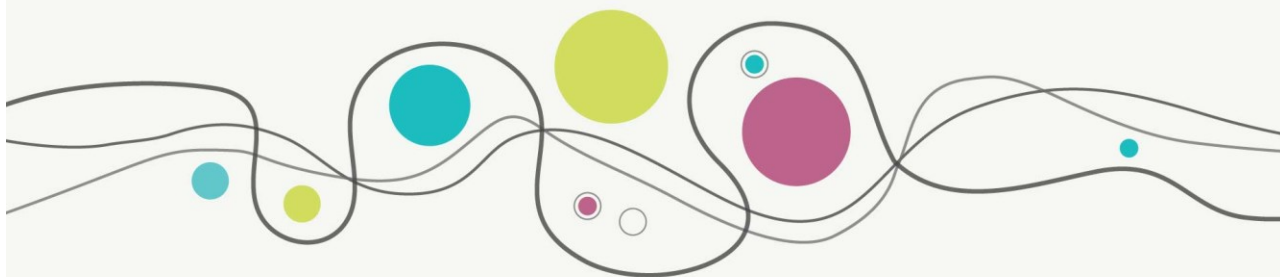


President's Report 2020



1



ArtsPond is a changemaker of a different sort.

MISSION

Our mission is to cultivate progressive ideas and untapped potential in the arts into exceptional, everyday shared realities for collective impact on-the-ground and in-the-cloud.

MANDATE

Devoted to radical inclusivity, our mandate is to nurture healthy human ecosystems that bolster social, spatial, economic, digital, and accessibility justice and other urgent systemic issues for equity-seeking groups in arts and culture.



2



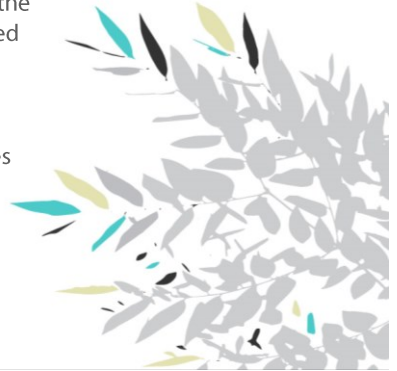
ArtsPond is a changemaker of a different sort.

VISION

Across diverse urban, rural, and virtual communities in Canada and beyond, our vision is to strengthen collective human engagement and belonging through the cultivation of deep, lifelong connections to the capacity of community-engaged artistic expression to foster positive social change for all.

STRATEGY

By adopting open source strategies, and fostering safe, human-centered spaces for equity-seeking groups to engage in collective sharing and action, we strive to illustrate the power of arts and culture to lead impactful responses to such urgent issues as outlined in United Nations' 2030 Global Sustainable Development Goals.



3



Share well.
Vivez bien.

2014 to 2023



4

1

Fiscal

Pandemic
Response

2

Spatial

3

Digital

4

Social

5

Equity

Together
There

5

Economic Justice

Pandemic
Response



6



7

COVID19 RESPONSE

National task force (March 2020 -)

- Collaborative national task force bringing together creators, producers, managers, and funders from the arts, culture, heritage, and creative industries to develop shared networks and strategies that strengthen the impact of pandemic response across regional and disciplinary silos
- Monthly roundtables explored opportunities for shared research, mitigation, advocacy and communications, administration and development

Members include:

Jeremie Abessira, European Union Film Fest
 Renuka Bauri, CARFAC National
 Anne Bertrand, Artist-Run Centres and Collectives Conference
 Maegen Black, Canadian Crafts Federation
 Diane Davy, WorkInCulture
 Juliette Denis, Synapse C
 Gabrielle Desbiens, Conseil régional de la culture du Saguenay-Lac-Saint-Jean
 Sue Edworthy, Sue Edworthy Arts Planning
 Liz Forsberg, Ontario Trillium Foundation
 Jenn Goodwin, City of Toronto / Artist

Economic justice (pandemic response)

Meghan Hila, Choral Canada
 Alexandra Hong, OCAD University
 Terri Hron, Canadian New Music Network
 Jericho Knopp, ArtsLinkNB
 Ely Lyonblum, University of Toronto Music
 Diana Lopez Soto
 Amy Macdonald
 Tara Mazurk, Global Public Affairs
 Shawn Newman, Toronto Arts Council
 Devon Ostrom
 Jason Samilski, CARFAC Ontario
 Amanta Scott, Leading Tone Arts Productions
 Steven Sparling, Canadian Actors' Equity Association
 Sair Raut
 Jenna Stanton, Alberta Craft Council
 Elka Weinstein, MHTSCI
 Geraldine Ysselstein, Rozsa Foundation
 Anonymous

8



International mutual aid network (March 2020 -)

- Inspired by **ILostMyGig.com** (SXSW, Austin, Texas) and **ILostMyGig.net.au** (Australia)
- In just 3 months, attracted **7,725 members from all 13 provinces and territories** of Canada and internationally
- 500+ posts** with **776,200 impressions**, **9,375 comments**, **24,000 reactions**
- 57%** of members are women, **36%** men, **8%** other genders
- 39%** of members are youth between 18 to 34 years
- 64%** of members are between 18 to 44 years of age
- Launched in a single weekend, dropped all other actions for three months to grow reach and impact
- Successfully advocated for inclusion of Canadian gig economy workers into CERB and other emergency funding programs, advocating for new basic income programs
- Required **575 hours of in-kind contributions** (average 28 hours/week) by founder, eventually compensated by emergency response grant from Canada Council / Canadian Heritage

Economic justice (pandemic response)

Top cities

1. Toronto, ON
2. Vancouver, BC
3. Montreal, QC
4. Edmonton, AB
5. Ottawa, ON
6. Winnipeg, MB
7. Halifax, NS
8. Saskatoon, SK
9. Victoria, BC
10. Whitehorse, YT
11. St. John's, NL
12. London, ON
13. Stratford, ON
14. Kitchener, ON
15. Regina, SK
16. Guelph, ON
17. Charlottetown, PE
18. Moncton, NB

