

CIVIC PARTNER 2020 ANNUAL REPORT SNAPSHOT: CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

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.

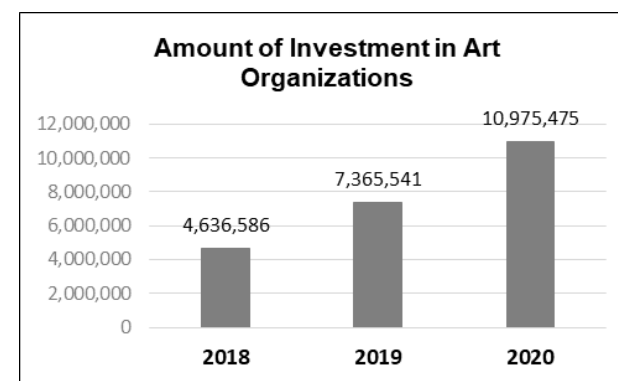
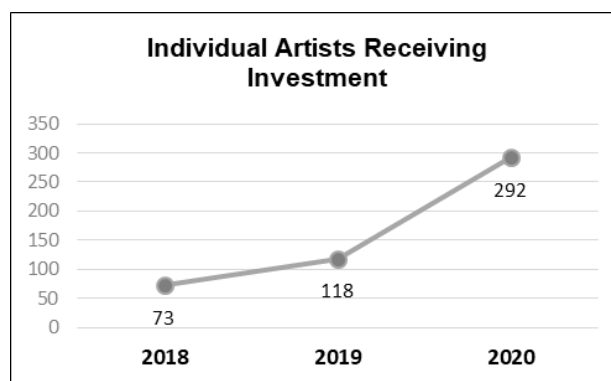
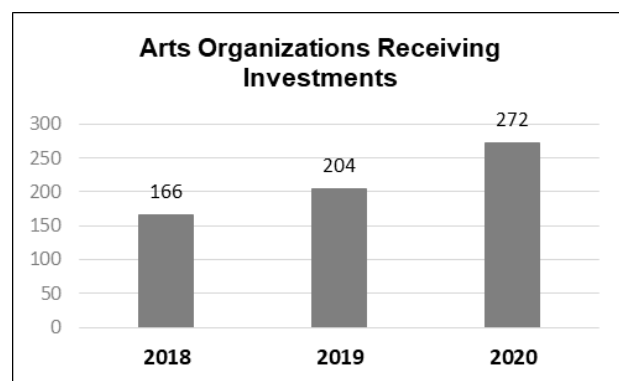
One Calgary Line of Service: Arts and Culture

2020 City Investment

Operating Grant: \$13,140,000

Economic Resiliency Fund: \$2,000,000
(for disbursement through grant programs)

How did they do in 2020?



The story behind the numbers

- 2020 was an extraordinary year that required extraordinary response and support to ensure the resilience and sustainability of the arts sector.
- Individual artists were particularly hard hit due to the pandemic. At the best of times artists' median income is significantly less than the average Calgarian and with 80 per cent of arts professionals reporting losing income in 2020 there was a dire need to support individual artists. The percentage of arts professionals earning less than \$40,000 per year rose from 49 per cent in 2019 to 62 per cent in 2020.
- The amount of money that was invested into the arts sector in 2020 was absolutely necessary to ensure the health of the sector during and post-pandemic. What it says about our work is that we increased our grant investment total by 28 per cent.

Current state 2021: COVID-19 impact

- Carrying out all standard programs in addition to new initiatives to address COVID-19. Ran a new Microgrant Program for Individual Artist: 2021 March funded through a donation of \$100,000. A total of 66 applications were funded.
- Postponed the annual Mayor's Lunch for Arts Champions until early June, and may be looking to host the event online.
- In March 2021, The City awarded management of the Public Art Program to CADA.

Service impact: Minor (Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.)

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, 2020

Related Subsidiaries or Foundations: cSPACE Projects, Calgary Arts Foundation (Registered Charity)

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, which is also guided by *Living a Creative Life: An Arts Development Strategy for Calgary*, which has been endorsed 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 not a vicious one. 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.

2020 RESULTS

2. What key results did your organization achieve in 2020 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 was created to strengthen the arts for the benefit of all Calgarians. We take pride in putting public dollars to work for the public good through grant investment programs, arts development strategies, research, communications, and partnerships.

Our 2019-2022 strategic framework is centred around two strategic priorities:



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Strategic Priority 1: Fostering a sustainable and resilient arts sector. This is done through four focus areas: Grant Investment; Arts Development; Knowledge, Impact and Accountability; and Awareness and Connection.

