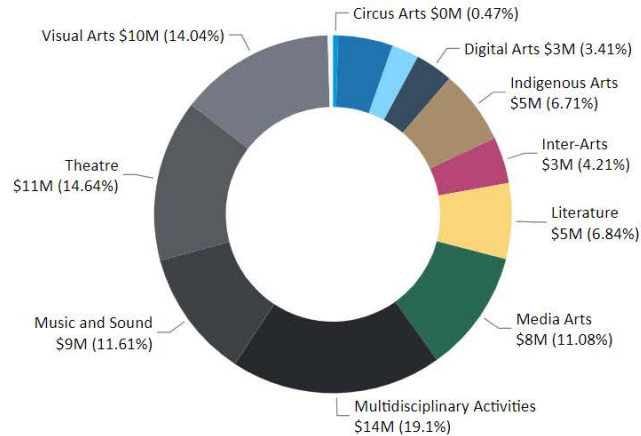


# Digital - Overall results (Power Bi internal monitoring tool)

## Overview



## Field of Practice - Awarded Y1



## Received Applications

2,342 requests requested Y1

## Eligible Applications

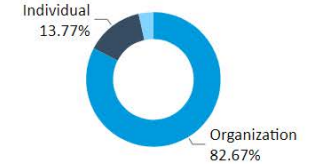
2,001 requests requested Y1

## Successful Applications

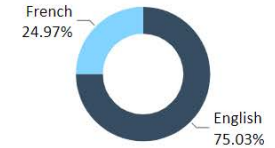
782 grants awarded Y1

39.1% SR Applications SR Grant Y1

## Type of Applicant - Awarded Year 1



## Language - Awarded Year 1



## Region - Awarded Y1





Total Digital Strategy Fund grants	Total grants to arts organizations	Total grants to groups	Total grants to artists
<b>\$46.1M</b>	<b>\$38.1M</b>	<b>\$1.5M</b>	<b>\$6.6M</b>
Arts organizations supported	Groups supported	Artists supported	First-time grant recipients
<b>260</b>	<b>15</b>	<b>46</b>	<b>59</b>

## Canada Council grants making a difference

Artists, groups and organizations engage in a breadth of activities – both intimate and large-scale – funded by the Canada Council. Discover some of their stories.



Tableau D'Hôte Theatre



Newfoundland Symphony Orchestra



CreativePEI



Atlantic Ballet Atlantique Canada



Film and Video Art Society of Alberta (FAVA)

<https://canadacouncil.ca/research/stats-and-stories>

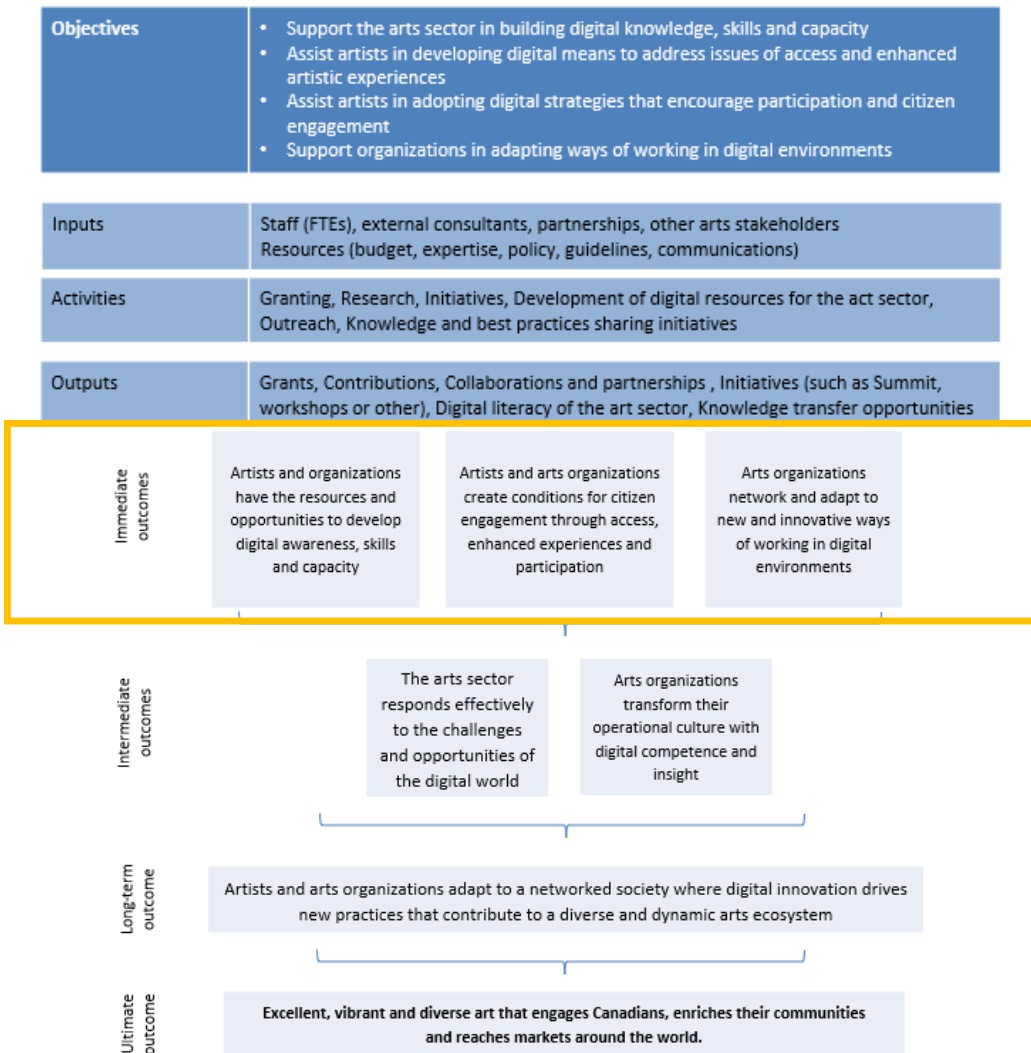
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## **Pillar 2. Outcomes Reporting**

