

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.

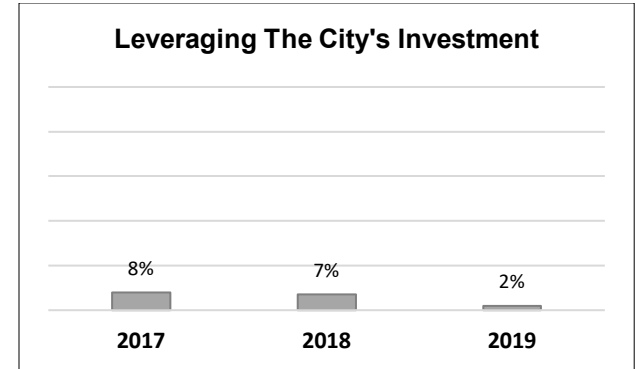
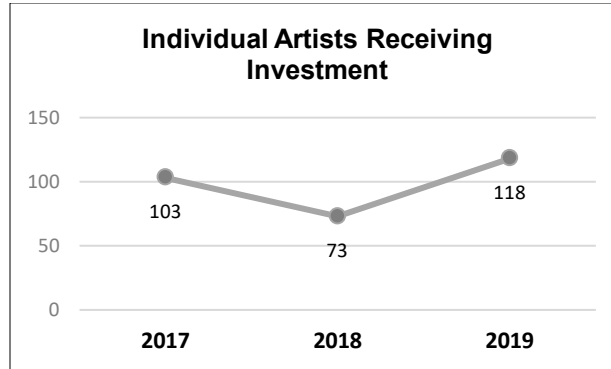
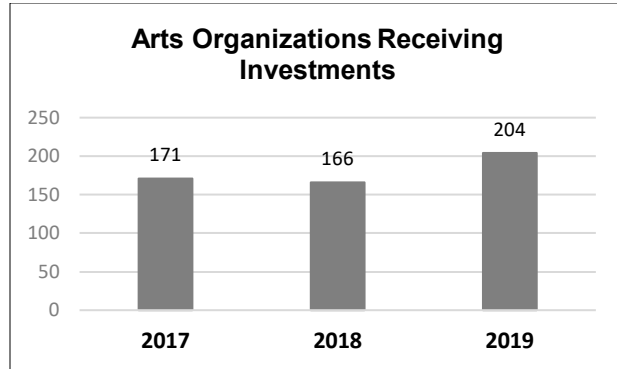
One Calgary Line of Service: Arts and Culture

2019 City Investment

Operating Grant: \$12,040,000

City owned asset? No

How did they do in 2019?



The story behind the numbers

- Implemented a grant increase to organizations who had received stagnant operating grants for years and invested in more organizations, which fosters a more resilient and sustainable arts sector.
- Individual artists contribute to the vibrancy of our city and give Calgarians opportunities for high-quality artistic experiences.
- While money raised remained consistent, a larger 2019 budget caused the overall percentage to drop. We are working on new strategies to increase the amount of non-City funding to the sector.

Current state 2020: COVID-19 impact

- Based on information from the sector, re-directed funds to a Short Term Relief Fund and invested \$1.3M in 51 organizations and 170 artists and implemented a Digital Fund in partnership with the Rozsa Foundation and Calgary Foundation.
- Distributing \$2M in Council-approved Emergency Resiliency Funds through a Recovery Fund and Resiliency Fund.
- Sought to understand and respond to sector needs, acted as an information hub, increased communication, supported research, and collaborated with others to support local, and help Calgarians find safe ways to enjoy the things they love to do.
- Cancelled events including the Mayor's Lunch for Arts Champions, Aisinna'kiiks dinner and dialogue series, and OPIP Showcase.

Service impact: Moderate

Current demand for service: Demand has increased notably.



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Organizational Structure: City of Calgary Wholly Owned Subsidiary, Part 9 Company

Fiscal Year: December 31, 2019

Related Subsidiaries or Foundations: cSpace Projects (CADA = 99% shareholder) and Calgary Arts Foundation (related Foundation with no CADA ownership stake)

City 2019 Operating Grant: \$12,040,000

STRUCTURE

1. 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 Framework. Our framework 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, fueling a vital, prosperous and connected city. Our north star is to embed arts and culture into Calgary's DNA.

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.

Equity, diversity, inclusion, and accessibility are core values at Calgary Arts Development. We honour these values by following three principles: nothing about us without us, one size fits one, and creating a virtuous cycle. We strive to embed these principles in all that we do, including our hiring practices, grant assessment programs, research, engagement, and communications. Understanding this is an ongoing process, we are on a continuous learning path that informs our decisions and actions.

2019 RESULTS

2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City)

Calgary Arts Development's 2019-2022 Strategic Framework is centred around two strategic priorities and seven focus areas:

Strategic Priority 1: Fostering a sustainable and resilient arts sector through four focus areas: Grant Investment
Arts Development
Knowledge, Impact and Accountability



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Awareness and Connection

Strategic Priority 2: Arts-led city-building through three focus areas

Vibrant Downtown

Everyday Creativity

Creative Economy

Throughout the year we use a number of tactics and indicators to ensure we are moving forward on each of our priorities and that our plan aligns with the plans of other city-building organizations as well as The City's Action Plan.