Strategic Priority 2: Arts-led city-building. We believe the power of the arts can build a great city. We advance our city-building work through three focus areas: Vibrant Downtown; Everyday Creativity; and 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 and civic partners as well as The City's Action Plan.

2020 was not just another year like every other. There were two major factors that impacted everyone, those being COVID-19 and the acceleration of the Black Lives Matter movement. Like everyone, we found ourselves taking action to respond in the best ways possible, to collaborate, and to put our adaptability muscles to work. The adjustments we made were guided by our three "Rs" – Relief, Recovery, and Resiliency. The arts sector was one of the hardest hit by the pandemic—first to close and last to re-open. Research continues to paint a grim picture of how the pandemic is affecting the arts community yet despite the massive shut down in the sector, people continued to lean on the arts through 2020 and artists and arts organizations continued to find ways to lift people's spirits and to provide connection, meaning, and bring joy to people's lives.

Key Results – A Prosperous City

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.

Research and community engagement tells us that the arts are important to people for a variety of reasons—as a means of expression; to feel connected to oneself, to others and to place; to bring meaning to our lives; to offer opportunities for shared experiences with friends and loved ones; to connect to our emotions; to tell our stories; and to engender a sense of belonging. A vibrant arts scene is extremely important to attract talent and business to our city, to attract visitors, and to make Calgary a great place to make a living and a great place to make a life.

Our number one priority is to ensure the arts sector in Calgary is strong, resilient, and able to serve Calgarians now and for generations to come. Our primary focus in 2020 was to ensure Calgary's rich and diverse arts sector could make it through the disruption caused by COVID-19. With the arts being first to close and last to re-open, ensuring the sector would be able to weather this storm was critically important. For that reason we shifted some grant dollars in the first six weeks of the pandemic to meet the immediate needs of the sector to provide time for organizations to make changes based on the impact of the sector shutdown.

Using data collected from a survey we fielded in the early weeks of the pandemic, we responded with a \$1.5M **Short-term Relief Fund in the first 6-8 weeks after the pandemic hit**, which used dollars from funding programs that had not yet been launched. We tried to keep most of our regular grant investment programs intact throughout 2020 to ensure the health and viability of the sector, but we did make adaptations to respond to the pandemic. We very much appreciated City Council's recognition of the devastating disruption that happened to the arts sector by releasing \$2M additional dollars in Emergency Resiliency Funding, which was administered and distributed by Calgary Arts Development.

Key Activities in 2020

Calgary Arts Development invests a minimum of 75% of our City grant into the arts sector. In 2020 we were able to disperse 82.5% of our \$15.2M City grant, translating into \$12.6M invested in hundreds of arts organizations, artist collectives, artists, and art projects in Calgary—a 28% increase over the 2019 total of \$9.8M.

The majority of the money we distribute to the sector is through our **Operating Grant Program**, which provides stable, predictable funding to arts organizations in Calgary. These grants are critical to the survival of arts organizations at the best of times and were of particular importance during the pandemic. We maintained our Operating Grant Program in 2020, granting \$6,720,135 to 168 organizations to ensure they had flexibility to respond, particularly in light of the fact that 88% of arts organizations reported having to cancel or postpone programming and lose significant revenues. It was important to ensure the greatest chance of survival for arts organization through the pandemic.

When the arts sector was shut down, we conducted a quick turnaround survey to assess what was happening in our sector. Using data collected from that survey, we responded with a \$1.5M **Short-term Relief Fund**, which was created with dollars from funding programs that had not yet been launched. The purpose of this fund was to provide immediate relief to arts organizations, artists, and cultural workers in urgent need due to the early impacts of COVID-19. The \$1.5M was distributed as follows:

- Arts organizations were identified using data collected through our survey. Short-term Relief grants were distributed to 48 organizations for a total of \$983,160.
- A lot of jobs were lost due to the pandemic – early research showed that there was anticipated 81% reduction in the number of artists hired. In the early days, before the development of CERB and the wage subsidy program, most artists were unable to access support and had no way of generating income. In order to address this issue, a total of \$169,347 was granted to 130 individual artists and arts workers who had lost contracts, and therefore their income, due to the pandemic.
- A partnership with Rozsa Foundation and Calgary Foundation provided one-time **Online Programming** grants to individual artists, artist collectives, and registered non-profit arts

organizations who were experimenting with new ways to connect with audiences, mainly through online platforms. Calgary Arts Development's contribution to this program supported 29 projects for a total of \$151,261 in grants, and demonstrated the importance of working together with other city-building organizations to uphold the creative forces that make this a great city.

