

CIVIC PARTNER 2022 ANNUAL REPORT SNAPSHOT- CALGARY ARTS DEVELOPMENT AUTHORITY LTD. (CADA)

CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

Mission: Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.

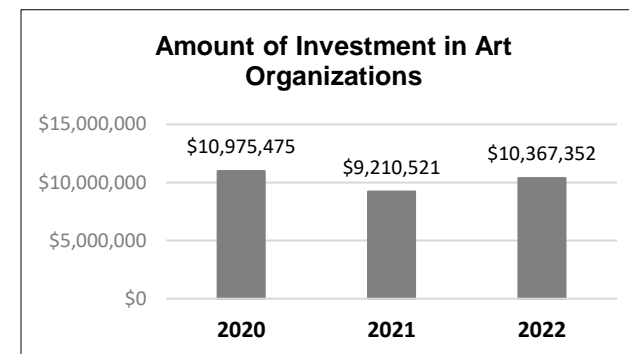
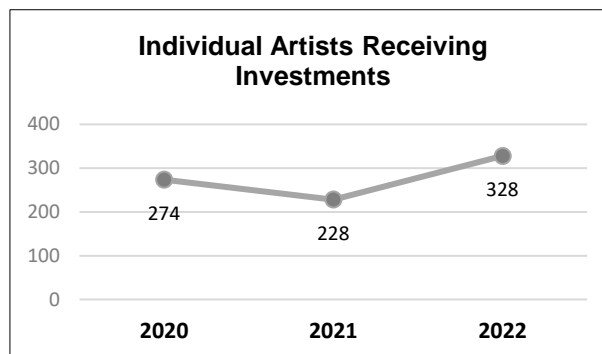
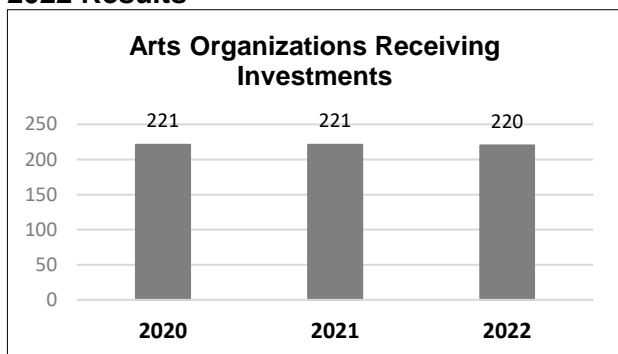
One Calgary Line of Service: Arts and Culture

Wholly Owned Subsidiary

2022 City Investment

Operating Grant: \$17,490,000

2022 Results



The story behind the numbers

- Support for arts organizations is critical to a healthy arts ecosystem. The Operating Grant Program is the largest program that provides stable, predictable funding to non-profit arts organizations in Calgary.
- Individual artists are key to a healthy arts ecosystem. Project grants for individual artists and collectives provided one-time project funding to individual artists and artist collectives working in any artistic discipline who pursued a professional practice.
- In 2022, the operating grant program was sustained, a supplement of up to \$25,000 was offered, and new organizations were able to apply for one-time support.

Addressing climate change

Partnered with the Centre for Sustainable Practice to introduce Green Tools, a program designed specifically for the arts sector to measure carbon footprint and work toward greater sustainability.

Advancing equity, diversity and inclusion; and racial equity

Completed a third-party equity audit to assess practices and recommend improvements. Results are being used to set priorities and actions. Hosted monthly internal staff working group and external community working group focused on equity, diversity, inclusion and accessibility. Participated in an Anti-Racism Funders Table, the Calgary Local Immigration Partnership Council, and applied an equity, diversity, inclusion and accessibility lens to all programs.



**CALGARY ARTS DEVELOPMENT AUTHORITY LTD.
Civic Partner 2022 Annual Report**

Civic Partner Name: Calgary Arts Development Authority Ltd.

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

Manage/operate a City-owned asset: No

1. What is your organization's guiding mission or mandate?

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 2019-2022 strategic framework, which is also guided by *Living a Creative Life: an Arts Development Strategy for Calgary*, with the overarching vision: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous, and connected city. Our north star is to embed arts and culture into Calgary's identity and its DNA.