Key Results – A Prosperous City

- Calgary Arts Development invests a minimum of 75% of what we receive from The City into the arts sector. With a grant increase from \$6.4M in 2018 to \$12.04M in 2019, **we were able to disburse 81% of The City's grant in 2019**. This translated into \$9.8M invested in hundreds of arts organizations, art collectives, artists, and art projects in Calgary—a **102% increase over the 2018 total** of \$4.8M.
- The majority of the money we distribute to the sector is through our operating grant program (74% of total granted dollars), which generates economic activity both by the artists and arts organizations we invest in and the public who participate in the arts (ie. dinner, parking, babysitters, etc.). **The \$7M Invested through the operating grant program generated \$131M in direct economic output** by the 169 organizations that received operating grants in 2019. In 2019, 17 new organization who had not previously received operating dollars were funded.
- **More jobs were created with more artists and arts workers finding paid work in Calgary.** The investment from The City supported 885 total full-time equivalent jobs (a 24% increase over 2018), and 9,820 artists hired (a 15% increase over 2018).
- In addition to the operating grant program, we **invested \$247,244 to 17 organizations and \$530,009 to individual artists and collectives through our Project Grant Programs**. Projects include research, development, curation, exhibition, production or creation of work in any art form. Projects exemplify what our artistic community has to offer and ensures citizens of Calgary continue to have access to meaningful, high-quality artistic experiences. Equity, diversity, inclusion, and accessibility are given intentional consideration.
- The **Individual Artist Program** was a new program in 2019—an experiment that **supported the overall practice of 10 artists rather than focusing on a distinct project**. The intent was to remove financial barriers for artists to dedicate time, resources, and energy on their daily artistic practice and to create the conditions necessary for the artist to create meaningful artistic work, experiences, and relationships within Calgary. There were 205 eligible applicants for this program and we were able to award a \$30,000 grant to 10 artists for a total of \$300,000.
- **ArtShare addresses the unique needs and contexts of artists and arts organizations who self-identify as equity-seeking who have experienced a variety of barriers to access to**

traditional grant funding streams. The ArtShare program is both an equity initiative and a learning tool as we consider how we might make our programs more accessible and inclusive and to inform a more holistic vision of what community, art, and culture look like through a one-size-fits-one process. We invested \$414,745 in 33 artists or art projects through the ArtShare program.

- **The Original Peoples Investment Program (OPIP) is a landmark granting initiative that supports the preservation and revitalization of First Nations/Métis/ Inuit (FNMI) art** through arts-based projects and activities. Developed and led by an advisory committee comprising artists, community members, Elders, and Knowledge Keepers from the Blackfoot, Tsuut’ina, Stoney Nakoda, and Métis Nations in Calgary Mohkintsis region, \$389,442 was invested in 41 FNMI artists and projects through OPIP.
- In 2019 we experimented with a new **cultural activation fund to connect to economic and tourism indicators and outcomes including activating the downtown core.** Through this fund \$664K was invested in 18 projects. A few examples include the *Off-Country Festival* on Music Mile and *Homegrown Country* exhibition at the National Music Centre both as part of the Canadian Country Music Awards; the Stage Hand *Live and Unexpected* music series; the *Big Winter Classic*; and *Glow Festival*, among others.
- Calgary Arts Development maintained **strong strategic partnerships** with many partners such as Calgary Economic Development, Tourism Calgary, the Calgary Chamber, Downtown Calgary, MRU’s Institute for Community Prosperity through the Trico Changemakers Studio, the Calgary Foundation, and many others to align strategies toward a shared prosperity agenda.
- Each year Calgary Arts Development is invited to participate in a variety of conversations, panel presentations, and partnerships concerning **how the arts and artists can support a diversified economy and shared prosperity.** Some of the key activities in 2019 included the following:
 - Support of the work of Calgary Economic Development who commissioned a report by the Conference Board of Canada on **Calgary’s Creative Industries Economic and Strategic Impact.** Calgary was benchmarked against 11 other Canadian cities on five creative industry indicators—employment, revenues, GDP, labour income and labour productivity. Although Calgary has a smaller share of creative businesses compared to other large Canadian cities, we ranked better in terms of creative businesses per capita and average annual growth in creative workers. Creative industries also generate additional economic benefits as a key ingredient in quality of life and tourism. A vibrant creative industries sector attracts talent, companies, and business investment to Calgary.
 - A partnership with Mount Royal University (MRU) supported **a class on civic innovation called Vivacity**, which included students from MRU, U of C, and Ambrose University. The course, taught by Dr. Catherine Pearl, took place at the New Central Library, and explored how the arts can add vitality to Calgary’s downtown core and how we can contribute to creating a vibrant and sustainable creative and cultural economy. A key assignment was to examine exemplar cities anywhere in the world who have developed their creative and cultural economy, its role, and contribution to city-building and citizen engagement. Their final report can be found on the [CADA website](#).

- Support for artists to participate at the **2019 Inventure\$ Conference**, including MakeFashion, a local maker group that has become known internationally for their innovations in wearable technology. Funding supported their project *The Future Reimagined through Art, Tech & Fashion*.
- Support of the **Soul of the Next Economy** forum at Ambrose University, whose theme was *Finding Opportunities in Uncertain Times*. Our support ensured that artists were involved in planning, presenting at, attending, and activating the forum.
- The **Mayor’s Lunch for Arts Champions** took place on March 13, 2019 with a sold-out crowd of 650 business leaders, artists, arts workers, and volunteers. At the luncheon, the Mayor encourages people to support the arts by attending, promoting or investing.
- Calgary Arts Development sponsored artists to help animate **First Flip**, one of the first public engagement events that kicks off Stampede, with Downtown Calgary, Tourism Calgary, Calgary Economic Development, TELUS Convention Centre and other city builders.
- Calgary Arts Development also partnered with Tourism Calgary for the **White Hat Awards**, helping animate the event through music programming.
- We conducted a number of **capacity building workshops** to help artists develop stronger business skills: 1) A workshop by ATB The Branch for Arts and Culture for grantees on taxes for artist grants; 2) a workshop with Dancers Transition Resource Centre on financial literacy for artists; 3) CADA grant writing workshops hosted by the Calgary Songsmiths, CARFAC Alberta, and Elephant Artist Relief.

