

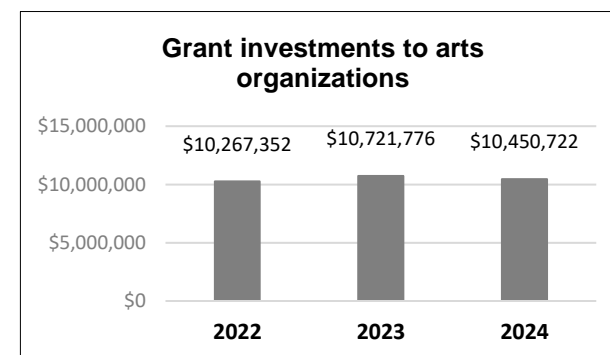
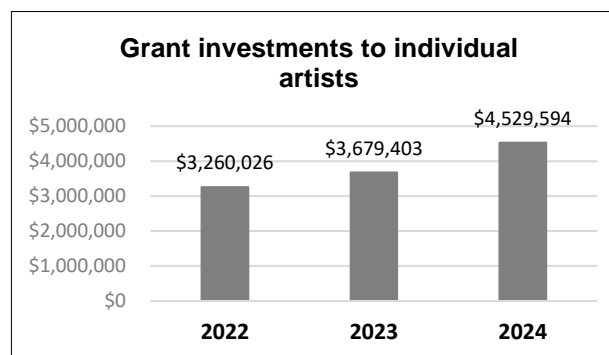
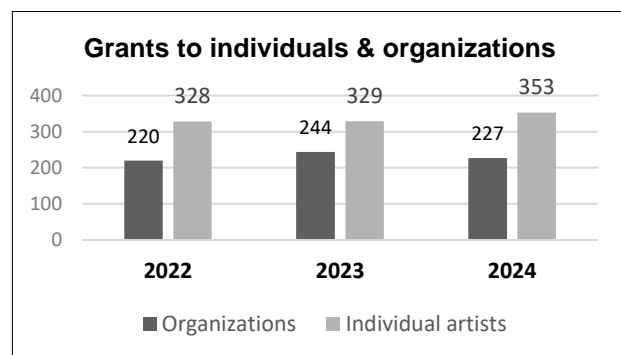
CALGARY ARTS DEVELOPMENT AUTHORITY LTD.

Mission: Calgary Arts Development supports and strengthens the arts to benefit all Calgarians.
Service Line: *Arts and Culture*
Wholly Owned Subsidiary

2024 City Investment

Operating Grant: \$18,844,430
One Time Funding: \$1,000,000

2024 Results



The story behind the numbers

- 75 per cent of City funding is directly distributed to Calgary-based arts organizations, individual artists and artist collectives through grants. In 2024, a total of \$14,980,316 was invested through grant programs.
- CADA creates empowering experiences through the support of creative programming, ranging from school classrooms to downtown activations. The Storytelling Project and Original Peoples Investment Program helped support marginalized groups and Indigenous artists.

Benchmarks

- CADA tracks financial data and statistics on activities, audiences, hiring and programming from over 600 grantees to determine the health of the ecosystem and to monitor performance, activities, trends, gaps, concerns and impacts.
- Reporting mechanisms includes an annual accountability and impact report, quarterly board Key Performance Indicator (KPI) dashboards, internal staff KPI dashboards, research reports, City Council updates and specific public art reports demonstrate results and the impact of programs and investments.

Looking ahead: 2025 highlights

- In 2025 CADA's Operating Grant program be redesigned after extensive evaluation, data analysis and community engagement. The ArtShare program for equity deserving applicants will also undergo changes to better address and remove barriers to access.
- CADA will be undertaking the development and release of an updated Living a Creative Life Arts Strategy and advancing recommendations of the Creative Spaces Strategic 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

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

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, ambassador, investor, catalyst, and opportunity-maker.

1) What 3-5 key results did your organization achieve in 2024 that contributed to:

a) One or more [Council Strategic Directions](#)- economic resilience, social resilience, climate resilience?

Our two areas of work – running grant investment programs and arts development programs – support a healthy and resilient arts sector, which contributes significantly to economic resilience and social resilience.

We are also the third-party steward of the public art program, which is included in the narrative of this report. However, we do not report on the funding or budgeting for the public art program within this report as it has its own reporting schedule and mechanisms.

