

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

ISC:UNRESTRICTED

CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

Vision: A creative, connected Calgary through the arts where everyone is empowered to live a creative life.

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

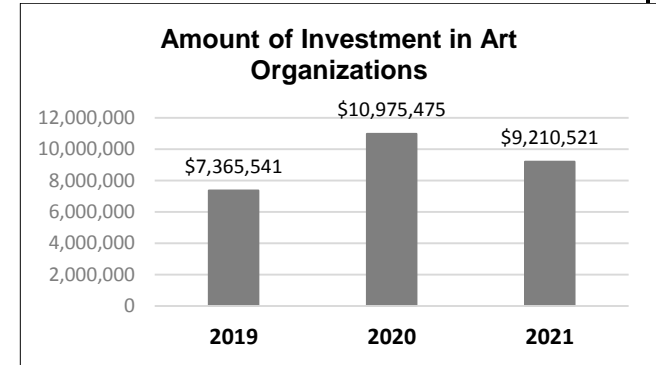
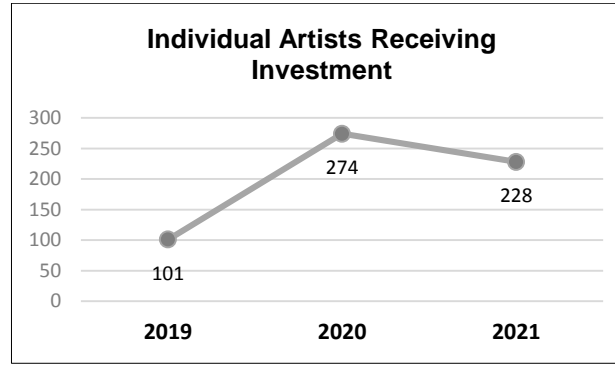
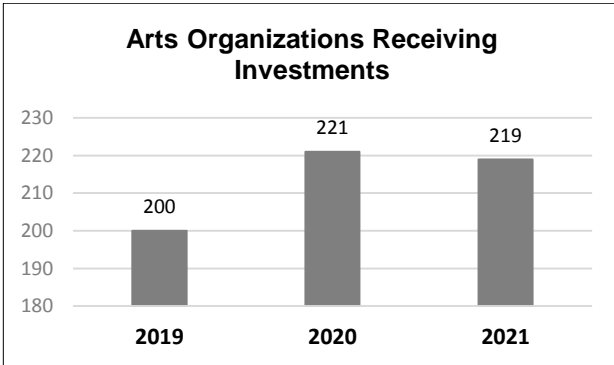
One Calgary Line of Service: Arts and Culture

Wholly Owned Subsidiary

2021 City Investment

Operating Grant: \$14,290,000

2021 Results



The story behind the numbers

- Invested in over 200 arts organizations through the Operating Grant Program, project grants, and the Organization Structural Change Grant.
- 2020 investments in individual artists was much higher due to a one time program to fill the revenue gap from events cancelled due to COVID-19.
- Continued to leverage investment dollars in art companies that are critical to the overall health and vitality of the arts sector, for example through their impact on the number of arts experiences available for Calgarians.

Impact of COVID-19:

Continued to focus on the impact of COVID-19 by awarding \$11.6 million in grant funding to support art companies and individual artists, and continued support for the RISE UP YYC city-building collaboration to connect Calgarians with live experiences/events.

Advancing Equity, Diversity and Inclusion

Continued to offer programs designed for equity-seeking artists and art groups including ArtsShare (\$644,737), Original Peoples Investment Program (\$549,996) for the preservation and revitalization of First Nations/Metis/Inuit cultures, the Indigenous Artist Microgrant (\$48,450), and Honouring the Children Grant (\$68,250). CADA is also a member of the Anti-racism Funders Table, and hosts a Community Equity, Diversity, Inclusion and Accessibility Working Group.



STRUCTURE

1. Vision, Mission and Mandate:

Vision: A creative, connected Calgary through the arts where everyone is empowered to live a creative life.

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.

2021 RESULTS

2. **What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

Calgary Arts Development was created to strengthen the arts for the benefit of all Calgarians. We put public dollars to work for the public good through grant investment programs, arts development strategies, public art, research, communications, and partnerships.

2021 was the third year of our current four-year strategic framework, which is centred around 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.

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 groups and civic partners as well as One Calgary Citizen Priorities.