Key Results – A city of inspiring neighbourhoods

- Calgary Arts Development supports **artistic activity that adds to neighbourhood vibrancy 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. Ward maps of arts activities are shared with City Councillors each year.
- Arts make connections and contribute to a sense of belonging. The **total number of public events** presented by CADA-funded organizations was 22,949 with 51% of those activities happening in City Centre, for a total attendance of 3,184,474.
- **More than 25,000 people volunteered** for funded arts organizations contributing more than 566,000 volunteer hours of service.
- Of the total number of public events, there were **9,118 activities for youth with total attendance of 346,104** which represented a 2% increase over 2018. Even though it is a small increase, it is significant in that it was the first time youth engagement went up in a long time – youth attendance had been in decline since 2013.

- The arts build bridges, challenge stereotypes, increase understanding, empathy and resilience. They provide ways to celebrate our diversity advantage, participate in civic life, and create a sense of belonging. There were significantly **more activities engaging multicultural and Indigenous communities** in 2019 including 4,743 activities engaging multicultural communities (a 46% growth over 2018) and 1,256 events engaging Indigenous communities (a 10% increase over 2018).
- Calgary Arts Development continued its Reconciliation and Right Relations journey in 2019 with a new iteration of the dinner series **Aisinna'kiiks** that brought together those who have been on this land longest with those who are newcomers to Calgary. Our first dinner took place on December 4 at Lester B. Pearson High School with more than 90 guests participating in conversations about reconciliation and right relations. 11 artists were commissioned to participate in the dinner series, which includes creating an artistic response that will be presented back to the group at a later date.
- Calgary Arts Development board and staff members joined Calgary Foundation and Fort Calgary for an **Active Reconciliation** workshop in Banff led by Elders, Knowledge Keepers, and facilitators. We also participated in a camping retreat at Writing-on-Stone Provincial Park hosted by Blackfoot Elder Randy Bottle (Saa'kokoto).
- *Living a Creative Life*, Calgary's arts development strategy, celebrated its fifth anniversary in 2019. The strategy encourages **everyday creativity** for all Calgarians, and at the end of 2019 there were 180 signatories to the *Living a Creative Life* strategy. In 2019 we partnered with Stormy Lake Consulting who led a community consultation that took place at Fort Calgary. The outcome of the dialogue was the articulation that *art reduces isolation* and *art = belonging*.
- Accessible, appropriate arts spaces play a huge role in increasing vibrancy throughout Calgary and we would like to ensure that neighbourhoods throughout the city are infused with creativity through **accessible and vibrant spaces**. One way to ensure more access to arts experiences is through short-term interventions near places where Calgarians live, work, shop, and play. Beginning in 2019, the City made it easier to create short-term spaces all across Calgary including artist studios, retail uses, and events. Arts organizations like Market Collective helped pave the way for this innovative amendment to the City Land Use Bylaw. Calgary Arts Development created two fieldnotes to guide would-be renters and building owners on how to harness this new opportunity for pop-up spaces.
- [SpaceFinder Alberta](#) had more than 1,475 venues listed by the end of 2019, most of them in Calgary, spread throughout the city. Out of 26 communities across North America, SpaceFinder Alberta has seen the most annual growth in number of listings per capita. Following New York City, Alberta is the second largest instance with the most space listings. Sadly, in 2020 Fractured Atlas—the US company that created SpaceFinder—announced that it was no longer supporting the program. CADA is seeking a new alternative to replace what has become an important space-matching program.

- To investigate opportunities to create new spaces for arts and culture, Calgary Arts Development provide **input to strategic plans and policies around arts spaces** throughout 2019 including the amendment to the Land Use Bylaw for pop-ups and interim uses, the Downtown Strategy, the City-led engagement for the *Future of Stephen Avenue: Public Realm Plan* and the Symons Valley Centre. We also provided input to senior planning staff on the draft *Guidebook for Great Communities* and on the inaction by the development community on cultural space density incentives in Calgary.
- Calgary Arts Development continues to participate on the **Fine Arts Advisory for Calgary Board of Education** to gain a better understanding of what arts organizations are doing in schools and what schools are doing to ensure young people have the greatest access to arts experiences and learning. We also have meaningful interactions with the Calgary Catholic School Board, U of C, MRU, AUArts, SAIT, Bow Valley College, and Ambrose University.
- **cSPACE King Edward** continues to contribute to the vitality of the Marda Loop neighbourhood. It has been 100% leased out since opening day and in 2019 averaged 4,500 weekly visits to the facility. Fully occupied with over 35 tenants ranging from individual artists and collectives to non-profit organizations, the space has become a vibrant community hub. A weekly Farmers and Makers Market, childcare facilities, and a café add to the success of this community space. The historic hallways were transformed into gallery and event space that supports many artist exhibitions and community gatherings. A Poet's Walk was completed in 2019.
- Support of Buds Collective's **Northern Reflections Window Exhibition** turned Calgary into an interactive urban art-walk during the holiday season and gave Calgarians a chance to engage with amazing and unexpected immersive art experiences.
- Calgary Arts Development also hosted **a series of workshops** in the fall of 2019 designed to help venue owners, operators, and booking managers navigate the rental process. Sessions included *Best Practices for Managing Risk in Space Rentals*, *Space Rentals for Beginners*, and *Marketing your Space for Rental*.