We also increased our **Project Grants, Individuals and Collectives** to a new funding pool of \$850,000. This included a \$100,000 donation from the Cultural Vitality Fund run by Calgary Arts Foundation, which distributed contributions from RBC and Calgary Foundation to individual artists through this program. The Project Grants, Individuals and Collectives funded 93 projects that strengthened our artistic communities and provided Calgarians with opportunities to experience what artists have to offer. These grants were vital to ensure artists could continue to develop, create and share their work during the pandemic.

Another COVID-19 grant program came in the form of a \$2 million **Emergency Resiliency Fund through The City of Calgary**. Calgary Arts Development delivered this funding through two streams: *Recovery* and *Resiliency*.

- The **Recovery Fund** supported organizations in developing and implementing strategic recovery and resiliency plans to ensure long-term sustainability. We received 112 applications to this program requesting over \$3.9 million and, through an assessment process, were able to grant just over \$1 million to 60 organizations.
- The **Resiliency Fund** supported initiatives that contribute to the resiliency of the arts sector through adaptive approaches to artistic and business practices. We received 141 applications requesting over \$5.1 million and, through an assessment process, were able to fund 65 applications for a total of \$1.28 million. We are grateful to The City for recognizing the disruption to the arts sector and for responding with emergency funding to safeguard the sustainability of the arts sector through and beyond the pandemic. We combined our originally planned Project Grant Organizations funding envelope of \$150,000 to the Resiliency Fund in order to support more arts organizations more effectively.

Other regular grant investment programs that we ran in 2020 included two programs that are specifically designed for equity-seeking artists and arts groups. **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. It is both an equity initiative and a learning tool as we consider how to 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 \$387,434 in 37 art projects through the ArtShare program in 2020. **The Original Peoples Investment Program** (OPIP) is a landmark Indigenous-led granting initiative that supports the preservation and revitalization of First Nations/Métis/ Inuit (FNMI) art through arts-based projects and activities. It was developed by an advisory committee made up of artists, community members, Elders, and Knowledge Keepers from the Blackfoot, Tsuut'ina, Stoney Nakoda, and Métis Nations in Calgary Moh'kinsstis region. In 2020, \$399,398 was invested in 44 FNMI artists and projects through these programs.

The **Cultural Activation Fund** emerged from City Council's November 2018 motion with the intent to connect to economic and tourism indicators and outcomes. As part of our City-Building strategic focus, we centered 2020 investments on opportunities aligned with Calgary's Music City Strategy, Downtown Strategy, Winter Strategy, and the Creative Economy Strategy. This resulted in \$724,850 being invested in 38 organizations and artists through a combination of grants and sponsorships.

Many of our **partnerships** in 2020 contributed to the One Calgary Citizens Priority A *Prosperous City*. Throughout 2020 we realized more than ever before the power of collaboration with other organizations and agencies who have a shared vision for Calgary and/or the arts sector. Members of our leadership and managers teams were active participants in a variety of roundtables, collaborations, and workshops whose work centered around the ideas of shared prosperity, inclusion, and social cohesion. Some of the key work undertaken in 2020 included the following:

- The Business Sector Support group hosted by The City of Calgary (Patti Pon)
- The City Partners Marketing group supporting LoveYYC, Buy Local, and a number of other local initiatives (Helen Moore-Parkhouse)
- Chinook Blast (Executive Committee & Programming Chair – Sara Bateman, Marketing sub-committee – Helen Moore-Parkhouse)
- West Anthem's Music City Report launched on October 29 (Kaley Beisiegel)
- Network of Indigenous Funders of Alberta (Sara Bateman)
- CLIP Council – (Council Co-Chair and Evaluation Committee, Sara Bateman)
- The New Experience Economy – Calgary Arts Development was a partner and funder for multi-phase research conducted by Stone Olafson on the live experience economy and public perceptions on the effects of COVID-19 (Patti Pon, Sara Bateman)
- Bounceback YYC (Patti Pon panelist)
- Suncor Town Hall hosted by CED on the future of our city (Patti Pon panelist on diversity in the arts and culture)
- Soul of the Next Economy (Patti Pon panelist)
- The Case for Basic Income for the Arts (Patti Pon panelist)
- Rise Up – Calgary Arts Development is a key driver and collaborator on Rise Up – an open source initiative whose mandate is to help kick start the live arts sector (Patti Pon, Kaley Beisiegel and others)
- Creative Economy Strategy (Patti Pon, Kaley Beisiegel and others)

- Creative City Network (Helen Moore-Parkhouse and Joni Carroll)
- National Hubs for Art for Social Change (Patti Pon and Helen Moore-Parkhouse)
- City of Calgary Event Advisory Committee (Helen Moore-Parkhouse)
- Arts Coalition—community conversations about the effects of COVID on the arts sector (Patti Pon and Sara Bateman)
- Alberta TriLevel Arts Funder meetings (various participants)
- Municipal funders from across Canada (various participants)

The **Mayor's Lunch for Arts Champions** was cancelled in 2020 due to the pandemic, but we did proceed with the Cultural Leaders Legacy Artist Awards, which celebrated seven artists each with a \$5,000 prize in an online gathering.