KEY RESULT #1 – SUPPORTING CALGARY’S ARTS ECOSYSTEM THROUGH GRANT INVESTMENT PROGRAMS

We spend 75 per cent of our grant from the City (as per our Funding Agreement) supporting Calgary-based arts organizations, individual artists and artist collectives through grant investment programs. These programs contribute to economic resilience and social resilience. In 2024 we invested \$14,980,316 through 659 grants. The range of these grants includes everything from an individual artist right up to the largest arts organization, demonstrating the vast and diverse needs of the arts ecosystem. Our grants are assessed by peer assessment committees chosen through public nominations and staff expertise to represent the broad diversity of Calgary and its artistic communities.

Supporting Calgary-based non-profit arts organizations contributes to economic resilience and social resilience)

- \$8,427,979 was invested in 197 arts organizations currently in the Operating Grant Program. The Operating Grant Program is our largest program, providing stable, predictable funding to non-profit arts organizations.
- \$821,563 was invested in 35 organizations (out of 96 eligible applications requesting \$2,302,041 / 35% success rate) in one-time project funding through the Project Grant Program for Organizations.
- The Future Focus Program is a joint initiative of Calgary Arts Development, Rozsa Foundation and Calgary Foundation aimed at assisting arts organizations in making strategic changes or decisions about their model, operations or focus that may inform existing and

future programs. Participating organizations develop strategies and engage expertise to build their capacity and assist them in their journeys to navigate the questions, challenges, and opportunities they face. \$534,480 supported 36 organizations in 2024. Another program, the Organization Structural Change Program addresses emerging needs related to organizational capacity activities that do not fit within the Future Focus Program. In 2024 two organizations received \$25,000 through the Organization Structural Change program.

Supporting Individual Artists and Artist Collectives (Economic Resilience and Social Resilience)

- \$2,812,920 was invested in 167 individual artists or artist collectives (out of \$8,958,680 requested by 515 eligible applications / 32% success rate) for specific projects in all artistic disciplines through the Individual Artists & Collectives Project Grant Program.
- \$600,095 was invested in 143 individual artists (out of \$1,223,839 requested by 285 eligible applications / 49% success rate) as one-time funding for professional and artistic skill development or business and career development activities.

Supporting First Nation, Métis, and Inuit (FNMI) Artists in Treaty 7 (Economic Resilience and Social Resilience)

- \$708,335 was invested in 36 FNMI individual artists, artist collectives and Indigenous-led and centered arts organizations (out of 55 eligible applications requesting \$1,091,010 / 67% success rate) through the Original Peoples Investment Program. This program supports the innovation, preservation and revitalization of contemporary Indigenous artists and arts practices.
- \$93,244 was invested in 13 FNMI individual artists and artist collectives (out of 20 eligible applications requesting \$115,244 / 65% of asks were successful) through the Indigenous Artist Microgrant specifically for projects related to the crafting and creation of regalia and traditional methods and forms, including mentorship, training, and knowledge sharing.
- \$45,000 was invested in two FNMI individual artists and artist collectives through the Honouring the Children Program for 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. This program funded all requests it received.

Supporting Equity-Deserving Artists, Collectives and Arts Organizations (Economic Resilience and Social Resilience)

- \$316,500 was invested in 21 initiatives through the ArtShare Program, specifically for those who self-identify as equity-seeking or are led by and serve equity-seeking communities. Calgary Arts Development program staff work one-on-one with applicants to develop grant proposals and funding amounts as need is identified in the community.

A vibrant arts scene provides residents and visitors opportunities for beauty, fun, meaning, a sense of belonging, and new ways of seeing the world. A healthy vibrant arts sector also shapes a city's global reputation as a desirable place to work, play, live, and visit.

The complete list of 2024 grant recipients from all programs can be found [here](#).

KEY RESULT #2 – SUPPORTING SOCIAL RESILIENCE THROUGH OUR ARTS DEVELOPMENT PROGRAMS

We learned at a community engagement session several years ago that art = belonging. This plays out in the multiple ways creativity and arts experiences affect individuals and groups. Whether it's a young person learning teamwork, confidence, other ways of seeing the world or how to express themselves through the arts; or marginalized groups sharing their stories, experiences, culture and values through the arts; or the very fact that groups of strangers gather together to have a shared experience at arts events and festivals in our city, the arts matter and support social resilience.