Mandate: We invest and allocate municipal funding for the arts provided by The City of Calgary and leverage those funds to provide additional resources to the arts sector. Our programs support hundreds of arts organizations, individual artists, artist collectives and arts events 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.

Our Values, which are set out below, guide how we conduct our work:

- **Equity:** We believe in creating equitable access for Calgarians who have had less opportunity for philanthropic and governmental support due to systemic barriers that exist in our community.
- **Diversity:** We believe in supporting artistic endeavours that reflect our diverse community and in supporting the work of artists of diverse backgrounds.
- **Inclusion:** We believe in engaging diverse voices and perspectives in shaping and furthering the work that we do.
- **Accessibility:** We believe in eliminating systemic barriers that prevent people who encounter physical, mental, or cultural barriers to spaces, programs, and services from participating in the arts.

We honour these values by following these principles:

- No policy, practice, or program should be decided by us without the participation of members of the communities affected by that policy
- We will design our policies, practices, and programs so that they do not create systemic barriers that are contrary to our values.

2. What top 3-5 key results did your organization achieve in 2022 that contributed to one or more of key City strategies or plans or Citizen Priorities (a prosperous city, a city of safe and inspiring neighbourhoods, a city that moves, a healthy and green city)?

Our 2019-2022 Strategic Framework had two strategic priorities:

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.

Our activities contribute to a prosperous city, a vibrant downtown, a city of inspiring neighbourhoods, and a healthy city.

Top 3-5 key results in 2022

1. SUPPORTING A RECOVERING ARTS SECTOR

The pandemic caused a major disruption and damage to the arts sector, which will be felt for years to come. Our approach to COVID was guided by three Rs – Relief, Recovery, and Resiliency. 2020 and 2021 were completely focused on relief and it wasn't until 2022 that we saw a slow shift toward recovery. Our support of a resilient and sustainable arts sector was done primarily through our regular granting programs and the one-time public art micro-grant program.

SUPPORT FOR ARTS ORGANIZATIONS

The **Operating Grant Program** is our largest, providing stable, predictable funding to non-profit arts organizations in Calgary. It was important to us to continue full support of this program regardless of the level of programming organizations were able to undertake as they began to recover from the disruption of the pandemic. In addition to their annual base grant, organizations also had the opportunity to apply for an optional, one-time increase of up to \$25,000 to help them navigate the challenges they were facing. 163 organizations received \$6,653,540 in operating grants with 73 of those receiving a one-time increase of up to \$25,000 for \$1,399,630.

An additional \$501,638 was granted through the **Operating Grant Recovery Fund**, which provided one-time unrestricted funding to 22 non-profit arts organizations who had not previously received annual operating funding from Calgary Arts Development.

2021 results \$6,722,135 invested in 166 non-profit arts organizations

2022 results \$8,554,808 invested in 185 non-profit arts organizations

Arts organizations could also apply for funding through **Project Grants, Organizations**. These funds support projects that reflect and contribute to the vibrancy and vitality of Calgary's arts sector and create opportunities for Calgarians to access arts experiences. Grant funds supported opportunities to attract, restore, and retain jobs for artists and arts professionals; support

organizational development including projects related to the reopening, recovery, and resiliency of the arts sector; and arts-centered projects that encourage everyday creativity, including cross-sector collaboration, creative economy, and neighbourhood-level community initiatives. We received 80 applications requesting over \$1.5 million and were able to support 38 projects with a total of \$725,700.

2021 results \$898,352 invested in 47 projects

2022 results \$725,700 invested in 38 projects

SUPPORT FOR INDIVIDUAL ARTISTS AND ARTS COLLECTIVES

Individual artists were particularly hard hit during the pandemic. Some were able to adapt to online projects, many had to make a living doing other things, and some were forced to leave the field altogether. We believe that artists are the keystone species in the arts ecosystem and must be supported. No artists, no arts ecosystem.