2021—year two of COVID—was another challenging year. The pandemic had a devastating effect on the arts sector, and particularly on individual artists. At Calgary Arts Development, our approach to COVID is guided by three Rs—Relief, Recovery, and Resiliency. 2021 continued to be a year that focused on Relief. Internal and external research continues to paint a grim picture of how the pandemic is affecting the arts community. In particular, it has impacted individual artists' ability to earn a living, create art, present their creations, and their perceptions of Calgary.

In 2021 we published our most recent Arts Professionals Survey report, which demonstrates a bleak environment for arts professionals in our city. Arts professionals are struggling financially, more than ever. In the past, most survey respondents reported earning low individual and household incomes but never at levels now being reported. 57% of arts professionals reported earning an income under \$35,000 per year, much lower than the Calgary average of \$60,244. And 75% of family incomes fell below the Calgary median, a continuing decrease in household income for those working in the arts.

Another consequence of the lack of work opportunities in our sector due to COVID has been that arts professionals are questioning whether Calgary is a good place to live. In 2017, 57% agreed that Calgary was a good place to be an artist, but in this recent survey that number dropped by almost half with now only 30% of arts professionals agreeing that Calgary is a good place to be an artist. And only 31% of respondents felt that Calgary was supportive of their work. You can read the full Arts Professionals report [here](#).

Even though artists were hard hit by the pandemic, we also know that people continued to lean on the arts in 2021 to lift their spirits, to find connection, meaning, and joy in their lives. Throughout the pandemic, there was a seismic rise in the number of artists and arts organizations who found ways to connect with audiences and communities through digital platforms as well as hosting a number of safe live experiences. In the second half of 2021 the arts sector started, slowly but surely, to open up again to live, in-person experiences.

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 tell 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, to keep young people in our city, 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 that Calgary has a strong, resilient, and vibrant arts sector that is able to serve Calgarians now and for generations to come. Our primary focus in 2021 was to continue to provide relief to Calgary’s arts companies and to individual artists, and to ensure they could survive the ongoing pandemic disruption. One of the primary ways we do this is through our grant investment programs. Calgary Arts Development invests a minimum of 75% of our City grant into the arts sector, which in 2021 translated to \$11.6M invested in more than 200 arts companies and more than 200 individual artists and arts collectives. A full list of all recipients of funding in 2021 can be found [here](#).

SUPPORT FOR ARTS ORGANIZATIONS

The majority of the money we distribute to arts organizations is through our *Operating Grant Program*, which provides the stable, predictable funding that companies need to be successful year over year. Through this multi-year program, we invested \$6,722,135 to 166 organizations. Operating grant funds may be allocated to any area of an arts company’s budget and are confirmed on a yearly basis upon the receipt of an interim report. During the pandemic, operating grants also provided some ability to be flexible and adapt to the conditions the arts sector was facing.

In 2021 we also offered *Project Grants* to support non-profit arts companies undertaking specific projects that contribute to the vibrancy and vitality of our city and provide Calgarians with opportunities to experience arts programs and events. In 2021 this program provided \$898,352 to 47 different projects.

Our unique *Organization Structural Change Grant* also continued in 2021 providing \$166,205 to companies exploring and implementing organizational changes specifically related to mergers, permanent strategic partnerships, hibernations, and closure.

SUPPORT FOR INDIVIDUAL ARTISTS AND ARTS COLLECTIVES

Project Grants for Individual Artists and Arts Collectives distributed \$1,246,862 to artists or arts collectives working on a specific project in any artistic discipline that strengthened our artistic communities and provided Calgarians with opportunities to experience what artists have to offer. The funds could be used to create, develop, produce, present or disseminate artistic work. The program funded 86 projects.

The *Artist Development Microgrant* provided \$131,175 to 66 artists for professional development and business development activities as well as the completion or adaptation of work that had been affected by COVID-19.

SUPPORT FOR EQUITY-SEEKING ARTISTS AND ARTS GROUPS

Programs that are specifically designed for equity-seeking artists and arts groups contribute to a prosperous city by ensuring the rich diversity of artists in our city are supported and able to share their stories, cultures and artistic practices.

ArtShare addresses the unique needs and contexts of artists and arts groups who self-identify as equity-seeking and have experienced a variety of barriers to accessing 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 \$644,737 in 49 art projects through the ArtShare program in 2021.

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) cultures through arts-based projects and activities. It was developed in 2018 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 Mohkínsstsi region and launched in 2019. In 2021, \$549,996 was invested in 38 FNMI artists and projects through this program.