Top countries

1. Canada
2. United States
3. Australia
4. United Kingdom
5. Brazil
6. Germany
7. Philippines
8. France
9. Mexico
10. Vietnam
11. Austria
12. India
13. Netherlands
14. Italy
15. New Zealand
16. Romania
17. Colombia
18. Belgium

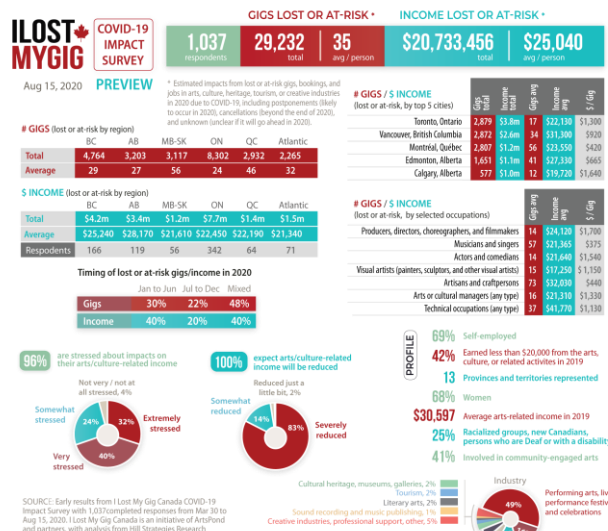
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National, bilingual COVID-19 impact survey (March 2020 -)

- First COVID-19 Impact Survey for Individuals in Arts, Culture, Heritage, Tourism and Creative Industries** launched in March 2020, open until February 2021
- Major collaboration between ArtsPond, Hill Strategies Research, and **40 national community partners** including Culture Days, CAPACOA, and others
- Captured more than **810 personal impact stories**, statements of hope and urgent needs
- 1,037 gig workers from **all 13 provinces and territories** reported **29,232 lost or at-risk gigs**, and **\$20.7 million in lost or at-risk income in 2020** (0.11% of Canada's GDP in 2019)
- Estimated economic impact of **\$1.9 billion in total lost or at-risk income in 2020** (based on 158,130 professional artists in Canada)

Economic justice (pandemic response)



10



National, bilingual COVID-19 impact survey
(March 2020 -)

Economic justice
(pandemic response)

“

Currently most of my losses are financial. Mental health and stress from this (and an ongoing family trauma) has made my hair literally fall out. I honestly do not want to give COVID-19 the full blame. But, sorting out financial help as a self-employed person who normally does not qualify for EI and had a \$15k+ contract pulled out from them would be important.

My mental health is struggling. I was about to start medication for ADHD but now I need to be saving money. I was hoping to pay off my debt by the summer or fall but there is not much hope of that now. I do not know what July rent will look like and I do not know whether to find a job or just purposefully make nothing as a freelancer in hopes that CERB will help. Immediately I feel I need community-based structures to enforce a routine and accountability in my artistic practice.

Respondents, COVID-19 Impact Survey for Individuals



National, bilingual COVID-19 impact survey
(March 2020 -)

Economic justice
(pandemic response)

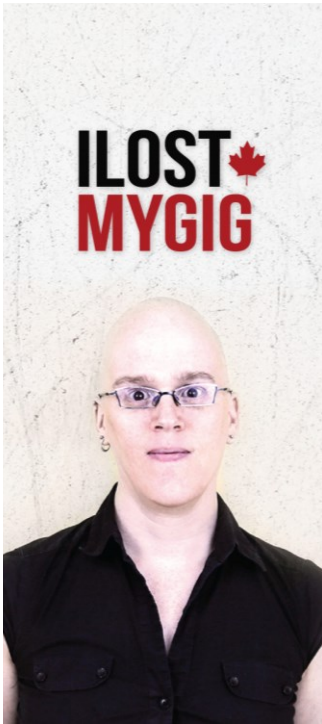
“

I could not be more unemployed. I have zero prospects of picking up any work whatsoever in my industry.

Although times are tough, our culture and creativity will get us through this. This is the time to try something new, start something new or perfect what you do. My community has always supported me, and I have received many messages of concern and those promising to support me more once this is over. So grateful for community.

When this is all said and done, and the dust has settled, I believe a lot of good will come from it. We are learning about the mistakes and shortcomings that exist in our societal systems. We are also learning about our strengths and victories. We're going to learn more about how we want to live, how we need to restructure our economy (so it supports EVERY citizen, not just the rich).

Respondents, COVID-19 Impact Survey for Individuals



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Economic justice (pandemic response)

Media coverage

Here's where Canadian artists and freelancers can find help during COVID-19 shutdowns

[CBC Arts, March 20, 2020](#)

Feds expand emergency benefit criteria

[CityNews, April 15, 2020](#)

Post-pandemic, advocates hope to see 'new appreciation,' support for gig workers

[CBC Manitoba, April 18, 2020](#)

A terrible toll: How the human and economic costs of COVID-19 are piling up

[CBC Radio, The House, April 18, 2020](#)

I Lost My Gig Canada

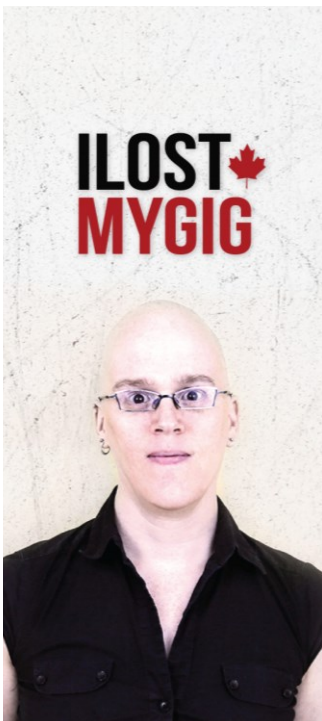
CBC Radio, Up to Speed with Ismaila Alfa, April 20, 2020

'It's wiped out almost everything': How COVID-19 is hitting Ottawa and Canada's arts scene