Here are some of the arts development initiatives we undertook in 2024

- Created by Calgarians through engagement with citizen panels 10 years ago, the ***Living a Creative Life*** (LCL) arts development strategy has attracted hundreds of signatories who use art and creativity to advance their own strategies and initiatives. There were 450 signatories and endorsers to the LCL strategy at the end of 2024.
- From that strategy we created the ***Storytelling Project*** to tell the stories of creative people and groups in our city, with a focus on amplifying marginalized voices that aren't often heard. In 2024 we shared 15 written stories, 23 podcasts and 16 video stories through the ***Storytelling Project***.
- ***Create Calgary*** is a magazine that tells stories about artists, artworks and arts events in our city. Its purpose is to promote some of the amazing art stories in our city, to act as an invitation into the arts and a catalyst for conversation about the arts. In 2024 we printed 30,000 copies that were distributed through stores, libraries, community centres and other gathering places throughout the city.
- ***Celebration for the Arts hosted by Mayor Gondek*** is an evening that includes mingling, an on-stage arts showcase, the presentation of the ***Cultural Leaders Legacy Arts Awards*** and a high-spirited after-party. In 2024 approximately 800 people attended, including business leaders as well as artists who were there to celebrate their peers and the role they play in making Calgary a vibrant, creative city.
- ***yycwhatson.ca*** is a free community-wide listing that gives Calgarians and visitors a place to find out about all the amazing arts events that are happening in Calgary. In 2024 over 30,000 people checked out the listings on yycwhatson. Both the event listing site as well as our Community Directories highlight the vast diversity of experiences and artists in our city.
- “Across Canada and around the world, artists are working with diverse communities to create positive change through processes of participatory art making.” (International Centre of Art for Social Change). One of the focuses of our arts development work is supporting ***Art for Social Change*** in Calgary. This comes from our belief that artists can lead the way in influencing positive change in our society. In 2024 we supported art for social change in a variety of ways.
 - We sponsored Arts Commons' ***Arts ReimaginED***, a program that increases access to arts through in-schools programming and other events. In 2024 we supported the presentation by Dr. Christopher Emdin about the power of Arts Education in conjunction with the Calgary Teachers Convention; free experiences for 3,400 Calgary students through 160 classroom workshops, with 54% of those workshops provided by BIPOC teaching artists; and the ***Arts ReimaginED Summit***, which included day-long workshops for teachers, artists, parents and community to discover and experience how making together can build connections to others.

- We supported the **Art for Social Change Network** hosted by the Institute for Community Prosperity at MRU. The network focuses on highlighting art for social change in action, empowering artists to see themselves as changemakers, providing tools and practices for effective changemaking through the arts and facilitating meaningful connections between practitioners both within the arts community and across other sectors.
- We supported the **Artists as Changemaker Program** also led by the Institute for Community Prosperity at MRU. The most recent residency (2022-2024) wrapped up in 2024. During that time 11 artists and 33 community partners worked together on social innovation and systems change using elements of community engagement and arts.
- The **2024 Living a Creative Life Congress** was a two-day event at the Central Public Library that involved more than 200 artists exploring art for social change. It included presentations, panel discussions, learning labs and a conversation with Indigenous leader, novelist and board chair of the Canada Council for the Arts, Jesse Wenthe.
- We supported a series of artist talks and gatherings at **The Alcove**, many of them featuring BIPOC artists and participants.
- We hosted four online **Equity town halls** in 2024 featuring disability justice, trans rights, newcomer and immigrant arts leaders, and artists as changemakers. These sessions offer opportunities for learning and sharing ideas about how to make Calgary's arts community more equitable and accessible for all.
- We sponsor **Calgary on Purpose**, a bi-monthly public gathering that features storytelling, arts presentations and community sharing as a way of exploring the creative spirit that is alive and well in Calgary. This group is working on the premise that the more we know each other the more we can live together despite our differences.
- In 2024 Wakefield Brewster completed his two-year term as **Calgary's Poet Laureate** and a new poet laureate – Shone Thistle – was selected and announced.