Key Results – A city of inspiring neighbourhoods

Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

In a normal year, 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. Up until March it looked like 2020 would be a wonderful year for arts activity throughout the city. We had already seen a number of extraordinary events like The High Performance Rodeo, UNGANISHA, ActionDignity's *Our Canada, Our Story*, Block Heater, the Ethnik Festival, the Glow Festival, and much more. Then, in March, when the edict came down that prohibited mass gatherings, everything shut down. Throughout the rest of the year artists and arts organizations, including those who receive support from Calgary Arts Development, worked hard to adapt their programming to safe outdoor events and/or online offerings, which worked better for some than for others. We wanted to share a handful of examples of the many arts experiences that were offered to Calgarians throughout the city.

- [Stage Hand's](#) *Clean Hands, Clear Heads, Open Hearts* Festival
- The [Big Art Drive-In](#)
- [Rise Up](#) Weekends
- [Hotels Live](#)
- [Vertigo Theatre's](#) online Listening Parties
- [WordFest](#) online programming
- [Calgary International Film Festival](#) online festival
- [Calgary Philharmonic Orchestra](#) streamed music experiences



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- YYC Pop Up Poetry online event
- [Theatre Calgary's](#) *A Christmas Carol* online and TC Takeout programming
- [Storybook Theatre](#) online performances
- [Dave Kelly Live](#) *Holiday at Home* live streamed event

The **total number of public events** presented by those organizations who received funding through our operating grant program in 2020 was 8,129 with a total attendance of 1,720,272. This is a 39% drop in activities and 59% drop in attendance from 2019 due to the pandemic.

Of the total number of public events, there were **4,494 activities for youth** provided by our operating grant clients with **total attendance of 79,516**. This is a 50% drop in activities and a 75% drop in attendance from 2019 due to the pandemic as well as changes in the delivery of arts education programming by school boards.

We also participated in and supported a number of initiatives exploring the online programming including Relaunch Lunch & Learns through Rise Up, Perspectives on the Future of Digital Work in the Arts session (June 2020), and Live Streaming 101 courses taught by local artist and tech wizard Wil Knoll.

A new **Poet Laureate**, Natalie Meisner, was selected in 2020 and she participated in a number of online events throughout the year. The legacy project of the previous Poet Laureate, Sheri-D Wilson was called *YYC Pop: Poetic Portraits of People*. It involved the publication of a book of poetry by Calgarians, with a poem by our own Mayor, and also included a public exhibition that saw lines of poetry by 10 different poets featured on interior banners on Calgary Transit throughout October. This transit project was designed to enlighten peoples' day and make their ride through life a little more pleasant.

The **Artist as Changemaker** program is a partnership between Calgary Arts Development and the Trico Changemaker Studio at Mount Royal University. Through this program in 2019-2020 there were three artist residencies with: Trico Homes, Calgary on Purpose, and ActionDignity. The work of the artists focused on complex problems associated with inclusion, anti-racism, and creative aging. Creativity is being listed by some as one of the most important job skills of the future and artists are often at the forefront of creative thinking and practice. The Artist as Changemaker program investigates the ways artists can use their skills to tackle complex problems and sees the power of the arts to contribute to social change. The **Cultural Instigators** program supports a group of citizen artists who work in community to make things better through an anti-racism lens. The Cultural Instigators is a CADA-supported but not CADA-led initiative that supports artists doing projects in community. The program started near the end of 2020 and we expect to see tangible results of the work being done in 2021 and beyond. Between these two programs, we invested \$60,450 in 13 artists.

Even though there wasn't as much of a need for **volunteers** in 2020 due to the decreased live programming, arts organizations reported that 11,402 people volunteered contributing more than

203,795 volunteer hours of service. This represents a 55% decrease in the number of volunteers and a 64% decrease in the number of volunteer hours due to the pandemic.