[Ottawa Citizen, April 27, 2020](#)

Gig workers grapple with "unsustainable" business models amid COVID-19

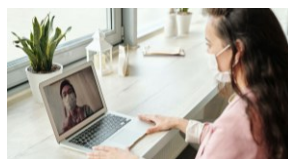
[The Canadian Press, May 12, 2020](#)



14

Economic justice (pandemic response)

Public presentations



Cultural Policies Meet Pandemic Follies: The CERB and independent artists
May 20, 2020, agYU



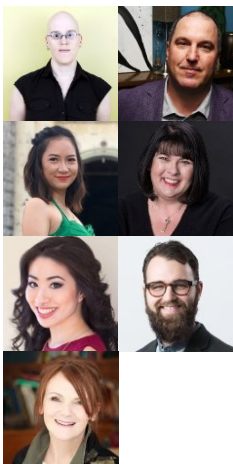
Policy and Funding, Multi-Arts, Health and Well-Being
June 16, 2020,
Canadian New Music Network

Others

Canadian Dance Assembly
Professional Association of Canadian Theatres
Basic Income Network



Economic justice (pandemic response)



Founder, Producer, Researcher
Researcher, Data Analyst
Associate Researcher
Mutual Aid Moderators

Jessa Agilo
Kelly Hill
Sheriza Anne De Guzman
Sue Edworthy
Stephanie Ko
Ely Lyonblum
Vicki Hargreaves
Hill Strategies Research
Culture Days

Lead Partners

Community Partners

Canadian Association for the Performing Arts (CAPACOA), Art of Festivals, Artist-Run Centres and Collectives Conference (ARCCC), Canadian Crafts Federation, WorkInCulture, Cobalt Connects, Canadian Actors' Equity Association (CAEA), Canadian Dance Assembly, Ontario Association of Art Galleries (OAAG), Ontario Presents, Canadian Artists' Representation (CARFAC), Choral Canada, Conseil régional de la culture du Saguenay-Lac-Saint-Jean, Alberta Craft Council, Global Public Affairs, Strategic Moves, ArtsLinkNB, Agilo Arts, Anonymous

Special Thanks

Aubrey Reeves, Frédéric Julien, Devon Ostrom, Lee Slinger, Hamal Docter, Fanny Martin, Gabrielle Desbiens, Amy Macdonald

Funders

Canada Council for the Arts, COVID-19 Emergency Support Fund
Agilo Arts

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Key insights

- Pivoting to launch two new volunteer pandemic response projects **created a bottleneck** in organizational capacity that stretched our founder to her limits
- Financial stress** was created when timelines to complete Phase 1 activities for multiple funded projects were delayed by four months due to shifted priorities, resulting in further delays in release of significant Phase 2 funding (~\$495,000) until 2020-21 fiscal year
- Responding to the pandemic was deemed **more important than maintaining the status quo**
- As a nimble, digital-first organization already, we were **well-suited to shift focus** and provide an example of positive leadership as others strived to pivot to digital
- The urgency and clarity of the pandemic **improved readiness to apply collective impact approaches** that have proven more difficult to sustain for our other more complex projects including gentrification (Groundstory) and digital transformation (DigitalASO)
- The pivot had a **tremendously positive impact on our organization and community** in three ways:

Economic justice (pandemic response)

1. Improved fulfillment of mandate

- ArtsPond was original founded in 2014 with a mandate to address economic precarity
- Due to lack of funding, a strategic pivot to focus on digital and spatial justice in 2017 resulted in a reduced capacity to address economic justice topics
- The launch of two national pandemic efforts has allowed us to return to our roots and thus fulfill our original mandate

2. Increased connections

- 363% increase in followers (to 12,100) from all 13 provinces and territories helped realize our vision to become a leading changemaker in all regions and disciplines of Canada's arts and culture sector
- Increased profile attracted attention of national media and helped recruit talented staff and national partnerships

3. Deepened knowledge

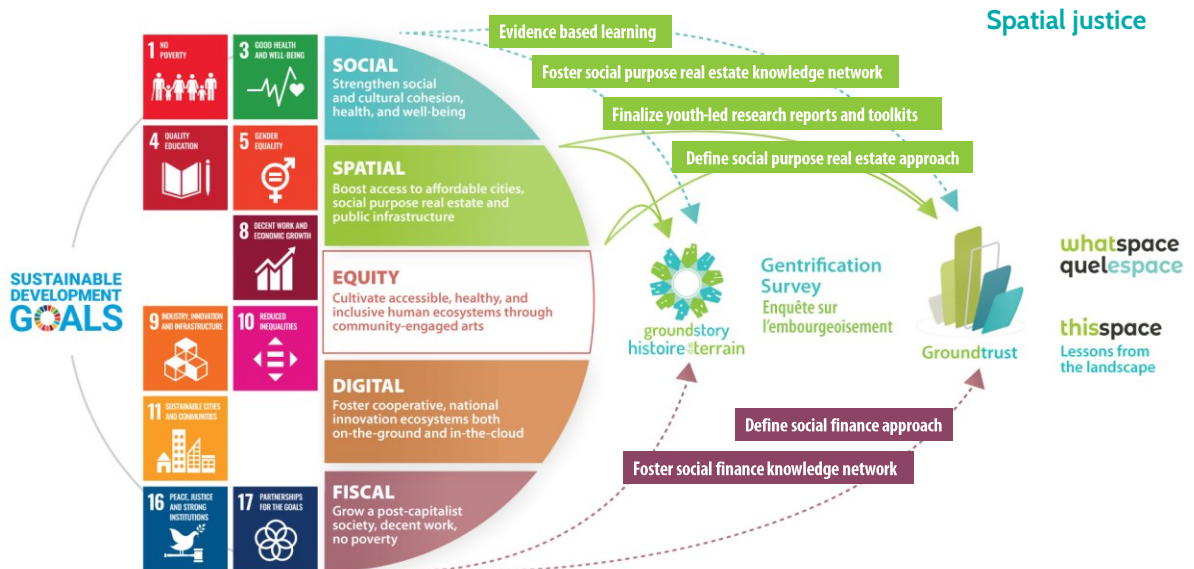
- Relationships between social, spatial, economic, digital and accessibility justice are now better understood through evidence-based learning at both a local and national scale
- Industry is better prepared to collectively advocate for basic income and other solutions to precarity of gig workers