KEY RESULT #3 – SUPPORTING DOWNTOWN REVITALIZATION AND CALGARY'S IMAGE AS A VIBRANT, CREATIVE CITY

Supporting Initiatives that align with Downtown Revitalization, Cultural Tourism, and the Creative Economy (Economic Resilience)

- Patti Pon chaired the Executive committee of **Chinook Blast**, which we also supported with an investment of \$125,000. Chinook Blast activates the downtown with arts, spectacle, and light in the dark of winter attracting hundreds of thousands of Calgarians.
- Patti was part of the **Downtown Strategy Champions Network** bringing ideas of how arts activities and activations can contribute to downtown vibrancy.
- We are active participants in the **creative economy** strategy with a focus on three pillars:
 - **Indigenous Creative Economy** – we are participating in the planning of the North American Indigenous Games, we contributed to the exploration of a major Indigenous Music Festival in Calgary in partnership with Tourism Calgary, and supported the efforts of Indigenous entrepreneurs including market purveyors, artists and fashion designers
 - **Calgary as a Music city** – we have supported West Anthem's *Music City Strategy* which was launched in spring 2024, we have invested \$75K in small experiments with radical intent in the music industry
 - **Cultural Tourism** – we are active supporters of Rise UP, a collaboration between Tourism Calgary, Calgary Economic Development, the Calgary Hotel Association, the City of Calgary and Calgary Arts Development. Activities included development of the

activation catalog – a catalog featuring arts experiences that can be purchased and activated by conventions coming to Calgary to get a true Calgary experience.

- We are also working with Calgary Economic Development to explore the feasibility of a Creative Economy Innovation Hub – a centre of excellence driving innovation, economic growth and entrepreneurship within the creative economy
- **cSPACE Projects** received its annual grant of \$240,000 through the Cultural Activation Fund and additional grants of \$30,000 for a Firehall feasibility study and \$50,000 for SpacePilot (the Meanwhile Lease Program), which activates empty downtown spaces with arts activities on a short-term basis. [The Alcove Centre for the Arts](#) is one example of a downtown storefront arts activation and gathering space that is part of the Meanwhile Lease Program.
- We sponsored local artist activation for the upcoming Rotary International Convention in 2025 and participated in the civic partner group that met to ensure Calgary is doing everything it can to make this the most memorable RI convention ever.
- We partnered with Brookfield Properties on an artist residency program. In 2024 Harvey Nichol launched his residency at Brookfield Place, providing public access to an artist's studio into that venue.

b) Your own organization's strategy?

Our strategic priorities for 2023-2026 are

- Purpose – centering equity as an essential element of a healthy arts ecosystem
- People – nurturing the capacity of artists and arts organizations to flourish in our city
- Community – nourishing a vibrant arts ecosystem in Calgary
- Resources – leveraging and stabilizing resources to benefit the arts ecosystem

Purpose: Our commitment to reconciliation and EDIA is organization-wide and permeates all our work. We talk more about these strategies later in this document but 2024 was another important year in our equity journey.

People: All our grant investment programs nurture the capacity of artists and arts organizations to flourish in our city.

Community: Through our grant investment programs and our arts development activities we are nourishing a vibrant arts ecosystem in Calgary. The sector is still in recovery mode after the devastating disruption of COVID and we are conducting engagement, research, partnerships and evaluating our programs to ensure we are offering the greatest support we can.

Resources: We leverage resources through partnerships, sponsorships and donations from Calgary Arts Foundation. Having stable funding from The City of Calgary is critical to maintaining the health of the arts ecosystem.

Another priority not described specifically above is our commitment to integrating the public art program into our organization. Even though it has a very different approach, staffing structure, agreement with the City and reporting requirements, we have been quite successful weaving the public art program into our narrative and our overall aspiration to support artists in Calgary. We made great strides in developing workflow processes, commissioning practices and in handling communications around the public art arm of CADA.

2) Performance measures help demonstrate the return on The City's investment in a partner's operations, and support continuous improvement. What performance measures reflect your organization's impact in 2024?

	Performance Measure Name	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
How much did you do?	Arts organizations receiving investment	220	244	227	Total number of grants made allows us to measure overall reach for investment programs, and is correlated to the total dollar amount available to invest, and maximum grant request allowed.
	Individual artists receiving investment	328	329	353	
How well did you do it?	Amount of investment in arts organizations	\$10,267,352	\$10,721,776	\$10,450,722	Investments to arts organizations and artists through operating and project grants ensure sustainability, stability, and resiliency in the sector.
	Amount of investment in individual artists and collectives	\$3,260,026	\$3,679,403	\$4,529,594	
How are Calgarians better off?	Total # of activities produced in Calgary by organizations receiving operating grant support	9,872	15,824	17,100+ est	This data point has been critical to measuring organizations' ability to return from the pandemic shutdowns, as well as informing us about the reach our investments have into Calgary's communities.
	Total number of youth education activities by organizations receiving operating grant support (not included in number above)	5,447	7,754	8,900+ est	
	Total number of participants at activities by operating grantees	4,461,013	4,964,446	5,127,000+ est (estimates, actuals available in Q2)	

3) Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization's programs or services?