Project Grants for Individual artists and collectives provides one-time project funding to individual artists and artist collectives working in any artistic discipline who pursue a professional practice. Projects include the creation, development, production, presentation or dissemination of artistic work. Applicants could also apply for professional or career development projects.

2021 results \$1,246,862 invested in 86 projects

2022 results \$1,607,338 invested in 117 projects*

*Even though we were able to increase the funding pool in this stream it should be noted that we received 311 applications requesting \$4,342,426, and were only able to support 37% of eligible applicants.

The **Artist Development Microgrant** supports professional and artistic skill development or business and career development activities for individual artists and artist collectives in order to contribute to the skills and knowledge required to advance artists' careers and develop artistic practices.

2021 results \$131,175 invested in 66 artists

2022 results \$509,680 invested in 129 artists*

*Even though we were able to increase the funding pool in this stream it should be noted that we received 425 applications requesting \$1,801,020, and were only able to support 30% of eligible applicants.

The Project Grants and Artist Development Microgrant for Individual Artists were supplemented through the Cultural Vitality Fund, with donations from Calgary Arts Foundation, individual donors, the Auxilium Foundation, and an anonymous donation to the Edmonton Community Foundation.

SUPPORT FOR INDIGENOUS AND OTHER EQUITY-SEEKING ARTISTS

The **Original Peoples Investment Program** supports the preservation and revitalization of First Nations, Métis, and Inuit (FNMI) art through art-based projects that are supported and validated by FNMI artists, community, Elders, and Knowledge Keepers. We recognize and support both traditional and contemporary Indigenous artists and arts practices.

2021 results \$549,996 invested in 38 projects

2022 results \$665,260 invested in 42 projects

The **Indigenous Artist Microgrant** is intended to support artists working to preserve Indigenous culture and traditions, and artists in need of small grants to advance their practice, project, or career.

2021 results \$48,450 invested in 6 artists
2022 results \$54,406 invested in 11 artists

The **Honouring the Children Grant** program is specifically for Indigenous artists or Indigenous arts organizations who live and work on Treaty 7 territory, to support artistic projects responding to, honouring, or in memory of the loss of life, culture, ceremony, and language amongst the original peoples of this land because of the residential school system.

2021 results \$68,250 invested in 4 projects
2022 results \$85,430 invested in 7 projects

Artshare supports projects by artists and arts organizations who self-identify as equity-seeking, or are led by and serve equity-seeking communities. Calgary Arts Development staff work one-on-one with applicants to develop grant proposals and funding amounts. The budget for this program decreased in 2022 to redirect funds towards equity-deserving artists in other investment programs.

2021 results \$644,737 invested in 49 projects
2022 results \$408,001 invested in 28 projects

We decreased the budget to ArtShare in 2022 to allow us to invest more in equity seeking individuals inside the Project Grant for Individuals and Collectives

SUPPORT FOR ORGANIZATIONS SEEKING STRUCTURAL CHANGE

The **Organization Structural Change program** provides support to organizations exploring and implementing changes specifically related to mergers, permanent strategic partnerships, hibernations, and organizational closure. In 2022, this program evolved into **The Future Focus Program**, a joint initiative co-funded by Calgary Arts Development, the Rozsa Foundation, and the Calgary Foundation. Calgary Arts Development's contribution to the program was spent in 2022, and the foundations' contributions were spent in Q1 2023.

2021 results \$166,205 invested in a handful of organizations
2022 results \$230,559 invested in 16 organizations

SUPPORT FOR INDIVIDUAL PUBLIC ARTISTS AND COMMUNITY GROUPS

As reported in our 2021 civic partner report, the Artist-Initiated Public Art Microgrants and Community-Initiated Public Art Microgrants provided one-time funding of \$250,000 overall to support local artists and community groups who work with them. Up to \$40,000 was available for each artist-led project, and up to \$10,000 for each community-led project. These microgrants recognized that public art opportunities can come from grassroots ideas that are initiated by

professional artists and communities. Community groups, associations, and collectives were asked to hire and collaborate with local artists to realize projects in public spaces. These projects supported local artists impacted by the COVID-19 pandemic, while also realizing the ideas and needs of community groups. Funding for this program was provided through a grant The City of Calgary received from the Government of Alberta, for COVID-19 pandemic relief initiatives. We completed the program in 2022, and all projects except for one that was delayed, have been installed.