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Spatial Justice



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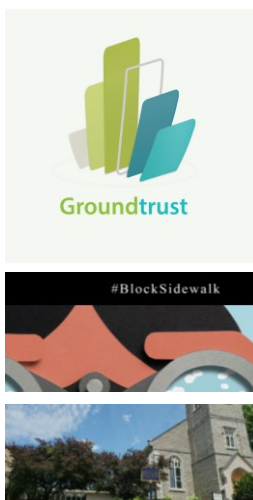
Youth-led international literature review and toolkit design (Spring to Fall 2020)



- Final stage creation and design of four-part research series sharing insights from Groundstory Phase 1 (2017 to 2020):
- **Part 1: Groundstory: Round the Block, ~60 pages**
An overview of the stories, activities, resources, and knowledge gathered with recommendations for the future.
- **Part 2: Groundtrust: Primer on Community and Cultural Land Trusts, 38 pages**
Primer on social purpose real estate and land trusts for Indigenous, Black, and other racialized youth in arts and culture. Land trusts were identified through our research as the best solution to gentrification and spatial precarity in the arts.
[Preview edition](#)
- **Part 3: Annotated Bibliography, 132 pages**
Annotated literature review with 175+ sources uncovering the root causes, ripple effects, and responses to spatial precarity and gentrification in arts and culture in the Greater Toronto to Hamilton Area, across Canada, and internationally.
[Preview edition](#)
- **Part 4: Bibliography, 150 pages**
Full bibliography with more than 2,000 sources listed by relevance rating and alphabetical.
[Preview edition](#)

19

Social purpose real estate advocacy and research (Fall 2019 to Summer 2020)



- Established youth advisory with Indigenous, Black, 2SLGBTQ+ and other equity-seeking artists and urban designers to guide future planning around the creation of a new creative land trust in Ontario / Canada
- Exploration of social finance and community bonds strategy to help launch new creative land trust by beginning of ArtsPond's second decade (2024+)
- Social finance literacy research and networking, including attendance at 2019 Social Finance Forum
- Exploration of partnerships to support proposals to Canada's Social Finance Fund by 2021/22
- Supporter and signatory to **BlockSidewalk's** successful effort to prevent approval of Sidewalk Lab's proposal for the waterfront
- Community partner supporting **Faith and the Common Good's** province-wide survey illustrating the value of faith buildings and the cultural, economic, and social impacts of their loss in Ontario

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International social purpose real estate webinar (Summer/Fall 2020)

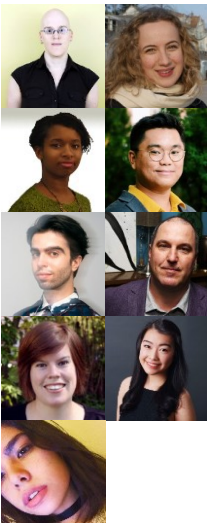


- Planning and curation of [2-hour webinar](#) on **October 27, 2020** with 16 guest speakers from Canada, United States and United Kingdom
- A celebratory event to launch **What Space** report on spatial precarity, gentrification, and the arts, and to strengthen networks and literacy on social purpose real estate solutions in the arts
- Potential for long-term collaboration with speakers after the event is high i.e., future of work and co-working spaces with Ashley Proctor (Coworking Canada); formation of international creative and cultural land trust networks for advocacy, professional development
- Envisioned as a pilot project for future joint conference or speakers' series on spatial-digital justice issues alongside/digital Arts Services Symposium in 2023 or 2024

Speakers include:

- Elise Antoniadis + Darian Razdar ([Reflex Urbanism](#), Toronto)
- Ruth Belay ([Black Urbanism TO](#), Toronto)
- Yves Blais ([Creative Land Trust](#), London, UK)
- Joshua Brandt ([Parkdale Neighbourhood Land Trust](#), Toronto)
- Cheryl Case ([CP Planning](#) / [Black Futures on Eglinton](#), Toronto)
- Louis-Etienne Dubois ([Ryerson University](#), Toronto)
- MoyEng ([Community Arts Stabilization Trust](#), San Francisco)

- Anthea Foyer ([SMRTCTY](#), Cultural Planning, City of Mississauga)
- Kendra Fry ([Faith and the Common Good](#) / [Creative Collisions](#), Toronto)
- Amy Gottung ([Long Winter](#), Toronto)
- Sally Han + Lori Martin ([Economic Development & Culture](#), City of Toronto)
- Maggie Hutcheson ([Build a Better Bloor-Dufferin](#), Toronto)
- Diana Moser ([ArtsBuild Ontario](#), Kitchener)
- Brian McBay ([221A / Vancouver Cultural Land Trust Study](#), Vancouver)
- Cecelia Pye ([Creative Mixed-Use Team](#), [School of Cities](#), University of Toronto)
- Michael Vickers ([Akin Collective](#), Toronto)



Founder + Research Lead
Youth Associate Researchers

Researchers (Hill Strategies Research)

Interns

Research Volunteers
Youth Circle
Fiduciary Partner
Funders

Jessa Agilo
Felicity Campbell
Cheryll Case
Niko Casuncad
Michael Pereira
Kelly Hill
Alix MacLean
Monique Cheung
Kamila Seitkhanova
Anonymous
Anonymous
Roseneath Theatre

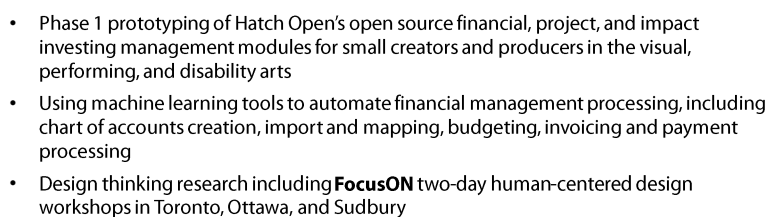
Canada Council for the Arts, Sector Innovation and Development
Ontario Trillium Foundation, Collective Impact Fund
Employment and Social Development Canada
Agilo Arts