One of the ways we see the impact of our work is the number of events, tables, and initiatives we are invited to be part of. From participating on the Executive of Chinook Blast, to being invited onto the board of the North American Indigenous Games, to being the only municipal funder invited to the Canadian Arts Summit, we are invited to more and more city-building and national initiatives.

In 2024, we were part of many conversations, planning sessions and strategies around the creative economy, cultural policy, cross-cultural dialogue, arts-led city building, creative cities and equity in the arts.

One thing that was of note in 2024 was the role the arts are playing in Calgarians' lives. Calgary Foundation's quality of life report, ***Vital Signs***, recounted a bleak outlook from Calgarians with a subtitle: ***Holding it Together***. It reported how Calgarians are feeling nervous about their financial situation, they are stressed about housing, there is rising food insecurity, mental health is slipping, and they're concerned about safety. Yet, **there is hope in the arts**. 72% believe a strong arts and culture scene is key to creating a vibrant city and 71% feel the arts help them appreciate other perspectives and cultures. This report acknowledged how important the arts are as a contributor to the quality of life and sense of community and connection experienced by Calgarians.

4) Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization's impact?

a) Examples of benchmarks:

Evaluation is core to our work. Our research and impact team tracks our progress based on our strategic priorities and provides a quarterly KPI dashboard to the board both for transparency and as a measure to ensure we are achieving our goals for the year. KPI benchmarks include our spend rate (when grant dollars are spent in the year), the number of artists and organizations impacted through our funding, and engagement through our newsletter, storytelling project and social media channels. Adjustments to our granting programs, communications activities, HR policies and community engagement strategies are made to improve our work.

We track financial data and statistics on activities, audiences, and programming from organizations receiving grants. This is to determine the overall health of the ecosystem and to monitor performance, activities, trends, gaps, concerns and impacts. These metrics are shared with the community through our annual accountability and impact report as well as with our shareholder at our annual shareholder meeting.

In 2024 we continued to evaluate our granting programs. For the *Operating Grant program* (OG) we consolidated data from the past 10 years and shared that information with OG clients at two Data Interactive gatherings. In addition, we hosted round table discussions with largest arts organizations (previously referred to as the Cornerstone Companies) to share our process and get their feedback. We also did research into using a lottery system for our Artist Development Microgrant to ensure we can handle the overwhelming number of applications to that program while providing a fair method of making assessments and selections, piloting the program in the Fall of 2024.

Ongoing investigation through our own research such as the *Calgary Engagement survey* (every 3 years), *Demographic Profile of Calgary's Arts Sector* (every 4 years), *Arts Professionals survey* (every 3 years) gives insight into Calgary's arts ecosystem. Intelligence gained from all our research influences choices we make and determines where there are strengths or gaps within the ecosystem.

The last arts infrastructure research was done 10 years ago so we posted an rfp for an update to that report. The research was completed in 2024 and the new report will be released in 2025.

Other research we participate in, or partner with others to undertake, includes *economic impact assessments*, *CreativeCITY* investigations and reports, *Music City* strategies, and *Spotlight on Arts Audiences*. There were advancements of all those research projects in 2024.

In addition to conducting our own research 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 2024 these included the *Cultural Leadership Council*, the *Downtown Strategy Champions Network*, the *Canadian Arts Summit*, *Creative Hub strategy*, *Data for Good*, *Regional Data Working Group*, *Calgary Funders table*, *Municipal Arts Councils gatherings*, *National Research Group*, *Non-profit Research Lab*, *International Arts Research Group*, *National Research Forum*, *Tri-Level Arts Granters quarterly meetings*, *Native Info Exchange*, *Alberta Data Mapping*, *Climate Mitigation Strategies for the Arts* and *CLIP Council*. Information garnered at these councils and gatherings informs us about trends, ideas, impacts and gaps in arts funding, arts policy and granting practices.