## Digital Strategy Fund (DSF)

Stimulate the digital transformation of the arts sector in Canada

## Logic Model





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# **Pillar 3. Impact Measurement**

# Evaluation of the Digital Strategy Fund and Sectoral Needs Assessment

The **purpose** of this evaluation and needs assessment was:

- To understand how the Digital Strategy Fund has supported digital transformation in the arts; and,
- To understand sector needs regarding digital transformation.

Our **approach** encompassed:

- A diversity, equity, inclusion, and accessibility lens in all activities and deliverables, informed by experts Vanessa Pfaff and Flavio Caron.
- Focus on engaging with a multitude of voices and perspectives across the Canadian arts sector (165 members engaged)
- Emphasizing respectful sharing of what was learned

# Key Outcomes

**The Digital Strategy Fund supported roughly 900 projects** that sought to explore digital topics, tools, and frameworks, and even build new digital solutions, frameworks and tools. The Digital Strategy Fund was particularly successful in:

- Improving **digital literacy** in the Canadian arts sector
- Increasing **research and experimentation** on digital topics
- Increasing **collaboration** in the arts and with other sectors both nationally and Internationally
- Encouraging **digital transformation** for organizations

# Key Outcome: Digital Literacy

The Fund encouraged learning around digital topics – as well as sharing of project results.



**200+ Digital  
Literacy  
Projects**



**640+ members of  
the Canadian Arts  
Sector participated  
in digital training**



**More than \$16  
million invested**

# Key Outcome: Research and Experimentation

The Digital Strategy Fund **encouraged and de-risked experimentation in the digital space.**

- Recipients engaged in more digital experimentation as a result of completing their project(s).
- The Fund supported arts organizations in their pivot to virtual engagement through the pandemic.
- Revisions to the Fund (for example, adding smaller up to \$50K grant sizes) also enabled support for smaller-scale exploratory activities.



# Key Outcome: Increased Collaboration

The Fund has helped to break down silos and initiate a **shift towards greater collaboration.**



**79%** of recipients surveyed indicated partnering with 1+ members of the **arts sector**



**66%** partnered with 1+ members of **other sectors**



**77%** of were **new connections**



**32%** were from **other countries**

**76%** of respondents indicated **continuing their partnerships in some form after completing their projects**

# Key Outcome: Organizational Digital Transformation



**50% of respondents  
adopted new digital  
business models**



**10% of annual  
revenue came from  
new digital revenue  
streams**



**82% of respondents who  
developed new revenue  
streams see them as  
somewhat or very  
essential**

# Key Considerations

The study identified several common **concerns, frustrations and limitations** in the Fund's structure and implementation:

- Accessibility, equity, and inclusion
- Capacity and knowledge transfer
- Sustainability and Sector-wide Coordination



# Key Considerations

The study identified several key considerations for the Canada Council in future programming design and development:

- The Council should be an **Investor** in digital transformation as a key piece of fostering innovation and an inclusive and sustainable rebuilding of the arts sector
- The Council should be an **Amplifier of Diversity, Equity, Inclusion and Accessibility (DEIA)** to ensure equitable access to digital infrastructure and elimination of discrimination in the arts.
- The Council should be a **Nurturer** of collaboration and cross-sectoral partnerships to continue digital transformation in the sector.

A photograph of two people standing on a hillside, looking out over a city at sunset. The person on the left is wearing a vibrant, multi-colored costume with long, flowing sleeves in shades of purple, blue, green, and red. The person on the right is wearing a dark outfit with a long, flowing, golden-yellow cape and a textured, light-colored hat. The city below is illuminated by the warm glow of the setting sun, and the sky is a mix of blue and orange. The text "Integrated Reporting Model - the path ahead -" is overlaid in white on a semi-transparent grey background in the center of the image.