Key insights

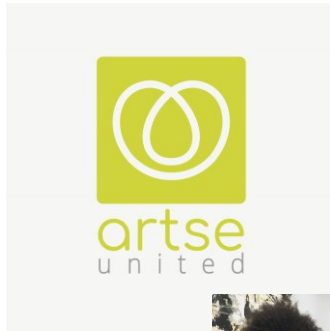
- Groundstory's impetus to cultivate **collective impact strategy was lost** after cancellation of Ontario Trillium Foundation's Collective Impact Fund
- Few impacted people were ready to engage due to **significant gaps in literacy on spatial justice issues**
- It was **difficult to engage and retain community leaders long-term** as ArtsPond held **insufficient internal human resources and knowledge on solutions to spatial precarity**
- **Guiding theory of change question remains unanswered** without broad community activation (i.e., what would it take for 75% of arts and culture workers in the Greater Toronto to Hamilton Area to feel satisfied with their shelter, studios, and spaces of public engagement by 2030)
- Complexity of issue meant it was **difficult to know what activities would prove the most impactful**
- **Survey burnout and pandemic pivots** prevented two editions of national Gentrification Survey from happening / gathering enough responses to be statistically significant
- Decision to prioritize **empowering youth literacy and leadership on complex social issues** has been impactful, and guides all future program planning
- **Three years of international research and networking** has provided a grounding to respond to these issues
- Focus on Groundtrust's **community and creative land trust strategy has become clear** although lack of matching funds for federal cultural spaces grants means **undertaking a feasibility study is difficult**

Digital Justice

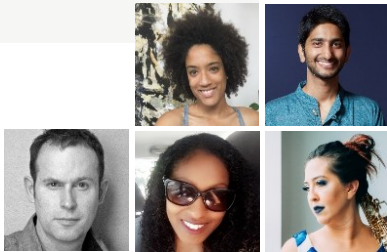




Platform cooperative design (Summer 2019 to Fall 2020)



- Scoping of for-profit platform cooperative for gig economy workers in arts and culture, powered by Hatch Open
- Thought Residency with five Indigenous, Black, Brown, Deaf, other equity-seeking artists and producers from Ontario and Alberta
- New strategic alliance with WorkInCulture, OCADU Inclusive Research Design Centre, and Ontario Coop Association with half a dozen additional equity-seeking resident artists from creative industries in Ontario
- Investigating Artse United as a pilot platform cooperative in the arts with lessons that can be applied to design of a cooperative platform for the wider gig economy in Ontario
- ArtsPond's resident artists include:



- **Talysha Bujold-Abu** (visual artist, Windsor)
- **Agneya Chikte** (performing artist, Toronto)
- **Chris Dodd** (performing, disability artist, Edmonton)
- **Katerina Fuller** (visual artist, Toronto)
- **Olivia Shortt** (performing, Indigenous artist, Toronto).

Design thinking report Hatch Open + Artse United (2019-21)

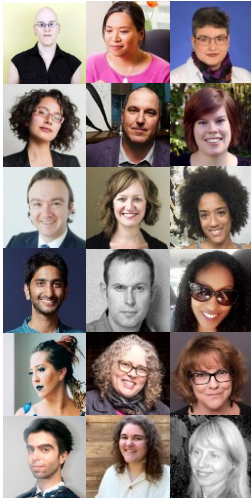


- **Research Insights: Designing a cooperative digital future for managing the arts** is a series of reports summarizing insights from collaborative research facilitated by ArtsPond to help foster a prosperous, shared digital future for managing the arts. Reports in development for release in Fall 2020 to Spring 2021 includes:
- Part 1: **Design Thinking, ~250 pages**
Summary of design thinking research protocols and insights for Hatch Open + Artse United.
- Part 2: **Impact Practices, 28 pages** ([Preview](#))
Review of quantitative and qualitative assessment frameworks from within and outside the arts to inform the design of Hatch Open + Artse United's impact practice solutions.
- Part 3: **Legal Practices, 16 pages** ([Preview](#))
Recommendations for legal practices to support open source software design.
- Part 4: **Platform Coops, Spring 2021**
Overview of insights from structural scoping research on platform cooperative.
- Part 5: **Prototyping Technology, Summer 2021**
Overview of technical and strategic insights from software prototyping.





Digital justice



Founder, Executive Producer
 Technical Lead
 Design Thinking Lead
 Design Thinking Associate
 Coop Coach
 Evaluation Coach
 Evaluation Associate
 Legal Coach
 Finance Coach
 Resident Artists

Associates

Producers
 Typist
 Partners

Funders

Canada Council for the Arts, Digital Strategy Fund + COVID-19 Emergency Support Fund
 Employment and Social Development Canada
 Agilo Arts

** = not pictured*

Jessa Agilo

Amine El* (Octagram)

Margaret Lam (BeMused Network)

Alana Boltwood (Metimea)

Stephanie Guico

Kelly Hill (Hill Strategies Research)

Alix MacLean (Hill Strategies Research)

Andreas Kalogiannides (Aura LLP)

Jenna Winter

Talysha Bujold-Abu, Agneya Chikte, Chris Dodd,

Katerina Fuller, Olivia Shortt

Jeanne LeSage (Jeanne LeSage Arts Management)

Sara Meurling (Culturethink)

Michael Pereira, Megan Wilk, Heather Wood

Ryan Sero*

OCADU Inclusive Research Design Centre

Ontario Coop Association

WorkInCulture

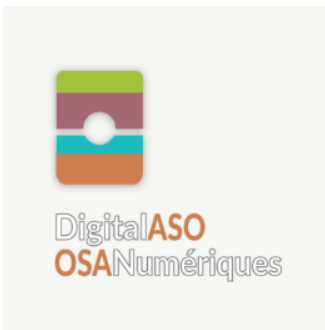
Digital justice

National innovation ecosystem (2020-21)