The *Indigenous Artist Microgrant* supported six artists in need of small grants to advance their practice, project or career, all working to preserve Indigenous culture and traditions. The total amount granted through this program was \$48,450.

The *Honouring the Children Grant* was created as a response to the discovery of the unmarked graves in Kamloops. Funds were earmarked for Indigenous artists or arts groups who live and work on Treaty 7 territory, to create 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. The program provided \$68,250 to four artists in 2021.

SUPPORT FOR CULTURAL TOURISM & ECONOMIC DIVERSIFICATION THROUGH THE ARTS

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 priority, we centred 2021 investments on opportunities that helped Calgarians continue to connect with the arts in safe ways during the pandemic. Many of these events also aligned with Calgary's Music City Strategy, Downtown Strategy, Winter Strategy, and the Creative Economy Strategy. The result was \$979,002 being invested through grants and \$75,170 in sponsorships to 64 projects.

Some of the projects funded through this program included Chinook Blast, Pink Flamingo's public art Black Lives Matter mural project, and RISE UP YYC Weekends. A full list of all programs funded in 2021 can be found [here](#).

SUPPORT FOR RISE UP YYC

Calgary Arts Development has been one of the main drivers and supporters of RISE UP YYC, an open-source collaboration with other city-builders such as Tourism Calgary, the Calgary Hotel Association, Calgary Economic Development, the National Music Centre, and Theatre Calgary. RISE UP YYC was created to kickstart the arts industry's recovery, connect Calgarians to safety-conscious live experiences and events, and support local artists and businesses struggling through COVID-19. RISE UP YYC has been a powerful initiative, with remarkable results in 2021 including:

- RISE UP YYC Weekends - 31 events over 17 weekends in the summer of 2021 and an additional 20 events in fall/winter.
- Over 100 submissions to the RISE UP YYC song contest with Emily Triggs winning.
- 20 Pop-Up Performances; summer of 2021 providing over 45 hours of free family-friendly programming in communities around the city with more than 40 communities applying to participate. This program received additional support from The City of Calgary, the Friends of the Federation of Calgary Communities, and the Calgary Foundation.
- Hotels Live - there were 33 Hotels Live events in 2021 featuring 124 artists and selling over 1,650 hotel rooms, with 5,013 attendees and \$328,300 in gross ticket sales.
- 7 Relaunch Lunches with over 300 attendees discussing how to keep the creative economy rolling with drive-ins, micro festivals, hotel events, and more.
- A COVID-19 Protocols Handbook specifically created for the live experience economy.
- Leadership on the CreativeCITY Steering Committee with a variety of community members including Mount Royal University, AUArts, CED, Arts Commons, and many more, and the development of an [Ecosystem Report about Calgary's Creative Economy](#) published in June 2021. A creative economy strategy will be released later this year.

PARTNERSHIPS

Over and above the RISE UP YYC collaboration mentioned above, we continued to experience the benefits of working together with other agencies who share a strong vision for Calgary. Throughout 2021 members of our leadership and managers teams were active participants in a variety of roundtables, collaborations, and workshops whose work centred around the ideas of shared prosperity, economic diversification, downtown vibrancy, and social cohesion. Some of the key work undertaken in 2021 included participation in the following:

- Business Sector Task Force hosted by The City of Calgary
- Business Advisory Committee led by The City of Calgary
- City Partners Connect - marketing group supporting LoveYYC, Buy Local, and a number of other local initiatives
- Chinook Blast Executive Committee and marketing sub-committee
- Innovation District focus groups
- Calgary Funders meetings
- Network of Indigenous Funders of Alberta
- Calgary Local Immigration Partnership (CLIP) Council
- 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
- Transforming Funding Models Summit
- 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
- Experience Economy panel
- The Case for Basic Income for the Arts
- Creative City Network
- National Hubs for Art for Social Change
- City of Calgary Event Advisory Committee, Festival and Events strategy, Microgrant Assessment Panel, and Downtown strategy
- Creative Calgary
- Non-profit resilience lab
- Capacity Builders meetings

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.

As stewards of public funds for the public good, we are committed to creating conditions for **all** Calgarians, not just some, to experience a vibrant arts scene. Our values of equity, diversity, inclusion, and accessibility (EDIA) support this concept of arts for everyone. We believe that art = belonging. In 2021 we continued to embed our EDIA values into all of our work, which contributes to a city of inspiring neighbourhoods.