Key Results – A healthy & green city

Many arts organizations and especially festivals undertake strategies to ensure they are contributing to a healthy and green city.

Knowing that arts contribute to **well-being**, 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.

- In 2019 Patti Pon was invited to participate in a cross-sectoral **community action on mental health and addictions strategy session** encouraged by the City's participation in the Bloomberg Harvard City Leadership Initiative. It was great to have the arts represented at such a diverse discussion. This aligns with what has been proven many times over, that artists are powerful agents of change and can make a difference in solving some of our city's most serious problems.



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- The **Cultural Leaders Legacy Artist Awards**, which are given out at the Mayor's Lunch for Arts Champions awarded two projects specifically focused on well-being: Vivek Shraya won the ATB Financial Healing Through the Arts Award for creating films, books, and songs that explore and interrogate the complex effects of racism, homophobia, and transphobia on mental and physical health. Samuel Obadero won the CCIS New Canadian Artist Award for his social advocacy in Calgary, and specifically his project *The Forgotten Ones*, which gave voice to marginalized groups in Calgary through powerful imagery.
- Through a partnership with the Trico Changemakers Studio at MRU, Calgary Arts Development supports the **Artist as Changemaker** program. In 2019 three groups of artist changemakers worked in community on projects to encourage a greater sense of well-being and belonging. A partnership with ActionDignity with artists Skye Louis and MeIVeeX explored ways to address anti-racism, particularly among youth. A partnerships between Calgary on Purpose and artists Melanee Murray-Hunt and Tito Gomez explored how to create a shared story that transcends difference. And a partnership between Trico Homes and artists Barbara Amos and Sharon Stevens explored the idea of creative aging in place.

A well-run city

Calgary Arts Development continues to be a research leader, knowledge hub and strategic advisor to City Council and works closely with the City of Calgary Arts & Culture Division to ensure we are supporting each other's work. To support a well-run city, Calgary Arts Development ensures that public funds for the arts are stewarded in the interest of the public good.

3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

In our community investment team, we restructured the group to better serve the sector. Arts organizations and artists now know who their key contact is on the team. Additionally, to save time and paper, we transitioned to an electronic signature process for our agreements by using DocuSign. It allows us to track the receipt and return of the paperwork required

We made several improvements to make our website more accessible including adding an accessibility widget, ensuring we were using plain language, using alt tags, making design improvements for W3C compatibility, adding closed captioning, transcriptions, downloadable and accessible pdfs for grant programs, and improving search capabilities.

4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?

Two specific programs, **OPIP** and **ArtShare**, demonstrated our commitment to Equity, Diversity, Inclusion, and Accessibility and helped get funds into the hands of equity-seeking folks who have not historically had the same access to public funds. These programs are much more equitable than traditional granting programs by recognizing that people don't all start from the same place and don't all see the world in the same way. The flexible funding application process is based on relationships and



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takes some of the burden off the grantees by offering ways to describe their work in a way that makes sense to them. It is a less standardized approach, yet with rigour and time spent on getting to know grant applicants and what they are trying to accomplish.

We have learned that there have been historical biases in our granting programs, such as the size of a grant correlating directly to how long an organization has been in the program. There have also been systemic exclusions such as processes and criteria that favour some communities and not others. The increase to our budget presented us with the opportunity to adjust programs in order to create a more fair and equitable competitive context with fewer barriers to accessing the funds. The two programs mentioned – OPIP and ArtShare – have begun to address some of the challenges, biases, and barriers inherent to the operational funding model as well as recognizing the broad diversity and contexts of artists, collectives, and arts organizations. These programs created an opportunity for dialogue, learning and conversations with the arts sector about how a grant investments could best support their needs. We will continue to work to remove barriers and address inequities and power dynamics throughout the current four-year strategic framework in order to ensure the system is accessible and works for everyone. The goal of our grant investment programs is to foster a resilient and sustainable arts sector, ensuring that Calgary (known as Mohkinstsis in Blackfoot) is home to a vibrant arts community where all Calgarians have access to meaningful artistic experiences.

OPIP was led with the support and guidance of an advisory committee comprising artists, community members, Elders and Knowledge Keepers representing the Blackfoot, Tsuut'ina, Stoney Nakoda, Métis First Nations in Calgary. The decision-making process was entirely FNMI-led with the committee including representation across nations and artistic or cultural practice.

ArtShare addresses the unique needs and contexts of artists and arts organizations who self-identify as equity-seeking. Equity-seeking artists and arts organizations experience a variety of barriers to access traditional grant funding streams, which may include accessibility, language, and biases embedded in program criteria and assessment processes that make it difficult to understand, unpack, and discuss specific cultural contexts, lived experiences of marginalization, or ways of knowing and sharing the impact of artistic work. The program is both an equity initiative and a learning tool for our organization to consider how we might make our programs more accessible and inclusive and to inform a more holistic vision of what community art and culture look like. The intention is to invest in artists and organizations in a more one-size-fits-one process. ArtShare uses a different application process; one that is created with the applicant in a way that makes the most sense for them, often with additional support and resources from staff to create a proposal or application. The reporting process is also adapted to suit the applicant.