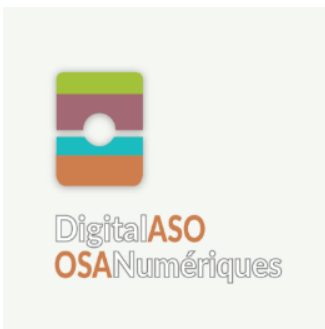


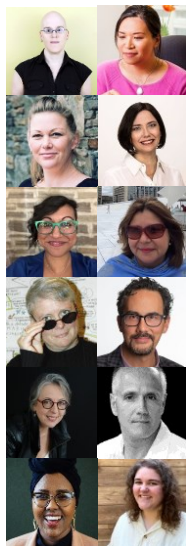
- DigitalASO Phase 2 (2020 to 2021) is focused on the scoping of a national innovation ecosystem for the digital transformation of arts and culture through the scoping of a national Digital Arts Services Alliance
- Stage 1 (May to October 2020) featured planning and delivery of human-centered design roundtables and workshops with digital champions and equity-seeking groups in Ontario, Quebec, Western Canada (British Columbia, Alberta), and Northern Canada (Yukon, Northwest Territories, Nunavut)
- A planned tour across Canada was cancelled due to the pandemic
- Digital-only engagement has required a more careful approach to foster a safe digital space for Indigenous, Black, Brown, Crip/disability, rural-remote, and other racialized and equity-seeking groups
- Focus has pivoted in Stage 1 to storytelling by impacted groups and fostering a deeper awareness of digital justice concepts and solutions
- Stage 2 from Winter to Summer 2021 will focus on digital justice solutions for Indigenous, racialized, and rural-remote groups in all regions (including Atlantic and Central Canada), plus design of ecosystem mapping and matchmaking digital tools to help better connect the industry
- Additional funding proposals for new program "Together There" seeks to continue this work for three years

National innovation ecosystem (2020-21)



National innovation ecosystem (2020-21)





Founder, Curator, Backbone Lead
Co-Founder, Curator, Backbone Lead
National Alliance Manager
National Alliance Co-Manager
National Equity Manager
Indigenous Lead
Regional Representatives
Northern Canada
Western Canada
Ontario East
Ontario West
Quebec
Digital Justice Coach
Associate Producer
Roundtable Participants
Advisory
Funders and Partners
Canada Council for the Arts, Digital Strategy Fund
Employment and Social Development Canada
Agilo Arts
WorkInCulture
KiK Management

Jessa Agilo
Margaret Lam
Jean Macpherson
Lynn Briand
Parul Pandya
Cynthia Lickers-Sage

Inga Petri
Jai Djwa
Cate Proctor
Perry Voulgaris
Lynn Briand
Nasma Ahmed
Megan Wilk
Anonymous
Too numerous to mention

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Key insights

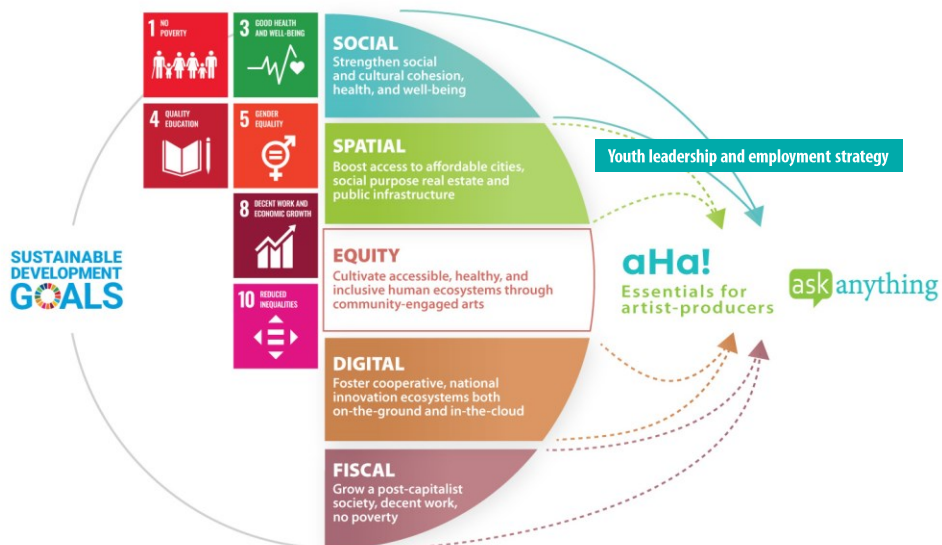
- All digital problems are human
- Cultivating a safe space for equity-seeking groups in both real and digital channels is challenging when core leadership is primarily white
- Significant growth in HR has helped expand our reach and responsiveness to complex digital issues, but more effort is needed with Indigenous, Black communities
- Human-centered design with impacted groups is more critical, complex, time-consuming, and expensive than first thought
- Development of digital solutions and products has become secondary to engaging and understanding artists' stories and needs and building trust on "human time"
- Over reliance on short-term support from Canada Council's Digital Strategy Fund amplifies internalized fears of replicating systemic cycles of rapid investment and disinvestment in equity-seeking communities
- Long-term funding is essential to meet our vision and mandate in the digital sphere
- Networks and insights created to date has helped create a foothold to make the case for support to other funders
- Define and communicate a clear strategy in the future to help understand which equity communities we are investing in, and why