COMMUNITY WORKING GROUP

In the fall of 2020 Calgary Arts Development invited nominations and applications from equity-seeking artists to form a Community EDIA Working Group. This group is paid a monthly stipend, and meets monthly to advise us on our principles, values, and strategies of EDIA and to help co-design procedures, policies, statements, granting requirements and so forth to deepen our commitment to equity. The group is made up of practising artists or arts workers involved in social justice, change making or equity organizing in community. In 2021 the Community Working Group helped us improve our hiring process, develop a commitment to equity statement, and investigate methods of conflict resolution. This working group is one way for us to develop embedded community engagement and work towards new levels of shared leadership.

CULTURAL INSTIGATORS

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 as well as undertaking a major collaborative project called *Bringing Power to Truth*.

ART FOR SOCIAL CHANGE

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 2021 there were five artist residencies with: Trico Living Well, Confederation 55+, Sagesse, Trico Changemaker Studio, and ActionDignity. The work of the artists focused on complex problems associated with inclusion, anti-racism, and creative ageing. 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. Information about this program can be found [here](#). In 2021 we funded 10 changemaker grants with \$152,500.

In 2021 Calgary Arts Development was invited to participate in a cross-Canada art for social change national network as the Alberta representative. We extended our relationship with the Trico Changemaker Studio as a catalyst to nurture a network of community-based art practitioners and art for social change agents in Calgary. An online gathering took place in 2021 to start the process of getting to know those doing this work in Calgary and how the environment and the network could be strengthened. More information about this project can be found [here](#).

ENGAGING CALGARIANS THROUGH THE ARTS

Since its inception, Calgary Arts Development has supported 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. Of course, COVID-19 caused a major disruption to the arts sector and the live experience economy, but we did see things start to open up again in 2021, with the RISE UP YYC performances mentioned above, and with some festivals and arts companies starting to open their doors again in the second half of the year to live in-person experiences. In addition to that, most organizations and many individual artists adapted to online performances and events during the pandemic.

The total number of public events presented by those companies who received funding through our operating grant program in 2021 was over 10,000, with more than 7,500 events taking place in Calgary. Total attendance in Calgary was over 2,000,000 in 2021, with over 2,300,000 attending when including activity by Calgary artists taking place outside of the city. As some operating grant clients are still completing their fiscal year, final totals will be available in early June. Even without final numbers available, this represents a significant increase in attendance from 2020.

In addition to the public events above, there were over 6,000 activities for youth provided by our operating grant clients with a total attendance of over 230,000. Early estimates show a significant increase in both events and attendance when compared to 2020 totals.

Natalie Meisner was selected as the fifth Poet Laureate from 2020-2022, her time taking place entirely during the pandemic. Her poetry demonstrates the healing power of the arts and is steeped in empathy and caring. Natalie's legacy project is called *This Might Help* – an online home for recorded audio poems written by and for Calgarians and the world, addressing the challenges facing us right now as a society. It is a public art project with a mandate to put poetry in the hands of everyone. Visit [here](#) to find out more or to listen to the audio poems. Calgary Arts Development also

featured one of Natalie's pieces called *The Poem Wants* as our holiday greeting at the end of 2021. You can see a video of this poem [here](#).

PUBLIC ART

In March 2021 Calgary Arts Development was selected by The City of Calgary 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 perfectly with what we stand for: our commitment to artists and community, accountability, and engagement; our commitment to EDIA; our Reconciliation journey; our breadth of knowledge and deep relationship with Calgary's arts ecosystem; and our vision for a creative, connected Calgary through the arts. We see the public art program as one tool for community development and belonging – a definite driver for a city of inspiring neighbourhoods. We will strive to run a public art program that is centred on dynamic exchanges between artists and community, that reflects who we are and what we value as a city, that Calgarians can connect with and that reaches everyone in every corner of our city. We believe this program will reflect the rich ethnocultural diversity of Calgary, amplify all stories including Indigenous voices to tell the stories of Mohkínsstisi, and one that will offer many community engagement opportunities for Calgarians. 2021 marked the first year in a three-year transition of this program from The City to Calgary Arts Development.

We still have a long way to go in fully transitioning the program but in 2021 we dipped our toes in by running two public art microgrant programs – an artist initiated microgrant and a community initiated microgrant. The community initiated microgrant program committed \$97,723 to 11 projects across Calgary. The artist-run microgrant program supported 4 projects with \$140,653.

Public Art continues to be a huge learning curve for us, but we are excited and energized by the process.

DEEPENING COMMUNITY ENGAGEMENT

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. 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 values as an organization that stewards public dollars for the public good.