2022 results \$97,732 invested in community-initiated public art projects

2022 results \$144,254 invested in artist-initiated public art projects

2. DEEPENING COMMUNITY CONNECTIONS

We believe in the power of partnerships and have experienced the positive benefits of working together with others who share a strong vision for Calgary. Throughout 2022 members of our leadership and managers teams were active participants in a variety of roundtables, collaborations, and workshops to strengthen community connections. Some of the key work undertaken in 2022 included participation in the following:

- Calgary Funders meetings
- Network of Indigenous Funders of Alberta
- Calgary Local Immigration Partnership (CLIP) Council
- Native Info Exchange
- Calgary Anti-Racism Funders Table
- Tri-Level arts funders meetings (building strong relationships with our peers across Canada)
- National Funders Roundtable
- Canadian Municipal arts funders meetings
- Canadian Arts Summit
- The Case for Basic Income for the Arts
- Creative City Network
- Art for Social Change National Network
- Creative Calgary
- Non-profit resilience lab
- Calgary Board of Education Fine Arts Advisory
- Key partner on Celebrating Life – a series of community events where people could both grieve loss of life and celebrate life post-pandemic

We also work with several advisors and advisories who counsel us on a variety of fronts that increase our connections to community.

Inclusive designers in residence. JD Derbyshire has gained a national reputation as an advocate for equity, diversity, inclusion and accessibility. JD has been working with CADA for the past several years to deepen our EDIA journey. Cesar Cala, a well-known community engagement specialist and activist, has been working with Calgary Arts Development to strengthen community connections and engagement.

The **Community Working Group** comprises a group of artists from equity-seeking communities in Calgary that meets monthly to advise us on principles and strategies including hiring practices, our commitment to equity including accessibility issues, granting programs, conflict resolution and more. This working group is one way for us to develop embedded community engagement and work towards new levels of shared leadership.

The **Cultural Instigators** are citizen artists who work in community to make things better for and with artists through an anti-racism lens. The Cultural Instigators is a CADA-supported but not CADA-led initiative that supports artists doing projects in community. In 2022 their major undertaking was a one-day event called *Bringing Power to Truth* – a Grappling where they investigated How can we achieve an anti-racist Calgary led by artists?

Led by Sable Sweetgrass, Director of Engagement and Reconciliation, we work with an **Indigenous Advisory** that guides us in making decisions at various levels within the organization from grant investment programs to community events.

Our public art team works with the Moh'kinsstsis Public Art Guiding Circle, a continuation of the work The City's public art team does in consultation with Indigenous Elders and Knowledge Keepers.

Another way we deepen community connections is through our **Changemaker Grant program**. The *Artist as Changemaker program*, which is managed by the Trico Changemaker Studio at Mount Royal University, partners artists with community organizations to use art to create conversation and solutions to our communities' most challenging problems. The grants fund both the artists as well as the projects that emerge from these community connections. In addition, this program funded the Creative green Tool pilot program, which provides carbon output reporting tools specific to the arts and culture sector. Through the Changemaker Grant program we invested in 12 artists plus the Green Tools project.

The **Poet Laureate** is a cultural ambassador for Calgary. In April 2022 Wakefield Brewster was announced as the city's 6th Poet Laureate. Wakefield is Calgary's first Black poet laureate and has deep roots in community, particularly through his work with youth. His ambition to make poetry accessible to everyone and to bring poetry to the people has already deepened community connections through the arts in Calgary.