Based on the reputation of our research work, we were invited to co-host the national Arts Funders Research Gathering with the Canada Council for the Arts in Calgary in 2024, which was attended by municipal, provincial, and federal arts funders from across Canada.

Our staff has doubled in size since the addition of the public art program, and we are working hard to ensure we have the capacity to manage such fast growth. Staff surveys help us monitor staff morale and concerns. This continues to be important as we grow our staff to accommodate the addition of public art staff and contractors, and as we further discover what a hybrid virtual and in-person work environment means. We continue to offer support to employees such as a health stipend to enhance wellness, quarterly in-person team-building activities, EDIA training, information session and updates to our employee handbook. We are still fine-tuning the best structure for the success of the public art program as we fully integrate it into our organization. In 2024 we hired a new public art director, increased the number of full-time supervisor roles and added many project contractors.

A specific venture we undertook in 2024 was an organizational review led by systems and organizational change experts Jill Andres and Rob Williams. All CADA staff, except for the CEO, participated. The purpose was to better understand our current state and identify areas for organizational development. The process revealed staff priorities and concerns, which led to changes in organizational culture, structure and to some processes to find greater success.

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. Training opportunities are offered annually and in 2024 the staff participated in cultural competency training led by Iowa Beebe, a full-day session filled with trust-building and Indigenous learnings at Dodging Horse Ranch, and a full-day with Indigenous teachings at Head Smashed In Buffalo Jump. There is also an EDIA staff working group and an EDIA community working group that meet regularly to discuss priorities, gaps, and concerns specific to our EDIA values as an organization.

b) What is your current and targeted performance in comparison to these benchmarks?

We are constantly monitoring the rate at which we are achieving our spend rates and the needs of artists, artist collectives and arts organizations and we plan our year accordingly by launching many of our granting programs in the first half of the year. A lot of planning also goes into how the public art programs are scheduled, knowing that some are shorter project-based and others are larger and multi-year. In terms of our communications and public engagement KPIs, we made several changes in 2024 including launching a new website with improved accessibility, hiring a digital marketing consultant to increase reach and engagement on our various platforms, and doing greater promotion of yycwhatson.

The Operating Grant (OG) program is our largest and provides stable, predictable, unrestricted funding to non-profit arts organizations in Calgary. It is extremely important and has been around since pre-CADA when the Calgary Region Arts Foundation was managing arts funding. We felt it was time, about 50 years since its inception, to evaluate it and see if it is still serving the ecosystem in the ways it needs to. We are cognizant that potential change to a long-running program requires sensitivity and collaboration, so we are doing thorough engagement and using data and feedback to inform any decisions going forward.

The volume of applications to our grant programs, particularly for individual artists, has grown consistently from pre-pandemic years. Success rates in grant programs are one benchmark we use to understand our reach and impact in community, and community perception and attitude towards them. As applications to the programs grow, success rates drop. With increased funding, we have increased granting pools for individual artists, and we have also received donations from Calgary Arts Foundation specifically for individual artists. Even with increased funds, we are only able to fund about a third of eligible applications and increases to program budgets cannot keep up with demand. We made a significant change to our *Artist Development Microgrant* in 2024. After research and careful consideration, we switched from a standard assessment process to a lottery system. All applications are assessed for eligibility and then all eligible applications are entered into a lottery and drawn at random to be awarded funding until the available funds run out.

We made some adjustments to our organizational structure based on the learnings of our org review, primarily increasing the leadership team by one, increasing the number of people working on community investment programs, and restructuring the public art team.

c) How is this information is being used to support continuous improvement?

We will continue to evaluate our current granting programs including the OG program, the ArtShare program, our Indigenous Artist programs and the Individual Artist programs. Our desire is to ensure that our programs remain relevant, streamlined and accessible to artists and arts organizations while reflecting the current conditions and future goals of the sector. We also aspire to continually improving the most equitable ways of distributing the dollars we have.

In 2024 we launched a new website, with testing and input from our Community Working Group – a group of artists from racialized, Indigenous and disability communities. The new website has received very positive reviews due to its greater accessibility and easier navigation.

The changes to our organizational structure have improved workload concerns, information flow and overall work processes, and as a result we saw overall improvements in our 2024 staff survey results.

In 2024 we hired a new IT provider – Technology Helps – to lower our costs while improving help desk service and cybersecurity training. The change went smoothly and has been positively received by staff.