5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

In addition to participating on the Steering Committee and the Marketing Committee of the Canadian Country Music Awards, which were held in Calgary in September 2019, CADA also sponsored **Off-**



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Country, a three-day festival-style event that took place from September 5-7 on Music Mile. This complementary programming celebrated all genres and styles of music that have been inspired by the same storytelling tradition as country music. *Off-Country* showcased over 70 acts in 40 free shows in 18 different venues over three days along the Music mile in Inglewood and East Village. Most of the shows took place in the evenings and were free to the public with approximately 4,000 people attending. Venues were thrilled with the increased crowds, energy and excitement, increasing their exposure to a wider audience and drawing new people to the Mile, and artists were thrilled with the opportunity to pick up paid gigs during Country Music Week.

RESOURCES

6. **Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

2 %	Advertising and promotion
81 %	Programs or services
1.5 %	Office supplies and expenses
3.5 %	Professional and consulting fees
9 %	Staff compensation, development and training
0 %	Fund development
%	Purchased supplies and assets
1.5 %	Facility maintenance, Rent
1%	Evaluation or Research
0.5 %	<i>Travel and parking</i>

7. **Did volunteers support your operations in 2019? If yes:**

How many volunteers?	52
Estimated total hours provided by volunteers:	746

8. **What resources did your organization leverage to support operations in 2019?**

Sponsorships and proceeds from The Mayor’s Lunch for Arts Champions, and sponsorships for the Poet Laureate Program and SpaceFinder were the main sources of non-City revenues in 2019. There are other ways we generated support, including bonus space with Pattison Outdoor, Global TV, and Avenue Magazine to help promote yycwhatson.ca We are working closely with the Calgary Arts Foundation to increase non-City resources to the arts and expect to see some funds coming from them in 2020.

9. **Using the chart below, please report your 2019 performance measures that demonstrate: 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 a chart.**

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	Unique arts organizations receiving investment	171	166	204	We were able to implement a much-needed increase to organizations who had received stagnant operating grants for



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					<i>years, and we were also able to invest in more organizations, which fosters a more resilient and sustainable arts sector.</i>
	Unique individual artists receiving investment	103	73	118	Individual artists contribute to the vibrancy of our city and give Calgarians opportunities for high-quality artistic experiences.
	<i>Mayor's Lunch for Arts Champions total attendance</i>	<i>634</i>	<i>627</i>	<i>650</i>	<i>The Mayor's Lunch for Arts Champions is an event that positions the arts as an important city-builder. It offers arts champions an opportunity to gather, celebrate, and support our vibrant arts sector.</i>
	<i># of sponsors/donors</i>	<i>21</i>	<i>19</i>	<i>23</i>	
	<i>New attendees</i>	<i>250</i>	<i>135</i>	<i>200</i>	
	<i>Signatories to Living a Creative Life</i>	<i>143</i>	<i>170</i>	<i>180</i>	<i>Supports our strategic focus area of Everyday Creativity. The vision of the strategy is that Calgary is a place that empowers every resident to live a creative life, fueling a vital, prosperous and connected city.</i>
	<i>CalgaryArtsDevelopment.com users</i>	<i>95,630</i>	<i>96,067</i>	<i>117,181</i>	<i>Demonstrates our effectiveness as an information hub and connector for artists, arts organizations and Calgarians broadly.</i>
	<i>@CalgaryArtsDev Twitter followers</i>	<i>23,567</i>	<i>23,865</i>	<i>24,527</i>	
	<i>@CalgaryCulture Twitter followers</i>	<i>33,991</i>	<i>34,141</i>	<i>34,865</i>	
How well did you do it?	<i># of public activities produced by arts organizations we invested in</i>	<i>23,630</i>	<i>24,839</i>	<i>22,949</i>	<i>Demonstrates the number of arts events available to Calgarians.</i>
	Leveraging City investment	8% of revenue from non-City sources	7% of revenue from non-City sources	2% of revenue from non-City sources	While \$ raised remained consistent, a larger 2019 budget, caused the percentage to drop. We are working on new strategies to increase the amount of non-City funding to the sector.
	Meeting demand in investment programs	36% of requested dollars funded	62.4% of requested dollars funded	44% of requested dollars funded	There is always more demand than we can meet and with additional dollars there were many more requests. Many factors affect demand year to year,
How are					



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Calgarians better off?	<i>Calgarians attending activities of investment clients</i>	3,385,616	2,949,196	3,184,474	<i>Demonstrates high level of engagement by Calgarians.</i>
	<i>Access to arts activities outside City Centre</i>	<i>14,587 activities (61%) took place outside of City Centre</i>	<i>15,151 activities (61%) took place outside of City Centre</i>	<i>11,245 activities (49%) took place outside of City Centre</i>	<i>Although arts events are distributed across the whole city, in 2019 we focused support, through the cultural activation fund, for events downtown.</i>
	<i>Calgarians volunteering for investment clients</i>	25,602	23,494	25,670	<i>Volunteering is another way for Calgarians to have meaningful arts engagement.</i>

10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.) For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Calgary in the new economy: an updated economic strategy for Calgary

Having a vibrant arts & culture scene helps make Calgary a magnet for talent – people want to live and work in a city that is vibrant and exciting, with lots of things to do – arts organizations, festivals and artists contribute to the strategy by providing thousands of opportunities for engagement through attendance at events, workshops, and classes.