3. SUPPORTING THE CREATIVE ECONOMY

In 2022 we continued to build on the research that was done in 2021 around the creative economy, to invest in the projects that support economic diversification and cultural tourism, and to participate in discussions and strategies centered around the creative economy including:

- City of Calgary Business Sector Task Force
- Downtown Strategy Champions Network
- Chinook Blast Executive Committee
- Innovation District focus groups
- The New Experience Economy – multi-phase research conducted by Stone Olafson on the live experience economy and public perceptions on the effects of COVID-19
- CCMA Host Committee

- Western Arts Alliance Host Committee
- Calgary Community Micro credential pitches
- Music Cities convention including Patti Pon hosting the panel *Live Music for All: Creating safe, accessible, inclusive events*
- Women's Economic Resilience Summit
- Creative Cities Conference
- Experience Economy Innovation Lab
- Booth at Innovation Alley at Calgary Economic Development Economic Outlook event

The **Cultural Activation Fund** is part of our city-building strategic priority, and in 2022 we centred more than \$350,000 in investments on opportunities that helped Calgarians reengage with the arts post-pandemic. The Cultural Activation Fund supports projects that align with civic partner and City of Calgary strategies, priority areas, and initiatives that contribute to a vibrant downtown including support for projects like Chinook Blast, Rise Up, and the Authentically Indigenous Art Market to name a few. In 2022, additional funding was received from the City of Calgary to be allocated towards grants and sponsorships through the Rise Up Downtown Vibrancy program which supported 61 events funded, with 33 of those free to the public. Events occurred across the downtown area including the Downtown Core, Downtown West, Eau Claire and Chinatown, representing the diversity of Calgary's creative ecosystem with cultural shows, live art demonstrations, a comedy show, festivals, art installations, a fashion show, dance performances, poetry readings, a film festival, an augmented reality project and a unique dinner series incorporating film.

4. BECOMING THE THIRD PARTY STEWARD OF THE PUBLIC ART PROGRAM

In March 2021 Calgary Arts Development was selected by The City of Calgary through a competitive RFP process as the future provider of the public art program. We are honoured to serve as the stewards of the public art program, as it aligns with our commitment to support artists, our belief in the power of artists to shape the city of the future, and to see Calgary's creative economy thrive. We will deliver a program that is relevant, transparent, and engaging; guided by our commitment to EDIA and Reconciliation; and our breadth of knowledge and deep relationship with Calgary's arts community. We see the public art program as one tool for community development and belonging, and a driver for more liveable, safer, and inspiring neighbourhoods.

In 2021 and 2022, we hired a public art team of five people including the Director of Public Art, Brandy Dahrouge. We now have a strong team of incredible staff with experience delivering public art projects around the world. To deepen and develop the strengths of this team and prepare for the work ahead, we undertook training in project management, anti-bias, Truth and Reconciliation, Indigenous Relations, Health and Safety, and more.

Throughout 2022 we continued to work closely with The City of Calgary Arts & Culture Business Unit to transfer knowledge, processes, and projects, and connected with various other business units to build relationships. We worked collaboratively alongside the City's Public Art Partnerships team to deepen our understanding of the public art program, its successes and challenges, and to connect with the Moh'kinsstsis Public Art Guiding Circle. We undertook several engagement and communications initiatives including developing and launching the public art section of the

Calgary Arts Development website, launching an online application platform for public artists to apply to our Calls to Artists and programs, and releasing a new annual art magazine titled *Create Calgary* with feature articles about the history of the municipal public art collection

Additionally, we launched and ran several projects and programs including the Artist-Led and Community-Led Public Art Microgrant program; the *Open Spaces: Window to a View* program (public art window exhibition space at the Centre Street LRT platform); the Centre City Banners program; and a Call to Artists for a mural in Calgary’s Chinatown. CADA’s public art team began offering sessions to students at City Hall School, and through this program have connected with 120 students and teachers directly on public art in their city and the processes involved. Our team began cultivating community relationships with groups and artists connected to future public art projects particularly the Treaty 7 and Métis communities.

Our team has been working with the transition consultant Art + Public to develop an Evaluation and Engagement Strategy and Toolkit, to align with their 2020 Public Art Community Engagement Report and provide us with specific tools to examine our impact and report back to The City and Calgarians on what they have expressed they would like to see in a public art program.