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Social + Operations



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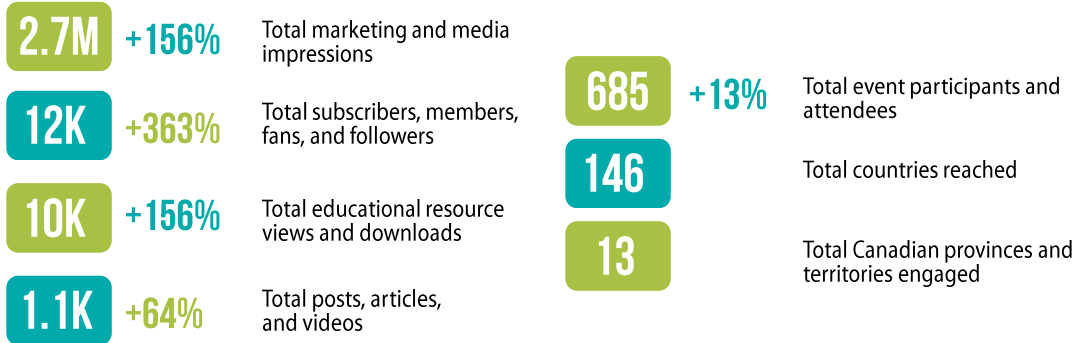


Social justice

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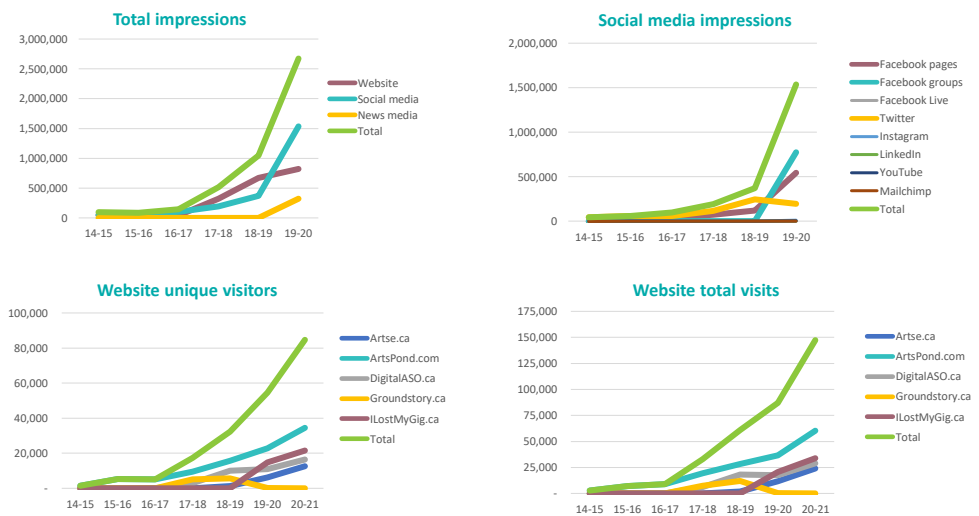
Operations



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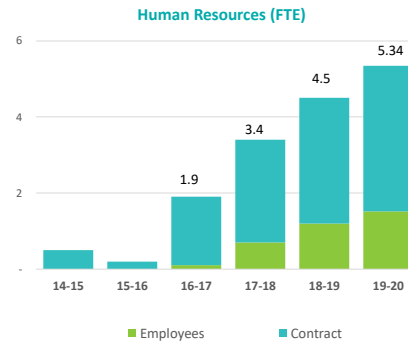
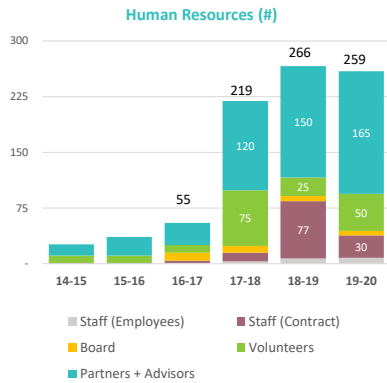
Operations



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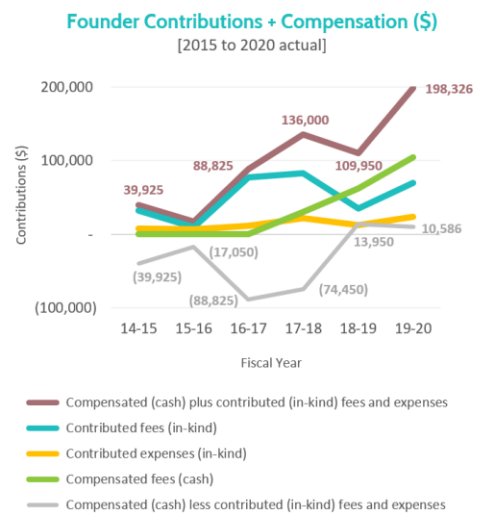
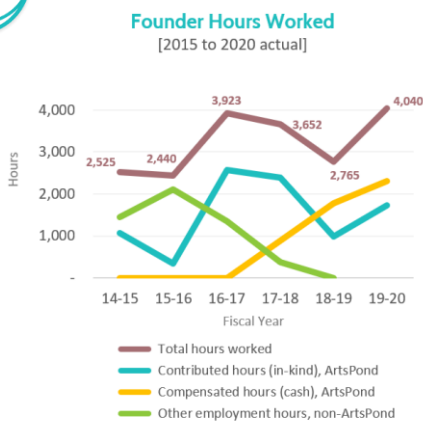
Operations



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Operations



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Operating budget, 2020-21 SUMMARY