5) How does your organization 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 increasing our learning and actions regarding racial equity, gender and sexual diversity, and disability justice.

2024 EDIA HIGHLIGHTS

- Community Working Group – monthly meetings as well as sub-pods offer feedback and learnings about the arts ecosystem from a BIPOC and disability justice perspective
- The Wisdom Circle, a group of four senior advisors in reconciliation and EDIA, provides guidance to the President & CEO as well as others on our staff
- Dedication to greater reach and accommodations increases access to equity-deserving artists and groups to our granting programs, sponsorships and gatherings
- We intentionally seek diversity on our board and staff at all levels, as well as on grant assessment panels
- The ArtShare Grant program is for equity-deserving groups and under-served communities
- The Changemaker grant often involves art for social change as it relates to EDIA
- The Demographic Profile of Calgary's Arts Sector research helps us understand the environment, gaps and trends in the arts sector
- Equity Town Halls focus on racial equity, disability justice, 2SLGBTQIA+ issues
- We are dedicated to amplifying stories of equity-deserving artists and arts groups through the Storytelling Project
- Patti is actively involved in Asian Heritage Month and ACCT (Action Chinese Canadians Together)
- We support many cultural groups, performances and events through our granting programs as well as special events like *Harmony the Musical* – a Cantonese musical commemorating the 100th Anniversary of the Chinese Immigration Act
- In 2024 we sponsored the artistic elements of the opening ceremonies of the Special Olympics
- Our *Good Relations Framework* outlines how we ensure we are in good relations with others through a relational approach to our work
- We support a disability justice circle whose members are artists living with disabilities
- We continued to ensure accessibility at our live events such as the *Celebration for the Arts hosted by Mayor Gondek* and the *Living a Creative Life Congress* with ASL interpretation, live captioning accessible pricing and free tickets for artists, and hearing assistance devices
- Outgoing Poet Laureate, Wakefield Brewster, and current Poet Laureate, Shone Thistle, speak volumes about where Calgary is in terms of whose voices are being heard
- The public art Chinatown Mural project and the Chinatown Public Art Plan are examples of representation in public art
- All 2024 *Cultural Leaders Legacy Arts Awards* recipients were from equity-deserving communities

6) How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#))

CADA has been on a reconciliation journey for many years. We know this work never ends, our relationships and knowledge just continue to deepen.

Our 2023-2026 Strategic Framework, *Ákáakomatapoap*, takes a Treaty 7 Indigenous world view in recognition and acknowledgement of the original peoples and the land on which we live and work.

On our leadership team is Blackfoot artist Sable Sweetgrass, director of Indigenous reconciliation. Sable led the creation of our engagement framework *GOOD RELATIONS*, based on what good relations means from a CADA perspective. Sable and other Indigenous members of our community investment and public art teams have been visiting Treaty 7 nations to share information about our granting and public art programs, especially those focused specifically on Indigenous artists. They also attend many community events, pow wows and Sundances. Our full staff took part in two full-day team-building session and Indigenous teachings – one at Dodging Horse Ranch and one at Head Smashed In Buffalo Jump. We also participated in a cultural competency training session with Lowa Beebe.

Sable is a member of the Native Info exchange, sits on the board of the North American Indigenous Games (NAIG), is working closely with Tourism Calgary on the possibility of an Indigenous music festival here, and works closely with Blackfoot Elder Saa'kokoto and our Indigenous Advisory, which has representation from all Treaty 7 nations and meets once a month to review our Indigenous granting programs and advise on other issues. In 2024 Sable went to the Indian Art Market in Santa Fe to investigate how we might be able to organize such a market in conjunction with NAIG.

In 2024 we hosted the third ***Aisinna'kiiks Diinner and Dialogue series***, which included four dinners in Calgary high schools involving Elders, artists, teachers, students, and community leaders. The series offers four evenings where 80 people gather to share food, stories and Indigenous teachings.

Create Calgary, our arts magazine featured Indigenous artists and all the segments of the Storytelling Project (written stories, podcasts, and web series) amplify Indigenous stories.

All our granting programs are open to Indigenous artists, but we also have three programs specifically designed by and for Indigenous artists: the Original Peoples Investment Program, Indigenous Artist Microgrants, and the Honouring the Children program. Through these programs we invested \$846,582 into more than 50 projects by Indigenous artists, artist collectives or arts organizations in 2024.