3. Performance measures help demonstrate the return on The City’s investment in a partner’s operations. Please identify performance measures that reflect your organization’s impact in 2022 (how much you did, how well you did it, and how the people you serve are better off).

	Performance Measure Name	2020 results	2021 results	2022 results	How does this measure reflect your organization’s impact?
How much did you do?	Arts organizations receiving investment	221	221	220	Support for arts organizations is critical to a healthy arts ecosystem
	Individual artists receiving investment	274	228	328	Individual artists are the keystone species to the arts ecosystem. No artists, no arts ecosystem.
How well did you do it?	Amount of investment in arts organizations	\$10,975,475	\$9,210,52	\$10,367,352	We were able to maintain operating grants, offer a supplement of up to \$25,000 and bring new organizations into the program in 2022
	Amount of investment in individual artists and collectives	\$1,491,786	\$2,397,102	\$3,260,026	Even though we were able to increase support to individual artists by a significant amount, we are still able to support less than 40% of eligible applications
How are Calgarians better off?	Total # of activities produced in Calgary by organizations receiving operating grant support	7,486	7,998	9,872	<i>The total number of activities increased substantially in 2022 and overall participation also grew by 23% over 2022 to a</i>

	Total number of youth education activities by organizations receiving operating grant support (not included in number above)	4,494	4,972	5,447	<p>total of 4.46 million. There was a pent-up desire to return to live arts events and many people are now feeling safe to do so</p> <p>We believe all youth should have access to arts experiences. We are starting to see the return of youth education activities but there is still a way to go to get back to pre-pandemic levels. The number in 2019 was over 9,000.</p>
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4. What are examples of benchmarks your organization uses to evaluate and improve performance and operations, and increase your organization’s impact?

a) Please provide examples of benchmarks, and how this information is being used to support continuous improvement.

Evaluation is core to our work and is led by our research and impact team. They track data from over 500 grantees, monitor industry trends, and employ internal measurements. There are various reporting mechanisms in place including our annual accountability and impact report, quarterly board KPI dashboards, internal staff KPI dashboards, research reports, city council updates, and specific public art reports that constantly monitor performance, activities, trends, gaps, concerns, and impacts. Adjustments to our granting programs, communications activities, HR policies, and community engagement strategies are made to improve our performance and impact.

We are active participants in many funders’ circles, research networks, and industry groups to ensure we are connected and up to date on what is happening locally, regionally, nationally, and internationally in our field of work. Staff members have been invited to various conferences to present what we are doing, to participate in important round-table discussions, and to explore innovative ideas for arts funding.

Our MOU with The City of Calgary requires that 75% of the dollars we receive are granted to the community. We always ensure this is the case and that our administration and overhead costs are less than 10% of our budget. The other 15% is used for arts development activities including community engagement, events, communications, research, the Living a Creative Life strategy, and partnerships.

We conduct staff surveys to monitor staff morale and concerns. This was particularly important when we were working entirely from home. Concerns that arose were related to workload, burnout, and internal communications – ensuring everyone is connected when working remotely. Various strategies were put into place, such as a health stipend to enhance wellness, a home office allowance to make sure everyone was able to work well from home, regular zoom meetings

with teams and all staff, and more intentional check-ins to ensure everyone was doing well. Our staff grew with the addition of the public art program, and it was important to ensure people felt connected to each other when they were not necessarily working together in person, especially those who were new to the organization. There was also a salary review done by a third party and adjustments were made where recommended.

Each employee has an accountability framework, which is co-authored by the employee and their direct supervisor and reviewed each year. The framework outlines specific responsibilities and priorities for the coming year and professional development activities and goals pertaining to our company values: equity, diversity, inclusion, and accessibility (EDIA). EDIA is part of everyone's accountability. Opportunities are offered for anti-racism, implicit bias, bystander, and Indigenous relations training. There is also a staff EDIA working group that meets regularly to discuss priorities, gaps, and concerns specific to our EDIA values as an organization.

b) Please indicate your current and targeted performance in comparison to these benchmarks

The arts funding world is changing and the old colonial ways of doing business are being challenged to be more inclusive and equitable. We have already made many adjustments to our granting programs regarding assessment processes, a focus on Indigenous artists and other EDIA priorities, and accommodations to reduce barriers to access. In the coming years, we will be going through a co-design process with the community to examine more equitable ways of distributing the dollars we have.