	Actual					Projected					Actual		Actual		\$		\$		%	
	20-21 Q1	ASE	DSO	ILG	OTH	20-21 Total	ASE	DSO	ILG	OTH	19-20	18-19	21 to 20	21 to 19	Difference	Difference	Difference	Difference	21 to 20	21 to 19
Accumulated surplus (deficit)						3,567					1,897	1,633			1,670	1,934			88%	118%
Annual surplus (deficit)	531,048	174,452	352,209	-	4,387	1,670	300	0	-	1,370	264	317	1,406	1,353					533%	427%
Revenues	542,977	179,983	356,004	-	6,990	682,674	261,550	402,326	5,000	13,797	552,281	264,339	130,393	418,334					24%	158%
4100 Earned revenue	-	-	-	-	-	3,811	300	-	-	3,511	22,964	121,890	(19,153)	(118,079)					-83%	-97%
4300 Private sector revenue	-	-	-	-	-	111,450	86,250	25,200	-	-	111,310	19,951	140	91,499					0%	459%
4400 Public sector revenue	542,977	179,983	356,004	-	6,990	567,412	175,000	377,126	5,000	10,286	418,006	122,498	149,406	444,915					36%	363%
Expenses	11,929	5,531	3,795	-	2,604	681,004	261,250	402,326	5,000	12,428	552,017	264,022	128,987	416,981					23%	158%
5100 Artistic expenses	8,858	5,531	2,500	-	826	474,058	179,050	289,000	-	6,008	359,095	48,469	114,964	425,589					32%	878%
5120 Production expenses	-	-	-	-	-	-	-	-	-	-	320	5,490	(320)	(5,490)					-100%	-100%
5135 Programming expenses	629	-	-	-	629	55,812	-	45,893	3,500	6,420	83,757	142,234	(27,945)	(86,422)					-33%	-61%
5300 Marketing expenses	1,049	-	-	-	1,049	28,862	16,600	10,762	1,500	-	19,024	9,845	9,838	19,017					52%	193%
5400 Fundraising expenses	-	-	-	-	-	4,800	4,800	-	-	-	13,960	7,470	(9,160)	(2,670)					-66%	-36%
5500 Administration expenses	1,393	-	1,295	-	99	117,471	60,800	56,671	-	-	75,861	50,515	41,610	66,957					55%	133%

Key insights

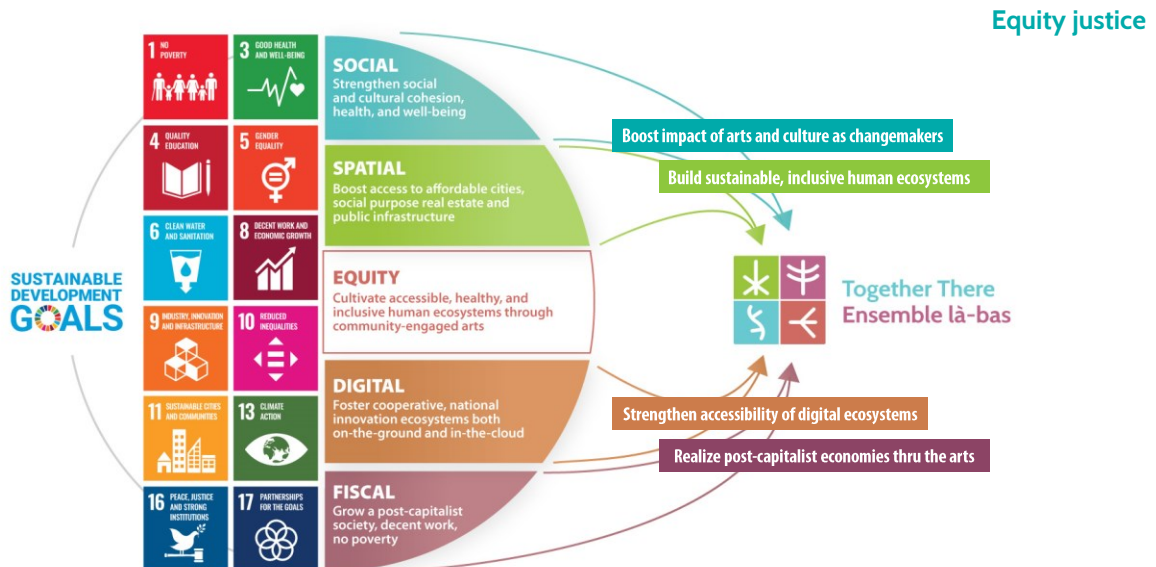
Social justice and operations

- Founder can no longer sustain all six core operational channels (strategic, creative, education and design research, ecosystem-building, platform-building, administration) without operational funding or additional year-round support for administration
- Overall health of the organization has been supported through growth in Canada Summer Jobs funding, which has helped fulfill our employment strategy to invest in youth as positive leaders of social change (1 position 2017, 4 positions in 2019, 5 positions in 2020)
- Additional funding is needed to compensate significant in-kind contributions from seasonal undergraduate and post-graduate internships which have been essential to operations, including 8 positions in 2019 (2 from Ryerson University Creative Industries, 1 from Ryerson University Urban Design, 5 from Humber College Arts Management)
- Large growth in public constituency requires refinement of communications strategies and content
- French edition of ArtsPond website was finally launched after several years of effort but requires year-round funding and support to maintain
- Separate websites were initially created for each project to concentrate messaging and support open branding for collective impact projects with many partners; however, a single portal at ArtsPond.com for all activities may now be more impactful and sustainable means to illustrate deep connections between all justice areas
- New programming and fund development strategy is to unite all justice areas into a united program/brand

Equity



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A cooperative, equitable society. A creative, resilient future.

SCOPE

A multi-year effort to realize a more cooperative and resilient society in the face of the pandemic and exploitive platform capitalism, led by Indigenous, Black, rural/remote, crip/disability arts, and other equity-seeking groups in Canadian arts and culture.

ACTIONS

Phase 1 (2021 to 2024) strengthens the readiness of arts and culture leaders and impacted people to realize social, spatial, economic, digital, and accessibility justice via creative **thought residencies** and human-centered design research, **literacy conferences** and networking, regional and national **innovation ecosystem development**, **open source software** and **platform cooperative design**, **social purpose real estate scoping**, and more.

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Equity justice for all

FUNDING REQUESTS

\$1.5M	Jun 2020	Canadian Heritage, Strategic Initiatives
\$0.5M	Sep 2020	Canada Council for the Arts, Digital Strategy Fund
\$30K	Nov 2020	Ontario Arts Council, Arts Response Initiative
\$4.5M	Nov 2020	FedDev Ontario
\$1.0M	Dec 2020	Innovation, Science, and Economic Development Canada
\$150K	Dec 2020	Ontario Trillium Foundation, Resilient Communities Fund
\$150K	Spring 2021	Toronto Arts Council, Open Door
\$250K	Spring 2021	CIRA, Community Investment Program
Others TBA		

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