In 2021 we undertook the following activities and initiatives to increase and deepen community engagement:

- Hosted two Commitment to Equity virtual town halls with guest speakers to share ideas and learning in our community
- Continued to support the work of equity-seeking artists through our granting programs, with emphasis on the Original Peoples Investment Program, the Honouring the Children Program, the ArtShare Program, and the Artist as Changemaker Program
- 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 podcasts and our web series

- Continued our reconciliation and right relations journey in 2021 with the final gathering of the 2019-2021 Aisinna'kiiks dinner and dialogue series that brought together those who have been on this land longest with those who are newcomers to Calgary. A video capturing the spirit of Aisinna'kiiks can be seen [here](#).
- Promoted Sable Sweetgrass to Director, Engagement and Reconciliation - a new leadership position at Calgary Arts Development
- Worked closely with an Indigenous Advisory on our Original Peoples Investment Program
- Worked with The City's Guiding Circle on public art protocols and engagement
- Attended learning sessions on St. Dunstan's School
- Participated on Indigenous Funders Circles, a gathering at Writing on Stone with Blackfoot Elder Saa'kokoto, and various educational opportunities
- Provided administration for the Pink Flamingo Black Lives Matter murals project
- Supported the Shaw Pride murals project
- Supported Nigerian artist Lanre Ajayi's web series *My City Speaks to Me* to amplify the stories of Calgary through his eyes and his community connections
- Supported the Authentically Indigenous Art Market
- Posted an RFP to hire consultants to conduct equity audits in order to increase our commitment to Indigenous reconciliation, racial equity, disability justice, and gender and sexual diversity
- Partnered with Arts Commons to conduct research on arts and youth in our city, which will be completed in 2021
- Participated in Racial Equity in Art Funding workshops conducted by Grantmakers in the Arts
- Hired a Community Liaison to increase community engagement
- Participation on panels related to equity, diversity, inclusion and accessibility for the Impact 21 Festival in Ontario and a national conversation with artists hosted by Cultural Pluralism in the Arts Movement Ontario

EVERYDAY CREATIVITY

Living a Creative Life, Calgary's arts development strategy encourages everyday creativity for all Calgarians. This strategy, stewarded by Calgary Arts Development, had over 200 signatories by the end of 2021.

Accessible, appropriate arts spaces play a huge role in increasing vibrancy throughout Calgary. 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 undertook community engagement led by J5 to investigate the best way forward. Their recommendation is to promote a variety of space matching platforms in the market instead of creating a new one.

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.

Calgary Arts Development staff participated in a number of conversations and contributed to City strategies such as the Festivals and Events strategy and the Downtown Strategy.

Calgary Arts Development continues to participate on the Fine Arts Advisory for Calgary Board of Education to gain a better understanding of what arts companies 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 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 housing a variety of tenants at full capacity since opening day and had been averaging 4,500 weekly visits to the facility pre-COVID. Occupied with tenants ranging from individual artists and collectives to non-profit organizations, the space has become a vibrant community hub that features an outdoor market on weekends during the summer.

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 have 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 liveable region. 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 were given out at a virtual gathering in 2021 awarded three projects specifically focused on health and a green city:

- The ATB Financial Healing Through the Arts Award was given to Heather Morigeau, an artist who demonstrates how arts can empower multiple forms of healing; be it cultural healing, addiction recovery or living with mental health challenges.
- The RBC Emerging Artist Award was given to Tank Standing Buffalo, an unconventional and marginalized artist who has risen from difficult circumstances, creating opportunities to grow, create work and succeed as one of Calgary's most up-and-coming filmmakers.
- The TD Indigenous Artist Award was given to Alberta Rose Williams who often uses found or repurposed materials to create work that speaks to broader audiences as well as reducing some of the waste prevalent in our society. She feels that this practice is inherent with Indigenous cultures of practicality or using materials to their full potential and acting as a steward of the land.

Key Results – 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.

As mentioned earlier, our top strategic priority is to foster a resilient and sustainable arts sector, which is aligned with Calgary's focus on resilience.

One of our strengths in terms of continuous improvement and learning is the amount of research we do. 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 2021 included the following:

Future of Calgary's Live Experience Economy (Wave 1 June 25, 2020; Wave 2 August 24, 2020; Wave 3 November 20, 2020; 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 groups as they plan for re-opening when the time is right.

