

<b>EDIF Project - Description</b>	<p>\$2 million investment in Calgary's 10 Cornerstone arts organizations.</p> <ol style="list-style-type: none"> <li>1. Alberta Ballet</li> <li>2. Calgary Opera</li> <li>3. Folk Festival Society of Calgary</li> <li>4. National Music Centre</li> <li>5. Alberta Theatre Projects</li> <li>6. Theatre Calgary</li> <li>7. Glenbow</li> <li>8. Calgary Philharmonic Orchestra</li> <li>9. One Yellow Rabbit</li> <li>10. Theatre Junction Grand</li> </ol>
<b>Executive summary</b>	<p>Calgary's arts and culture organizations are cultural assets, tourist attractions, educational institutions and community builders that support Calgary's high quality of life, vibrant downtown, and diversified economy. The ten arts organizations supported by Calgary Arts Development Authority's (CADA) "Cornerstone" program have a significant impact on the local economy. In addition to being the largest employers in the arts, their businesses support the local economy through direct spending in construction, utilities, printing and publications, professional business services, travel, transportation, and storage, among other areas.</p> <p>Investing \$2 million of EDIF funds in the Cornerstone arts organizations will:</p> <ul style="list-style-type: none"> <li>• result in significant economic impact through direct, indirect and induced spending;</li> <li>• support the retention of cultural sector jobs; and</li> <li>• enhance the quality of life in the downtown core while providing arts and cultural offerings for Calgarians and tourists.</li> </ul>
<b>Current State</b>	<p>The Cornerstones account for 52 per cent of the full time jobs in Calgary's arts sector, and attract 37 per cent of the audiences.</p> <p>A 2015 economic impact analysis of arts organizations in Calgary, including some Cornerstones, indicated that they generate over \$87 million in annual economic activity, including \$49 million in direct economic activity. Included in the study is the conclusion that for every 100 jobs in the arts, another 104 are created as result of the activities of these organizations. Indirect jobs can include those related to the utilities, printing, professional business services, transportation, etc.</p> <p>For a number of years, 3.5 per cent of the Cornerstone's annual revenues have come from The City through CADA's grant program. The Cornerstones generated the remaining revenues through sponsorships, grants and ticket sales. However, with the downturn in the economy many other sources have declined, leading to challenges of retaining employees, creating new positions, and offering the programming required to support a healthy cultural sector and vibrant downtown core.</p>
<b>Economic Development Fund Alignment</b>	<p>Investing in the Cornerstone organizations would align with the Economic Development Investment Fund (EDIF) by:</p> <ul style="list-style-type: none"> <li>• retaining jobs in the cultural sector;</li> <li>• supporting economic recovery and diversification; and</li> <li>• revitalizing and animating the downtown core.</li> </ul>
<b>Performance Measures</b>	<p>The following performance measures are proposed to assess the economic impact of the investment of EDIF funds in the Cornerstone organizations. Historical data is available for all measures and a baseline can be created.</p> <p>Annual measures will include:</p>

	<ul style="list-style-type: none"> <li>• direct economic output of the Cornerstone organizations;</li> <li>• number of jobs in the Cornerstone organizations;</li> </ul> <p>At the population level, in terms of the impact on Calgarians perception of the quality of life in Calgary, as it relates to the Arts, data from The Calgary Foundation's Vital Signs report can be used.</p>
<b>Expected Return on Investment (ROI)</b>	<p>Investing in the Cornerstone organizations will accelerate implementation of both the Economic Strategy for Calgary in the areas of Community Energy and Entrepreneurial Energy, and Tourism Calgary's Destination Strategy. For example:</p> <ul style="list-style-type: none"> <li>• Based on current plans, it is expected that the Cornerstone organizations will invest in digital strategies that will help their cultural content reach new markets.</li> <li>• Programming in the downtown core will create a vibrant destination, support visitor spending, and enhance the visitor experience.</li> <li>• Previous economic analysis indicates that investing \$1 million creates 22 full-time jobs in the arts. For this reason, the impact on employment by the Cornerstone organizations will be one of the key measures reported on.</li> <li>• Research also shows that increased activity in the arts has a ripple effect, leading to increased direct spending on goods and services.</li> <li>• Visitor expenditures will also have a significant economic impact on the downtown.</li> <li>• The investment will also impact Calgary's quality of life. 79 per cent of Calgarians believe that a strong arts and culture scene is key to creating a vibrant, safe and prosperous city, and 86 per cent believe that the arts enable people to connect to one another, providing a sense of community well-being and a decrease in social isolation.</li> </ul>
<b>Strategy and Tool</b>  1) Ideas 2) Partnerships 3) Financial investment 4) Land, assets and real-estate 5) Enabling government processes	<ul style="list-style-type: none"> <li>• Investing \$2 million in the Cornerstone arts organizations is an idea derived, in part from the Cultural Plan for Calgary that was passed by Council in November 2016. The Plan makes clear that the cultural sector and creative industries are among the fastest growing industries, and attract young workers. EDIF enables an investment in both.</li> <li>• Through The City's partnership with CADA, the distribution of the funds is entrusted to a partner who has expertise in granting funds to arts organizations.</li> <li>• As a financial investment, this quick infusion of funds into the arts will help bolster the quality of life in Calgary, while also positively impacting the economy.</li> </ul>
<b>Strategic Alignment</b>	<ul style="list-style-type: none"> <li>• 2017 #ResilientYYC Agenda-Setting Workshop</li> <li>• City of Calgary – 2015 Economic Resilience Strategy</li> <li>• Council Priorities for 2015-2018</li> <li>• Downtown Economic Summit in response to Council's direction on Notice of Motion 2017-01 Downtown Calgary and Economic Uncertainty: A Coordinated Response</li> <li>• Calgary Economic Development's 10-Year Economic Strategy for Calgary: Building on our Energy</li> <li>• 2016 City of Calgary Cultural Plan</li> <li>• City of Calgary Capital Investment Plan</li> </ul>
<b>Risk(s)</b>	<p>Investing EDIF funds in the Cornerstone organizations will not be enough to revitalize and animate the downtown core, but will certainly assist these organizations. There is a risk that the social impact of the investment may not be as visible as the economic benefits. In the arts space, social impacts can include the social and cultural consequences to individuals such as improvements in well-being, sense of self-esteem, community identity and pride, decrease in social isolation, aesthetic development, creative and cognitive stimulation, etc. To manage this risk, The City will continue to measure citizen's perceptions of Calgary, including their perceived quality of life to determine whether 'anyone was better off' as a result of the investment in the 10 Cornerstone organizations.</p>