Our work is deeply relational and something we are working on is ways to benchmark how to measure relationships.

Through our work with the Indigenous Advisory, the EDIA community working group, the Cultural Instigators, other advisors, and our own community engagement, we are continuously learning about community needs, aspirations, gaps, and concerns. Our goal is to support and nurture diverse art and artist-led city building to foster not only a resilient and sustainable arts ecosystem but to achieve a truly equitable, inclusive, and accessible city where everyone belongs.

Our 2023-2026 strategic framework is titled *Ákáakomatapoap*, a Blackfoot word meaning *we are now going to begin*, which recognizes the transformational times the arts face. This framework focuses on four strategic directions: PURPOSE – centering equity as an essential element of a healthy arts ecosystem; PEOPLE – nurturing the capacity of artists and art organizations to flourish in our city; COMMUNITY – nourishing a vibrant arts ecosystem in Calgary; and RESOURCES – leveraging and stabilizing resources to benefit the arts **ecosystem**.

5. What key results or progress was achieved in 2022 that reflected your organization's changes to strategies, programs or services to better address equity, diversity or inclusion, or support racial equity?

Calgary Arts Development's values are equity, diversity, inclusion and accessibility (EDIA) and we have been focused on those values for the past several years. Outcomes include furthering our

Reconciliation journey and increasing our learning and actions regarding racial equity, gender and sexual diversity, and disability justice.

EDIA HIGHLIGHTS

The biggest undertaking in 2022 was completing a third party equity audit to assess our current practices and offer recommendations for improvement. The report: *Imagine THIS* was co-written and co-researched by People of Design and Constructive Public Engagement, with ideas from the lived and learned experiences of citizen artists of Calgary, staff of CADA, and EDIA consultants. The report was shared with us in late 2022 and each team is using that report as a reference to set EDIA priorities and actions for 2023 and beyond.

As mentioned earlier, we have both an internal EDIA staff working group and an external EDIA community working group. These groups meet monthly to ensure we are living our values and moving toward our aspiration to support and nurture diverse art and artist-led city building to achieve a truly equitable, inclusive, and accessible city where everyone belongs.

Our engagement specialist, Sayonara Cunha, participated in many groups and discussions centered around anti-racism, equity, decolonization, and conflict resolution to ensure we are continuously learning and improving our practices. Director of Community Investment and Impact, Melissa Tuplin, sat at the Anti-Racism Funders table as well as being on the CLIP Council both to share our practices and to learn what is needed in the community and what others are doing.

Artists from all backgrounds and cultures are invited to apply to all our programs and an EDIA lens is applied to all programs to ensure EDIA, including assessor selection and training. The Artshare program is specifically designed for equity-seeking artists and organizations and the Changemaker grant often involves art for social change as it relates to EDIA issues. We also support community events focused on equity and diversity. Examples include the Ethnik Festival, UNGANISHA, the web series *My City Speaks to Me*, the Pink Flamingo mural project that culminated with the *I Rise* concert at the Jack Singer Concert Hall, and the *Bringing Power to Truth* event led by the Cultural Instigators: *Grappling Stolen Land, Lives, and Labour*, to name just a few.

In 2022 we began to advance our disability justice learning and actions. We support a disability justice circle whose members are working in community and will act as advisors on our actions and practices. With a much larger staff due to the acquisition of the public art program, we needed to find larger office space. We worked with Included by Design when designing our new office space to ensure it was accessible, undertaking adjustments where necessary. Some staff members also participated in sessions such as the Generous Futures Advancing Disability Rights session and undertook disability awareness training. We also focused on accessibility at our live events such as the Celebration for the Arts, hosted by Mayor Gondek, and our 2022 Living a Creative Life Congress: *Imagining the Future Together*.

In 2022, we undertook the next iteration of our Demographic survey with the results scheduled for release in 2023.