Being a centre for arts, culture and recreation contributes to a strong sense of Place, which makes Calgary an attractive place to live, work, play and visit. Calgary’s downtown continues to be the cultural heart of our city and in 2019 there were 12% more arts activities in the downtown core than in 2018, contributing to a vibrant downtown. A beautiful example is Glenbow’s First Thursday events which attract thousands of people downtown on the first Thursday of each month.

The 2019 cultural activation fund connected to economic and tourism outcomes and supported initiatives that helped animate the downtown core.

Creative Industries are important and have the potential to grow. A thriving arts scene contributes to the creation and development of content and talent, which support the creative industries. Calgary Arts Development continues to work with Calgary Economic Development to develop a Creative Economy Strategy for Calgary. In 2019 CADA supported the work of CED who commissioned a report by the Conference eBoard of Canada on Calgary’s Creative Industries Economic and Strategic Impact.

Arts also helps diversify the economy. The gig economy is nothing new to artists, nor is risk-taking and innovation. Investing in arts organizations and artists contributes to diversifying the economy.

Reflect the diversity of our city – the CADA and CED strategies are aligned in terms of our efforts and focus on Equity, Diversity, Inclusion, and Accessibility (EDIA).



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Cultural Plan for Calgary

Calgary Arts Development is a key player in activating the Cultural Plan. Patti Pon participates on the City's Cultural Leadership Council alongside representatives from CED, ActionDignity, Tourism Calgary, Calgary Heritage Authority, Federation of Calgary Communities and the Calgary Public Library. Our vigorous EDIA focus supports the Cultural Plan's strategic priority to maximize Calgary's diversity advantage. Our EDIA principles are embedded into all of the work we do and the impact is starting to be seen in the increase in arts events by multicultural and Indigenous artists and groups, and through our granting programs, in particular OPIP and ArtShare.

Both our grant investment programs and the arts strategy Living a Creative Life help activate culturally vibrant neighbourhoods and districts. From projects undertaken by arts organizations and individual artists that offer arts events and experiences in all wards of the City to the hosting of Calgary's Poet Laureate program, Calgary Arts Development is in alignment with this strategic priority.

In 2019, we took special aim at helping to reinforce Centre City as the cultural heart of the city, particularly through the Cultural Activation Fund, which resulted in an increase in arts experiences downtown.

Through our spaces initiatives including SpaceFinder, as well as OPIP, we contribute to conserving and celebrating Calgary's built, natural and Indigenous heritage.

Enough for All Poverty Reduction Strategy

Strong Communities: All Calgary communities are strong, supportive and inclusive. The arts provide opportunities for residents to gather together for community-building events, celebrations, and community economic development. Artists live and work in all wards of the city, contributing to the vibrancy and social fabric of those communities. There are many many examples of how the arts support strong inclusive communities. One example from 2019 was the Artist as Changemaker residency with ActionDignity, which included two artist changemakers working with youth on anti-racism projects.

Everyone Can Thrive: Everyone in Calgary has the income and assets needed to thrive. And this includes artists! We know from our own research that artists struggle financially, earning low individual and household incomes. Despite this fact, arts professionals are happy with their lives and most are generally happy in Calgary.

Indigenous Strategy: All Indigenous people are equal participants in Calgary's prosperous future. Our work in reconciliation and right relations, including the development of the OPIP grant investment program, demonstrates our contribution to this strategic priority.

Sport for Life Policy

Although our key results don't specifically contribute to the Sport for Life Policy, we are very supportive of the Policy and see ourselves as an ally to this strategy. A vibrant sports milieu generates many of the same benefits as the arts, such as increasing quality of life, inspiring and engaging youth, and bringing people together for shared experiences. Sports and arts are both part of the active city strategy and the live experience strategy.

Foundations for Hope: Calgary's Corporate Affordable Housing Strategy

We share the belief that *all Calgarians deserve a safe and stable place to call home* and support the Affordable Housing Strategy.



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Although artists and arts professionals would not be considered amongst the highest needs Calgarians, many arts professionals are vulnerable well over half of all arts professionals (59%) exceed the CMHC recommended maximum spending of 30% of household income on housing costs. Our grant investment programs provide necessary support for artists and arts organizations, helping create better conditions for them to make a living as artists in Calgary.

Open Spaces Plan

Open spaces provide wonderful settings for a variety of arts and culture events such as festivals, busking, street fairs, outdoor concerts, art shows, parades, public art, markets, and pop-up events. Calgary Arts Development invests in many outdoor events that provide Calgarians with unique cultural experiences. Examples include: Calgary Folk Music Festival, Calgary Round Up Band, Calgary Reggae Festival, Globalfest, Sled Island, Shakespeare in the Park, and Beakerhead. Outdoor arts events animate some of our city's beautiful parks, urban plazas, walkways, outdoor stages, and even cemeteries providing broad access for Calgarians of all ages, from all walks of life to come together to enjoy the arts in a natural environment. In other instances, Calgarians may just happen upon art in the outdoors, providing colour, beauty, surprise and delight to their day.

Recreation Master Plan

The Recreation Master Plan (2010-2020) includes sport, fitness, arts, culture, festivals, events, and leisure activities as part of recreation.

Calgary Arts Development is in perfect alignment with the Recreation Master Plan's vision of an active, creative and vibrant Calgary.

The Recreation for LIFE aspiration involves developing strategies to create supportive, fun, inclusive environments, develop physical, creative and cultural/social literacies, foster vibrancy, and build individual and community capacity. These objectives are interchangeable with our own. The arts sector funded adds to a community's vibrancy and sense of place by creating opportunities for active and creative expression, social gatherings, cultural events, and community festivals that generate social connections, cultural vibrancy, and a greater sense of belonging.