With many future public art projects centred on Treaty 7 nations, the public art team has started engagement with the Blackfoot Confederacy, with other Indigenous nations and Otipemisiwak Métis Nation. We hired Indigenous project leads to manage those and other public art projects.

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.

RESOURCES**7) Please estimate how The City's operating funding was allocated in 2024.**

1.49%	Advertising and promotion
78.69%	Programs or services
1.53%	Office supplies and expenses
2.55%	Professional and consulting fees
11.29%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
0.18%	Evaluation or Research
1.27%	<i>Other, please name:</i> Rent
0.98%	<i>Other,</i> Catering and hosting

8) Did volunteers support your operations in 2024? (including board and committee members)

How many volunteers?	124
Estimated total hours provided by volunteers:	4,104

9) Did your organization receive any awards or recognition in 2024, or have any client or participant feedback that you want to highlight?**10) How did your organization address climate change in 2024, 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?**

We are contributing to climate resilience through a partnership with the [Centre for Sustainable Practice in the Arts](#) (CSPA) and continued our pilot of the [Creative Green Tools program](#) with a cohort of Calgary arts organizations. This program allows us to collect data to better understand how activities in the arts and culture sector contribute to climate change and how the sector might participate in or advocate for emissions reduction strategies. The tools allow organizations to measure their own impacts year over year and track their progress as they work to reduce their carbon footprints. CADA is also participating in the program and will also assess our own environmental impact and consider what internal policies might be needed to lower our emissions if appropriate.

11) Are there any projects, initiatives or plans for 2025 that you want to briefly highlight?

- **Continuing to evaluate our grant investment programs** – Our grant investment programs are reviewed each year to ensure relevance, effectiveness, and transparency. In 2025 our Operating Grant program will undergo a redesign after extensive evaluation, data analysis, and community engagement through 2023 and 2024. The redesign will ensure that the Operating Grant investments that make up a significant portion of our granting budget are more reflective of the current conditions and needs of the arts ecosystem. The ArtShare program for equity deserving applicants will also undergo a redesign to better address and remove barriers to access.

- **Revisiting the Living a Creative Life Arts Strategy for Calgary** – Living a Creative Life turned 10 years old in 2024. In 2025, we have engaged a firm to engage citizens in another round of citizen reference panels to review the five pillars of the strategy and tactics, and refresh and reimagine what Living a Creative Life means to Calgarians for the next 10 years. This will inform CADA's work in our next four-year strategy and give us a valuable opportunity to connect with the public as we consider how our work contributes to a vibrant, vital city for Calgarians.
 - **Creative Spaces Strategic Report** – In 2024 we commissioned an update to the *Building on our Momentum* report on cultural infrastructure from 2016. This report done by Reid Henry of AEA Consulting will be published in 2025, and CADA will begin working towards advancing the recommendations and strategic priorities. This will be done in partnership and relationship with cultural space owner/operators, City departments including Arts & Culture and Major Partnerships, and other interested parties contributing to policy and investment that will further advance and deepen the impact of cultural space in Calgary.
 - **Accelerating the public art program** – We believe we are much closer to having the best structure for successful stewardship of the public art program. Projects and spending started to accelerate in 2024, and we are feeling confident this momentum will continue in '25 and beyond.
 - **In addition to our core funding through the Civic Partner Program, we are stewarding an additional \$1million in city funding per year 2023 – 2026 intended to support Calgary's brand and other civic partner strategies** – We contributed to launching the new city brand **Blue Sky City** in several ways throughout 2024 – through Patti's message in the *Create Calgary* magazine, at the *Celebration for the Arts, the Congress*, through a grant opportunity for artists in partnership with Tourism Calgary, and through a sponsorship of a Blue Sky City celebration in conjunction with South Centre Mall's 50th anniversary. We will continue to work with other civic partners to activate the new brand and how artists might play a role in bringing the brand to life. We are co-stewards of Calgary's Creative Economy strategy with Calgary Economic Development, focusing investments on the Indigenous creative economy, and Music City initiatives and strategies such as West Anthem and RiseUp. We support cultural tourism and the Downtown Strategy through investments to ensure that Calgary's arts and artists are showcased during major events such as Rotary International in 2025.
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THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS

12) CAPITAL PROJECTS AND ASSET MANAGEMENT

Not Applicable