6. **What steps did your organization take in 2022 to advance any respective calls to action in the Truth and Reconciliation Commission of Canada: Calls to Action report or The City's White Goose Flying Report?**

Highlights in 2022 included great strides on our **Reconciliation journey**. Led by our Director, Engagement and Reconciliation, Sable Sweetgrass, and Indigenous program specialist Morgan Possberg, with guidance from our Indigenous Advisory, and longtime advisor Blackfoot Elder Saa'Kokoto, we were able to increase our reach into Indigenous communities and strengthen Indigenous relations. Sable sat on many committees including the Aboriginal Awareness Week organizing committee, Native Info Exchange, Network of Indigenous Funders of Alberta, and the Western Arts Alliance conference Indigenous programming stream. She also attended many conferences and gatherings such as the Forward Summit, pow wows and Sundance, and worked on Calgary Arts Development's engagement framework, which embraces an Indigenous world view. Sable also launched a podcast series: *Storytelling Podcast Indigenous Stories* with Indigenous artists as guests on these monthly episodes.

Our granting programs are all open to Indigenous artists, but we also have three programs specifically designed by and for Indigenous artists as described earlier in this report: the Original Peoples Investment Program, the Indigenous Artist Microgrants, and the Honouring the Children program.

The public art team continues to build good relations with the Moh'kinsstsis Public Art Guiding Circle, the Indigenous Relations Office at the City of Calgary, and undertook training on TRC,, Indigenous Relations and Protocols. Along with City Administration, we visited the St. Dunstan's site to offer prayers, deepen our learning, commitment, and understanding, as we prepare for the research and engagement phases of a public art project in connection to this tragic history and site. We have also been building good relations with Métis Nation Region 3 for a public art project in collaboration with this community and Métis artists.

Of course, we continue our practice of delivering land acknowledgements at all our live events and we always attempt to make them personal and relevant to the work we are doing and the event. We also engage Elders to start us in a good way by sharing a blessing or a teaching at our events.

One of our commitments is to show up and be actively present at Indigenous arts events and gatherings. In 2022 those included MT7 productions, the Opening of the Métis exhibition at Lougheed House, World Stage Design presentation of Iniskim at Barrier Lake, pow wows, community gatherings, art exhibitions and more. We also held a staff retreat at Writing on Stone Provincial Park that included tours, circles, and teachings from Saa'Kokoto.

Our 2022 Living a Creative Life congress featured Dr. Leroy Little Bear as the keynote speaker as well as a session on Indigenous Theatre Making led by MT7's Michelle Thrush and Neil Fleming.

In 2022 we launched a new arts magazine *Create Calgary*, which featured many stories of Indigenous artists including the cover story about award-winning artist Faye Heavysield and a feature story by Jared Tailfeathers about art on the land.

In 2022 Indigenous film maker and Tsuut'ina community leader, Kevin Littlelight, was appointed to our board, ensuring we have Indigenous participation at the highest levels of leadership in our organization.

And, as mentioned earlier, our 2023-2026 Strategic Framework, which was developed over the course of 2022, takes on a Treaty 7 Indigenous world view. This is important to our organization as we recognize and acknowledge the original peoples and the land on which we live and work.

RESOURCES

7. Please outlined how The City's operating funding was allocated in 2022.

1.81 %	Advertising and promotion
80.64 %	Programs or services
0.41 %	Office supplies and expenses
2.48 %	Professional and consulting fees
11.3 %	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
1.24 %	Evaluation or Research
0.88 %	<i>Other, please name:</i> Catering and hosting, Travel

8. Did volunteers support your operations in 2022?

How many volunteers?	126
Estimated total hours provided by volunteers:	5484

9. Did your organization receive any awards or recognition in 2022 that you want to highlight?

10. What changes did your organization implement in 2022 to address climate change, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with The City's Climate Change Program including Council's Climate Emergency Declaration?

In 2022 we partnered with the Centre for Sustainable Practice to introduce Green Tools, a program designed specifically for the arts sector to measure their carbon footprint and work toward greater sustainability.

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

Asset: Not applicable