The Master Plan states the following: "the National Recreation Statement, published by the federal/provincial/territorial Ministers responsible for sport, physical activity and recreation, acknowledges recreation as a fundamental human need and a social service in much the same manner as health and education. This is significant, and indicates that the focus of service provision should have a broad community scope... Calgarians believe the provision of a variety of accessible and affordable recreation opportunities is a fundamental responsibility of The City of Calgary, and that such services are vital to overall individual and community wellness." This supports public funding for recreation—a public good. Our grant investment programs, arts development activities, spaces initiatives, partnerships, and focus on EDIA all contribute to the Recreation Master Plan.

Calgary Arts Development works very closely with the City's Arts & Culture Division, each sharing information and knowledge with the other. We participate on the Festival and Event Strategy Committee, the Event Advisory Committee, and the Winter Strategy Committee and provide input as requested on items such as the Civic Arts Policy, Cultural Spaces and Infrastructure, and Public Art.



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Calgary Heritage Strategy

Calgary Arts Development invests in a number of arts organizations that program in historic spaces. Examples include the King Eddy Hotel (programmed by the National Music Centre); Calgary's culture house The GRAND; the beautifully appointed Lougheed House; Contemporary Calgary's renovation of the former Calgary Science Centre; and Wordfest now located in and bringing hundreds of curious Calgaryans into the Central Memorial Library.

One of the best examples of excellent re-use of an historic building is cSPACE King Edward School – an arts incubator that acts as a hub for artists, craftspeople, makers, arts and community organizations. Now that King Edward School is up and running at full capacity, cSPACE is in the process of seeking out its second historic location for another shared working space for artists, makers and other innovators.

Our spaces platforms SpaceFinder Alberta and our interactive spaces map are assets that provide a broad inventory of spaces in Calgary, many with historic designation.

11. Did your organization receive any awards or recognition in 2019 that you want to highlight?

Patti Pon and the participants of our Artist as Changemaker program were invited to deliver a Big Idea Talk at the 2019 Ashoka U Exchange in San Diego. The Exchange is the world's largest convening of social innovators in higher education. Our partner in the Artist as Changemaker program—MRU—is an Ashoka campus. The Ashoka U network includes over 600 campuses and 4000 educators and innovators who are dedicated to changemaking education.

Greg Burbidge from our Impact team took part in a Bloomberg Philanthropies conference concerning the role of art for municipalities

Sable Sweetgrass presented a session at the Canadian Public Arts Funders forum concerning our OPIP program

12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: *Insert Name of City owned asset managed or operated*

a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.

b) What funding did your organization leverage to support capital activities in 2019?

COVID-19 UPDATE

13. Briefly describe the key impacts of COVID-19 on your operations to date.



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The arts sector was one of the first to feel the impacts of COVID-19 and will likely be one of the last to recover. On March 13 when the ban on mass gatherings came down from the provincial government, curtains didn't go up that night, and the live events arts sector came to a standstill.

The COVID-19 impact on CADA was immediate and significant. As with many organizations it meant a greater volume of work as we gained an understanding of the needs of our sector, responded quickly and appropriately, became an arts information hub, increased our communication efforts internally and externally, supported research to better understand the public's comfort with returning to the experience economy, collaborated with other civic partners and community leaders to support local and kickstart the local economy, and to help Calgarians find new safe ways to enjoy the things they love to do.

We had to **cancel gatherings** like The Mayor's Lunch for Arts Champions, the Aisinna'kiiks dinner and dialogue series, and the OPIP Showcase and find new adaptive ways to do what had previously been in-person work, like grant assessments, staff meetings, board meetings, etc.

One of the first things we did was create and send out a survey to **understand the needs of our sector**, which went out on March 17 with a very short turnaround so we could respond to their needs quickly. We learned about organizations cancelling events, cancelling artist contracts, laying off staff, and projecting great losses from a lack of earned and contributed revenue. As a result, we re-directed funds from programs that had not yet run into a **Short-Term Relief Fund**, which resulted in \$1.3M being invested in 51 organizations and more than 170 artists to help the sector navigate the early turbulence of the COVID impacts.

In May, City Council approved a **\$2M Emergency Resiliency Funding** to allow organizations to focus on adaptive leadership and creativity to reimagine the operating structures, strategies and systems that support artistic programming and community engagement. CADA is distributing these funds through two programs: *the Recovery Fund* and *the Resiliency Fund*, which are open to current Operating Grant clients and registered not-for-profit or charitable arts organizations. These funds contribute to CADA's approach to supporting the arts sector through the pandemic and post-crisis in alignment with the City of Calgary's plan.

With these two Emergency Relief programs, CADA is providing direct support to help ensure Calgarians have a vibrant, resilient arts sector when we re-emerge from this COVID period.

Further to that, we partnered with the Rozsa Foundation and Calgary Foundation to create a **Digital Fund**, with \$150K from the Cultural Activation Fund re-purposed to support organizations, collectives and artists that are "*creating innovative programming or activities that can be shared digitally with an audience.*" A total of 29 applications were funded through this program for a total of \$151,270 (45% of requests funded).

To **fulfill the need for a central information hub**, we immediately created a [COVID-19 information page](#) that continues to be updated on a regular basis so folks in the arts sector can find information in



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one easy place, and we continue to update our yycwhatson.ca listing so Calgarians can find out what's on in Calgary despite COVID. We also undertook the creation of a bi-weekly [web series](#) to share stories on how Calgarians are Living a Creative Life despite the pandemic.