The arts build bridges, challenge stereotypes, increase understanding, empathy and resilience. They provide ways to celebrate our city's rich ethnic diversity, participate in civic life, and create a sense of belonging. In 2020, with the acceleration and amplification of the Black Lives Matter movement throughout North America, we embarked on a number of initiatives to increase our own **Equity, Diversity, Inclusion, and Accessibility (EDIA)** work. We envision a Calgary where there is a resilient and sustainable arts sector that is safe and welcoming for all—artists and audiences—regardless of race, ancestry, place of origin, colour, ethnic origin, language, citizenship, creed, religion, gender identity, sexual orientation, age, marital status, physical, or mental abilities. This is central to our beliefs as an organization that stewards public dollars for the public good.

In 2020 we undertook the following activities and initiatives to advance our EDIA work:

- Hosted five anti-racism virtual town halls with guest speakers to share ideas and learning in our community
- Created an EDIA Staff Working Group to examine our commitment to EDIA at every level of our organization, and further develop anti-racist policies and practices governing our work, including recruitment, access to granting programs, procurement processes, community engagement
- Commissioned and compensated an EDIA Community Working Group to build a community of trust and to respond to the EDIA actions being taken by CADA
- Continued to support the work of equity-seeking artists through our granting programs, with emphasis on the Original Peoples Investment Program, the ArtShare Program, and the Artist as Changemaker Program
- Contributed financial support for the Cultural Instigators—a group of artists-organizers learning and helping to build collective capacity in the arts communities for EDIA, working on community initiatives for change
- Amplified the stories of artists that reflect the rich cultural diversity of our city through The Storytelling Project, with a particular focus on sharing diverse stories through the podcasts and a new web series
- Continued our reconciliation and right relations journey in 2020 with Aisinna'kiiks – a dinner and dialogue series that brought together those who have been on this land longest with those who are newcomers to Calgary with one in-person dinner at Joane Cardinal-Schubert School and a series of virtual events led by Elders
- Participated on Indigenous Funders Circles (Sara Bateman is a participant on Indigenous Funders Alberta), a gathering at Writing on Stone with Elder Saa'kokoto, and various educational opportunities
- Provided administration for the Pink Flamingo Black Lives Matter murals project
- Supported the Shaw Pride murals project

Living a Creative Life, Calgary's arts development strategy encourages **everyday creativity** for all Calgarians, and at the end of 2020 there were 192 signatories to the *Living a Creative Life* strategy.

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**. [SpaceFinder Alberta](#) was discontinued in 2020 and Calgary Arts Development is currently in search of a new platform to fill the role of matching available space with those who need space. Our Spaces Consultant, Joni Carroll, has participated in a number of conversations, plans, and strategies around space and how vibrant spaces contribute to a vibrant community.

Members of Calgary Arts Development's team participated in a number of conversations and contributed to strategies focused on City strategies such as the Festivals and Events strategy, Downtown Strategy and the Future of Stephen Avenue sessions.

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, which is a subsidiary of Calgary Arts Development, continues to contribute to the vitality of the Marda Loop neighbourhood. It has been 100% leased since opening day and had been averaging 4,500 weekly visits to the facility pre-COVID. Fully occupied with over 35 tenants ranging from individual artists and collectives to non-profit organizations, the space has become a vibrant community hub.

Key Results – A healthy & green city

Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

Arts contribute to **well-being**, and played an important role during COVID in increasing connections and reducing social isolation. 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.

Calgary has embarked on the **ActiveCityYYC** plan with the goal of making Calgary Canada's most livable region. Patti Pon participated as a reviewer and advisor to the board. The ActiveCityYYC plan is directly related to the Creative Economy Strategy that Calgary Arts Development is a part of.

The **Cultural Leaders Legacy Artist Awards**, which are normally given out at the Mayor's Lunch for Arts Champions, but were given out at a virtual gathering in 2020 awarded two projects

specifically focused on well-being: Dick Avern won the ATB Financial Healing Through the Arts Award for mental wellness initiatives that he has pioneered over the past 15 years through community advocacy, teaching innovations, arts-based health research, and ground-breaking public art serving thousands of Calgarians. Femme Wave won the SANDSTONE City Builder Award for being the only multi-disciplinary, feminist arts festival in western Canada, and for creating welcoming spaces where women and non-binary artists can share their diverse stories and perspectives.

A well-run city

Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.

Our research activities increase our capacity as a knowledge hub and improve our ability to be a strategic advisor to City Council. Calgary Arts Development continues to work closely with the City of Calgary Arts & Culture Division to ensure we are supporting each other's work.

Research projects in 2020 included the following:

[COVID-19 Impact Survey](#) (May 2020) Calgary Arts Development, in partnership with Calgary Economic Development, The City of Calgary, and the Rozsa Foundation undertook a survey of arts organizations in Calgary to better understand and plan for the COVID-19 disruption to the arts, culture, and creative industries. This was important to help guide our strategies to respond in the best way to ensure the sustainability and resiliency of the sector.