# Integrated Reporting Model - the path ahead -



Three complementary and aligned types of **quantitative and qualitative data related to outputs, outcomes and impact** will support the Council in

- evidence-based decisions,
- demonstrating the results of its programs,
- enabling it to tell a rich story about how its investments support the recovery and transformation of the arts ecosystem, benefit the Canadian public and promote Canadian creativity on the international stage.



## A new era of challenges and opportunities

- Predictive analytics models to forecast future trends and events
- Capacity to analyze large volumes of data and extract valuable insights
- Intelligent automation practices to support measurement and reporting
- Environmental monitoring and surveillance
- Marketing campaigns and channel analytics

A close-up photograph of a person's open palm, held horizontally, filled with a vibrant, bright pink powder. The powder is piled in the center of the hand, with some particles scattered on the fingers and the back of the hand. The background is dark and out of focus. Overlaid on the center of the hand is the word "QUESTIONS?" in a bold, white, sans-serif font. The entire image is framed by a thin white border.

**QUESTIONS?**



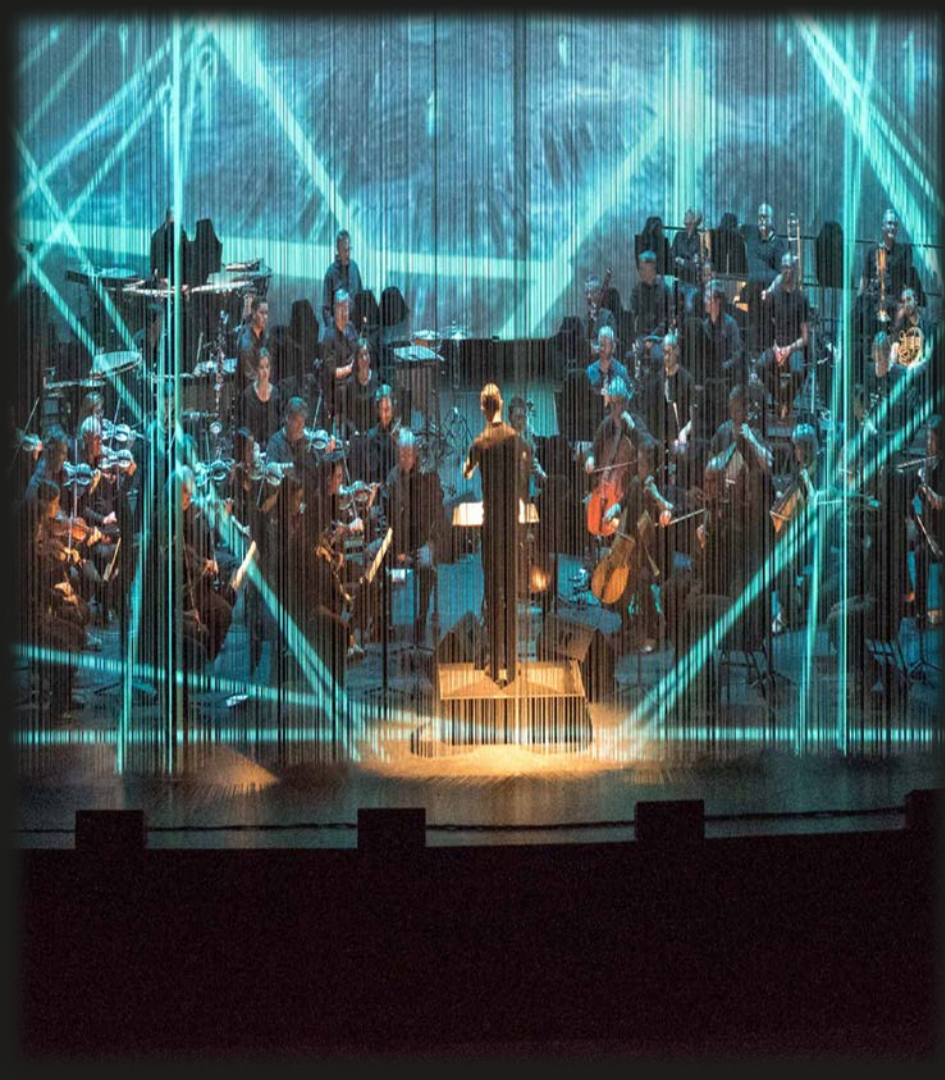
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# Thank You

*Bringing the arts to life*





## Appendix: Resources

- ▣ [Funding - Financement](#)
- ▣ [Corporate Reports - Rapports institutionnels](#)
- ▣ [Commitments - Engagements](#)
- ▣ [Research - Recherche](#)
- ▣ [Stats and Stories - Des chiffres, des histoires](#)
- ▣ [Data Tables - Tableaux de données -](#)
- ▣ [Research Library - Répertoire des recherches](#)
  
- ▣ [Evaluation of the Canada Council for the Arts' Digital Strategy Fund - Examen du fonds Stratégie numérique du Conseil des arts du Canada](#)