Increased communications, engagement, and understanding are needed for everyone during COVID-19 and CADA met this need in a variety of ways.

- Like many others we spend hours on Zoom calls and on other virtual platforms in online meetings with staff; board (more regularly than during non-COVID times); arts funders across Canada at all orders of government; Civic Partners; and others.
- We hosted a series of [virtual town halls](#) this past summer with our sector and community.
- We are participating in the business sector support task force discussions on how to support local businesses during COVID-19 including supporting and sharing buy local campaigns like ShopHERE, Small Business Week, Tourism's *LoveYYC from Home* and *That's the Spirit* campaigns.
- We are collaborating with community partners to support a longitudinal study conducted by [Stone-Olafson](#) to deliver reliable and relevant data about how Albertans are reacting to what's happening around us and how audiences will engage in a post-pandemic environment.
- We collaborated with the ActiveCity Collective, Stone-Olafson, and MRU's Institute for innovation and Entrepreneurship on a [discussion paper on the future of the live experience economy](#).
- We collaborated with CED, The City of Calgary, and the Rozsa Foundation on a [COVID Impact Survey](#) to better understand and plan for the COVID-19 disruption to Calgary's arts, culture, and creative industries communities. A total of 140 organizations responded that the primary mandate of their organization is related to arts and culture. Words like struggling, worry, fear, and disconcerting characterize the emotions organizations are feeling right now. These feelings are reflected by how organizations are dealing financially, programmatically, and structurally in their response to COVID-19.
- We are collaborating with a number of partners including Tourism Calgary, CED, National Music Centre, Theatre Calgary, the Hotel Association, Annerin Productions, and others on an initiative called [RISE UP](#), an open-source platform to kickstart the arts industry's recovery, connecting Calgarians to safety-conscious live experiences and events and supporting local artists and businesses who have struggled through COVID-19.

Calgary Arts Development has been working on EDIA strategies for the past four years. Unfortunately, issues have been compounded by COVID-19 conditions and the increased intensity with the Black Lives Matter movement and the murder of George Floyd. Especially now, during this new time, a pivot is necessary to galvanize a more equitable future and our EDIA work is being accelerated. Real achievements are being made in Calgary, though structural inequality limits the heights of those successes. We have been using this time to examine ways to decolonize our granting systems with the goal of recovery being not to return to a previously inequitable system. Some of the initiatives undertaken during COVID times included publishing a [Black Lives Matter Statement](#) on June 14, hosting a series of [Anti-Racism Virtual Town Halls](#) throughout the summer, engaging community through *Chat and Chew* sessions, and the creation of a Community Working Group and a group of Cultural Instigators who will help guide our work through the remainder of 2020 and into 2021.



14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?

Thankfully CADA was well-positioned to have all of our staff work remotely, with each staff member having a laptop computer and VPN access to shared files, which meant we could implement a work-from-home policy immediately in mid-March and will continue until at least December 31, 2020. We increased the frequency of our staff and board meetings in order to ensure necessary communications during this highly responsive time and most of these meetings are held online. We moved all payments to direct deposit in order to eliminate any need to issue cheques. All of our grant assessments are taking place virtually to eliminate the need to meet in person. If a staff member wants to work in the office they can book time to do so, but only one staff member can be in the office at any given time.

15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.

We may continue to offer more flexibility to staff members to work from home, although we have always operated with the flexibility of people being able to work from home. However, now that people are used to working from home everyday, there may be more of an appetite to continue doing so in the future to save time on commuting, save money on parking, etc. We may continue to have some meetings online if that makes sense. We will likely continue to make as many payments as possible through direct deposit instead of reverting back to cheque-writing. And we will definitely continue to accelerate our EDIA work.

**COVID-19 Service and Impact Demand Update
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

Service Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	Negligible	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	Minor	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	Moderate	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	Significant	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.



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<input type="checkbox"/>	Severe	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)
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Service Impact Narrative:

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

As you can see from our response to the impact of COVID-19, we shifted timing, numbers and work deployment among our staff. With the arts sector being the first to close the curtains with COVID-19 arrival in March, it will also be the last to re-open. Within hours, curtains did not go up, artists lost revenue, arts workers lost employment, and arts organizations have had to re-imagine programming while losing all earned revenue and no sense of when it will return.

Current Demand for Service:

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input checked="" type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

Service Demand Narrative:

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

With the arts sector being the first to close the curtains with COVID-19 arrival in March, it will also be the last to re-open. Artists lost revenue, arts workers have lost employment, art organization have had to re-imagine programming while losing all earned revenue. This situation caused the city to provided the \$2M in Emergency Resiliency Fund. September saw the assessment of the Recovery Fund of \$1M and the first round of applications and assessments for the Resiliency Fund for \$575K also taking place. As part of our ongoing research to understand the impact of COVID-19 on the sector, our research team moved up the survey to Arts Professionals (bi-annual survey) to September so we can understand how COVID and the economic downturn has impacted artists and arts workers. Grant assessments take significant resources while still ensuring our regular granting programs continue to be managed

COVID-19 also caused enterprises from the broader arts sector (live music venues, arts promoters and impresarios, unions and associations representing artists, technicians, craftspeople and other affiliated workers to reach out to CADA for advice, assistance and guidance as the severity of the impact was felt throughout the sector.

In response to the increased intensity related to Black Lives Matter and Indigenous Lives Matter movements, we also saw a significant increase in requests and questions from the sector for more assistance, advice and training concerning equity, diversity, inclusion and accessibility.