[Future of Calgary's Live Experience Economy](#) (Wave 1 June 25, Wave 2 August 24, Wave 3 November 20, Wave 4 January 29 2021, Wave 5 April 22 2021) Calgary Arts Development is one of the sponsors of the work Stone-Olafson is doing to measure how audiences will engage post-pandemic. It has been extremely helpful in gauging the public's concerns as well as their motivations, behaviours, and pent-up desire to return to in-person gatherings. The learnings from this work will help guide arts organizations as they plan for re-opening when the time is right.

[Alberta Music Industry Ecosystem Report](#) (October 2020) We supported a study of the Edmonton and Calgary music industries that recommends key changes to make Alberta an internationally recognized music hub. The creative industries are key to diversifying our economy and this research helps advance Calgary as an emerging music city.

In 2020 we also did the field work on our latest Arts Professionals Survey and will publish results in the spring of 2021.

We have been dedicated to using research to gain evidence-based knowledge about our sector for a number of years. Data from our own studies as well as external projects build our knowledge and guide our decisions. Calgary Arts Development is seen as an arts research leader in Canada. In 2020 our Research and Policy Manager Gregory Burbidge became Chair of the Cultural Research

Network, a resource-sharing community of practice for people involved in arts and culture related research. With approximately 900 members from around the globe, the network emphasizes the practice and process of current research, and the opportunities to inform that active work among peers, academics, and fellow professionals. Primarily it is a collaborative platform that provides opportunities to explore project or professional connections, methodological challenges, technological innovations, standards and practices, and shared infrastructure.

- 3. Briefly describe how your key results in 2020 contributed to Council approved strategies (Select up to three that are most 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; Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

<u>Calgary in the new economy: an updated economic strategy for Calgary</u>	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 this strategy by providing thousands of opportunities for engagement through attendance at events, workshops, and classes. In 2020, the ability of the arts sector to provide in-person experiences was disrupted by COVID-19. Our granting programs in 2020 contributed to the sustainability of the sector so that once gatherings are safe, artists and arts organizations will once again be there to create in-person events which contribute to the kind of vibrancy that makes Calgary a magnet for talent, while also contributing to a strong sense of Place for people who live, work, and visit here. The 2020 cultural activation fund connected to economic and tourism outcomes and supported initiatives and civic strategies that helped animate the downtown core. Creative Industries are important to diversifying the economy, and have the potential to grow. Calgary Arts Development continues to work with Calgary Economic Development to develop a Creative Economy Strategy for Calgary. In 2020 CADA supported the work of West Anthem to create a Music Industry Ecosystem Report to help advance Calgary as an emerging music city. 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). We accelerated our EDIA work in 2020 as described earlier in the key results section.
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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. We still have a long way to go, but in 2020 we made some significant progress as described in the key results section, and we are committed to creating a more equitable system for the benefit of <i>all</i> Calgarians. Both our grant investment programs and the arts strategy <i>Living a Creative Life</i> help activate culturally vibrant neighbourhoods and districts. As with everything else, there was a disruption in live experiences in 2020 due to the pandemic, but many artists and arts organizations continued to offer safe programming in a multitude of ways. Some of the offerings continued to provide vibrancy in neighbourhoods, like the pop-up outdoor concerts that Mat Masters presented from the top of his van, or the massive colouring book painted onto the plaza in Marda Loop that kids could colour in with chalk, or the Black Lives Matter mural that Pink Flamingo installed in Chinatown, with many other offerings presented online and available to all. When in-person gatherings are once again safe, the arts will come back with experiences and spaces that contribute to culturally vibrant neighbourhoods. Through our spaces initiatives as well as the Original Peoples Investment Program (OPIP), we contribute to conserving and celebrating Calgary's built, natural and Indigenous heritage.
Downtown Strategy	Calgary's downtown continues to be the cultural heart of our city and a vibrant arts scene is crucial to creating vibrancy for those who work, live, and visit downtown. The Downtown Plan states that "A thriving downtown means a thriving Calgary. <i>The success of our city relies on our downtown being a place where people want to live and be, and where businesses want to set up shop, now, and for decades to come. Downtown must transform toward a vision of a resilient and vibrant downtown for everyone, with welcoming neighbourhoods, active streets, and well-used public spaces.</i>" Calgary Arts Development has been participating in many sessions about the Downtown Strategy, as have artists, arts organizations, and festivals. The arts sector's ability to offer vibrant experiences and welcoming spaces are of great benefit to re-

	imagining Calgary's downtown.
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4. Using the chart below, please report your 2020 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	2018 results	2019 results	2020 results	What story does this measure tell about your work?
How much did you do?	Unique arts organizations receiving grant investments	166	204	272	2020 was an extraordinary year that required extraordinary response and support in order to ensure the resilience and sustainability of the arts sector.
	Unique individual artists and collectives receiving investment	73	118	292	Individual artists were particularly hard hit due to the pandemic. At the best of times artists' median income is significantly less than the average Calgarian and with 80% of arts professionals reporting losing income in 2020 there was a dire need to support individual artists. The percentage of arts professionals earning less than \$40,000 per year rose from 49% in 2019 to 62% in 2020. These indicators reflect an 87% increase in the number of grants dispersed in 2020 with the same number of