Arts Professionals Survey In 2020 we did the field work on our latest Arts Professionals Survey and published the results in the spring of 2021. As discussed earlier, the report demonstrates a bleak environment for arts professionals in our city. They are struggling financially, more than ever and fewer of them feel that Calgary is a good place to live. The findings in this survey have informed our planning for 2022, with an increased focus on individual artists within the arts ecosystem.

In 2021 Calgary Arts Development, with support from DataArts, completed the second demographic profile of the non-profit organizations supported through the operating grant program. The report is an update on the 2017 Equity, Diversity, and Inclusion (EDI) survey. The survey focused on the demographics of the arts sector, including artists, administrators, and volunteers. The full report will be available in 2022 once related 2021 Statistics Canada census data is available for comparison.

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 completed his term as Chair of the Cultural Research Network, an international resource-sharing community of practice for people involved in arts and culture related research. With approximately 900 members from around the globe, the network is a collaborative platform that provides opportunities to explore project or professional connections, methodological challenges, technological innovations, standards and practices, and shared infrastructure.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	<i>Unique arts organizations receiving investment</i>	200	221	219	<i>Investment in arts organizations contributes to a resilient and sustainable arts sector</i>
		101	274	228	<i>Individual artists contribute to the vibrancy of our city and give Calgarians opportunities for high-quality artistic</i>

	<i>Unique individual artists receiving investment</i>				<i>experiences. They were particularly hard hit during the pandemic</i> <i>In 2020, individual artists could receive support through a program supporting lost revenue from cancelled events due to COVID-19, which is why the individual artists supported in 2020 was much higher than in other years.</i>
How well did you do it?	<i>Amount of investment in arts organizations</i>	\$7,365,541	\$10,975,475	\$9,210,521	<i>Investments in artists and arts companies is critical to the overall health and vitality of the arts sector and therefore to the vibrancy of our city and the number of arts experiences available to Calgarians.</i>
	<i>Amount of investment in individual artists and collectives</i>	\$1,214,771	\$1,491,786	\$2,397,102	
How are Calgarians better off?	<i>Total activities produced in Calgary by organizations receiving operating grant support</i>	12,573	7,486	7,500+	The disruption of COVID is apparent in the numbers of activities produced by Calgary arts organizations in the last two years.
	<i>Total number of youth education activities by organizations receiving operating grant support (not included in number above)</i>	9,118	4,494	6,000+	

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

The pandemic continued to test our adaptive capacity. Thankfully we were already set up to work virtually so COVID didn't disrupt our ability to get our work done. We approached our response to COVID with three Rs: Relief, Recovery, and Resiliency. 2021 continued to be focused on Relief. Key impacts included the following:

- Staff continued to work remotely
- Most meetings were done via zoom, by phone, or on other digital platforms
- All payments are now made using direct deposit to eliminate the need to write cheques
- Staff burnout became an issue with an unrelenting volume of work, coupled with a growing staff due to the addition of the public art program, and the isolation of working from home
- Grant assessment committees and awards juries met online
- We continued to host virtual town halls, some just to share information about what we were doing, and some focused on our commitment to equity
- Increased collaboration with other city-building agencies, researchers, and funders

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

- Our most recent staff surveys indicate that people are wanting to continue having a hybrid of in-office and at-home working post-pandemic. Since we are set up to work remotely, this will be an easy thing to implement.
- Some meetings are more efficient on-line, with no need for travel or parking. We expect to continue with a mix of in-person and virtual 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.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

Yes, we definitely deepened our commitment to racial equity through deeper community engagement, through our granting programs, through learning opportunities, and through relationships as described earlier in this report.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Yes, our core values are equity, diversity, inclusion, and accessibility and we deepened our commitment to all of those values as described earlier in this report.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

We have addressed our major partnerships and our approach to relationship building throughout the report.

RESOURCES

9. Please estimate how The City’s operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

4.47%	Advertising and promotion
76.88%	Programs or services
0.96%	Office supplies and expenses
6.41%	Professional and consulting fees, Staff compensation, development and training
9.35%	Training
0.07%	Purchased supplies and assets
0%	Facility maintenance
0.45%	Evaluation or Research
0.17%	Catering and hosting
0.02%	Bank charges
0.12%	Travel
0.03%	Amortization

1.07%	Rent
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10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	119
Estimated total hours provided by volunteers:	3,530

11. What resources or funding sources did your organization leverage to support operations in 2021?

- \$86,000 from Sponsorships
- \$351,040 from Calgary Arts Foundation
- \$80,000 - Travel Alberta Cooperative Marketing Grant
- \$87,724 - RISE UP revenues
- \$4,255 - from Showpass

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?