					<i>people on staff.</i>
How well did you do it?	<i>Amount of investment in arts organizations</i> <i>Amount of investment in individual artists and collectives</i>	<i>\$4,636,586</i> <i>\$523,994</i>	<i>\$7,365,541</i> <i>\$1,214,771</i>	<i>\$10,975,475</i> <i>\$1,491,786</i>	<i>The amount of money that was invested into the arts sector in 2020 was absolutely necessary to ensure the health of the sector during and post-pandemic. What it says about our work is that we increased our grant investment total by 28%.</i>
How are Calgarians better off?	<i># of events available to Calgarians</i>	<i>24,839</i>	<i>22,949</i>	<i>8,129</i>	<i>This measure indicates how, despite the fact that in-person gatherings were not permitted due to the pandemic, arts organizations continued to do what they could to offer arts experiences. It also points to the importance of our grant investment programs, including those that were specifically responding to COVID to keep some sort of revenue coming into organizations to ensure there will still be a strong and vibrant arts sector post-pandemic.</i>

5. Briefly describe the key impacts of COVID-19 on your operations in 2020.

The pandemic tested our adaptive capacity. Thankfully we were already set up to work virtually so COVID didn't disrupt our ability to get our work done. Key impacts included the following:

- More frequent meetings with our board via zoom
- All payments shifted to direct deposit to decrease the need to write cheques

- The volume of grant investments between 2019 and 2020 has increased by 87%, with the same number of staff positions, which contributed to a sense of burnout on our staff
- Grant assessment committees and awards juries met online
- We hosted a number of virtual town halls, some just to share information about what we were doing, and some focused on anti-racism
- Increased collaboration with other city-building agencies, researchers, and funders

6. Are there any program or service changes made in 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.

- Our staff survey indicates that people are wanting to have more flexibility in working on and off-site post-pandemic. Since we are set up to work remotely, this will be an easy thing to implement.
- Board meetings went well on-line, with great attendance and good use of time. People didn't need to travel to our office, find parking, etc. and we didn't need to set up the board room, make copies of materials, and provide refreshments. We expect to continue with a mix of in-person and virtual board and board committee meetings post-pandemic.
- We will continue to make payments through direct deposit.
- There could be a mix of in-person and online grant assessment processes.
- We may continue to communicate with our sector through virtual town halls in addition to live gatherings.

7. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2020.

Working from home provided efficiencies for staff members with regard to saving transportation time and costs. Moving to direct deposit payments saved printing and mailing of cheques. Doing board meetings online created greater efficiency for board members and staff alike.

8. Briefly describe some success stories in 2020 that demonstrate how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians.

ERF Funding from The City of Calgary was administered by Calgary Arts Development. We have the expertise and processes in place to administer grants to the community and these funds were critical to ensuring the resilience and sustainability of the sector through the pandemic.

The **Online Programming Grant** was a collaboration between the Rozsa Foundation, Calgary Foundation and Calgary Arts Development as part of our short-term relief response in the first 6-8 weeks of the pandemic. Working in partnership we were able to get more funds into the hands of more artists and arts organizations who were experimenting with online programming.



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The six **Anti-Racism virtual town halls** were truly a community collaboration. Although we hosted them, the speakers at four of the gatherings were from our community and elsewhere, to share their stories, experiences, and knowledge with the community at large.

Rise Up is an open source collaboration between a number of community partners who have an interest in restarting the live experience economy in a safe way. Through this collaboration Calgarians have been able to find out about and enjoy a variety of safe live events. This group is also working behind the scenes on gathering research and providing information to governments at both the civic and provincial levels to help get the live experience sectors back to work. Calgary Arts Development was and continues to be a leading supporter of the Rise Up collaboration.

Hotels Live is a live event series that takes place in hotels in Calgary, offering people a chance to see a live performance from the safety of their hotel balcony, with room service and an overnight stay. This series was able to offer work to artists while providing safe, fun live events for thousands of Calgarians. Calgary Arts Development provided support to Hotels Live through the Cultural Activation Fund.

The Big Art Drive-In at TELUS Spark was an example of a community collaboration that provided opportunities for arts groups to offer safe live events on an outdoor stage, with audiences in their cars. The shared infrastructure model made it affordable for many organizations to participate. Calgary Arts Development provided support to a Rise Up Weekend at the Big Art Drive-In through the Cultural Activation Fund.

Chinook Blast didn't actually happen until 2021 but the planning took place in 2020 (and earlier). This was a large collaboration between The Office of the Mayor, The City, and a number of civic partners, businesses, and media to provide Calgarians with free, fun outdoor spectacle to add some joy and light during the dark winter months. Calgary Arts Development participated on the Executive as well as on the Marketing Sub-committee.

Supporting other collaborative projects such as the **Stone-Olafson research** on the Live Experience Economy and the **ActiveCityYYC** playbook provided valuable tools and knowledge that will benefit Calgarians as live experiences open back up and play a greater role in making Calgary a great place to live, work, and play.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2020. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

1.99%	Advertising and promotion
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84.03%	Programs or services
0.01%	Office supplies and expenses
4.13%	Professional and consulting fees
7.71%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
0%	Facility maintenance
0.01%	Evaluation or Research
1.19%	<i>Other, please name: Rent Expense</i>
0.01%	<i>Telecommunications</i>
0.01%	<i>Catering / hosting</i>

10. Did volunteers support your operations in 2020? If yes:

How many volunteers?	67
Estimated total hours provided by volunteers:	640

11. What resources or funding sources did your organization leverage to support operations in 2020?

- \$52,750 from Sponsorships
- \$100,000 from Calgary Arts Foundation through donations from RBC and Calgary Foundation
- \$4,200 from the Summer Temporary Employment Program
- \$8,325 from Other Sources
- \$20,000 - (2) Travel Alberta Cooperative Marketing Grants for Rise Up & Chinook Blast

12. Did your organization receive any awards or recognition in 2020 that you want to highlight?

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



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

a) Provide a summary of your organization's 2020 capital work, including specific lifecycle/maintenance projects or capital projects.

b) What funding did your organization leverage to support capital activities in 2020?

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

The section focuses on the impact of COVID-19 in the month of March 2021, to provide a snapshot of your organization's current state.

Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in March 2021.

The answer below is specifically related to our own programs and services at Calgary Arts Development and do not reflect the status of the hundreds of artists, collectives, and arts organizations we serve whose programming and service is much more severely impacted.

☐	Negligible	Minimal to no impact on service. Service is currently operating close to normal.
☒	Minor	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
☐	Moderate	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
☐	Significant	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
☐	Severe	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

Impact Description:

Please briefly describe how your programs and services were impacted in March 2021.

Like everyone, we are doing a lot of work specific to COVID in addition to running our regular programs and maintaining our ongoing relationships. Some of that work is with community partners through **Rise Up**, which included the following in March 2021:



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- Lunch & Learn about how artists and hoteliers can work together to activate these spaces
- Providing a position paper to the Provincial Government about how to get the live experience sector back to work
- Providing information to City Administration about the effects of COVID on the live music industry in Calgary
- Continuing to work with partners on a creative economy strategy.

In March 2021 we ran a new **Microgrant Program for Individual Artists** that was funded by an external donation of \$100,000 with the requirement of dispersing the funds before the end of March 2021. This was a wonderful way to support individual artists affected by COVID-19 but did create a large volume of work for our Community Investment team to receive and assess 149 eligible applications requesting a total of \$316,123. Through that program, 66 applicants were funded for a total of \$131,175, with Calgary Arts Development contributing the additional \$31K to make up the difference between what the original donor had contributed and the total grant pool.

This is the time of year we **collect data** from grantees from the previous year. The 2020 data will show major decreases in some areas over previous years due to COVID, particularly in terms of performances, audiences, etc.

In March 2021 we hosted our final gathering in the **Aisinna'kiiks** series. At this gathering 10 commissioned artists presented back their artistic responses to their learnings from the Elders and other guests. Although the presentations were very powerful and everyone did their best to share their work through zoom, it certainly wasn't the same experience as gathering in-person.

We normally host **The Mayor's Lunch for Arts Champions** in March but due to COVID we have had to postpone it until early June and even with the postponement we will have to host the event online.

In March we were awarded the **Public Art Program**. All of the COVID adaptations we have undertaken for the rest of our work apply to the acquisition of this exciting new program.

Current Demand for Service:

What is the current demand for your service compared to typical demand?

☐	Demand is steady, largely business as usual.
☒	Demand has increased notably.
☐	Demand has decreased notably.