



Calgary Arts Development Overview and Environmental Scan

December 10, 2013

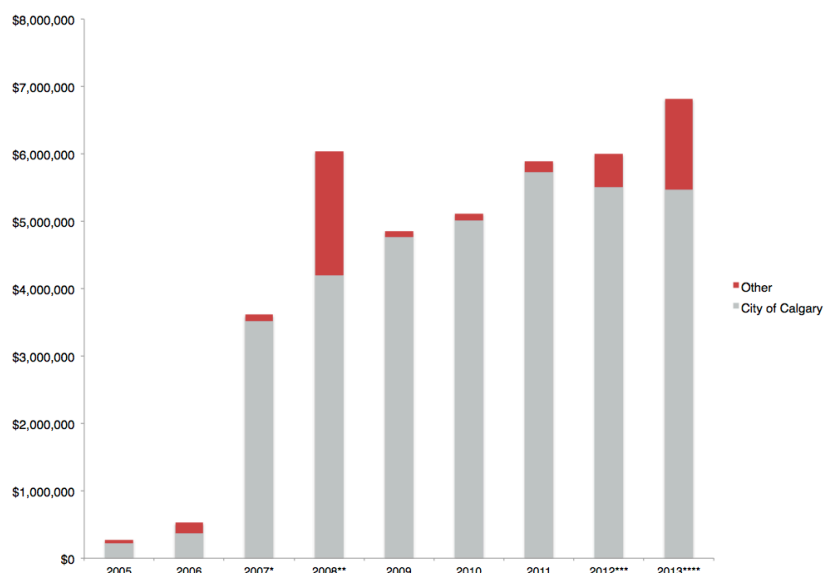
About Calgary Arts Development

Calgary Arts Development plays a leadership role to promote, foster and direct investments that develop the capacity of Calgary's arts sector to achieve public and artistic impact. As the city's designated arts development authority, we are a central hub that learns about, promotes, connects, advocates for, and leads strategic initiatives in the arts to animate Calgary as a vibrant cultural centre.

Calgary Arts Development Funding

Calgary Arts Development's annual allocation from The City of Calgary has grown from about \$3.5 million in 2007 to just over \$5.5 million in 2012. In addition, Calgary Arts Development has directly leveraged this annual investment by securing alternate sources of funding, and has made significant growth over the past three years in particular.

Calgary Arts Development Revenue Sources 2005 – 2013



*2007 was the year in which Calgary Arts Development officially assumed granting responsibility from the Calgary Regional Arts Foundation, therefore all City of Calgary grant allocations were paid through Calgary Arts Development for the first time.

**2008 increase in alternate revenue due to Calgary Arts Development being a fiscal agent for the Juno Awards.

***2012 marks the introduction of crowdfunding website InvestYYC.com in the third quarter.

****Projected revenues, first full year of InvestYYC.com and first annual Mayor's Lunch for Arts Champions.

CalgaryArtsDevelopment.com

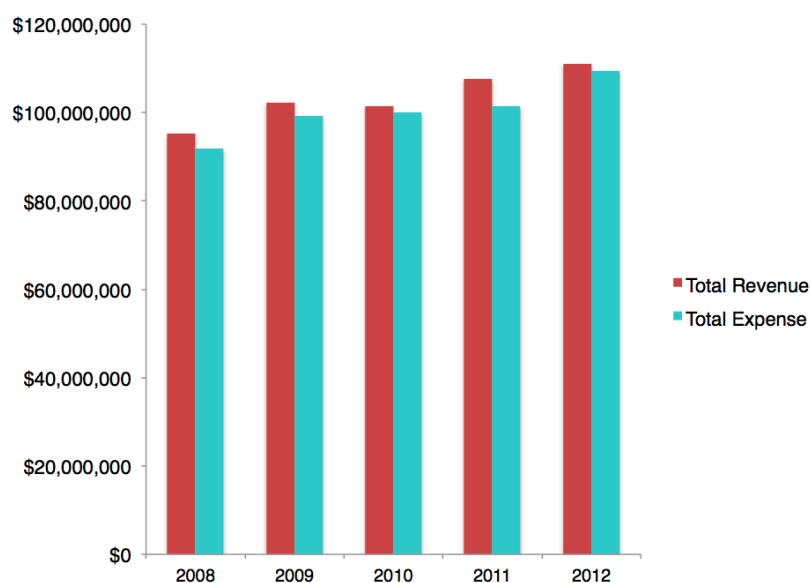
Economic Impact of the Arts

The arts are an investment that provides substantial economic as well as social return. The Alberta Foundation for the Arts (AFA) analyzed the economic benefits of the sector and found that in 2010-11, arts organizations funded by the AFA produced a total output of about \$378 million in economic activity.¹ Using the provincial input-output model published by the Government of Alberta², the AFA categorized the estimated output of the Alberta arts sector as follows:

- Direct output of the sector: \$188 million
- Indirect output of the sector: \$70 million
- Induced output: \$120 million

This economic return can also be seen on a municipal level. Applicants to Calgary Arts Development's 2013 Operating Grant Program alone injected \$109,409,304³ in the form of production, administration and operational expenses into the local economy in 2012. On average, organizations in Calgary Arts Development's Operating Grant Program have spent in total \$100 million annually since 2008.

Revenues and Expenses for Organizations in Calgary Arts Development's Operating Grant Program, 2008 – 2012



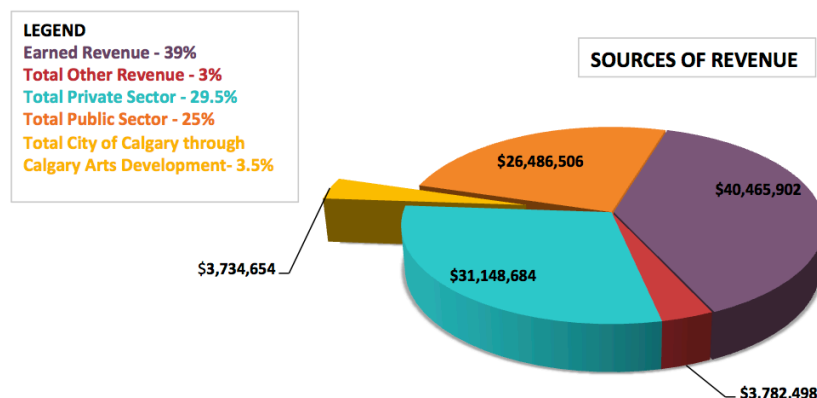
From 2009 to 2012, The City of Calgary, through Calgary Arts Development, invested an average of 3.5% of the annual revenues in organizations through the Operating Grant Program. The predominant source of funding for those organizations was earned revenue, constituting an average of 39% of the overall revenue from 2009 to 2012. Public and private investments were roughly equal at 30% each of the overall revenues.

¹ Alberta Foundation for the Arts, Arts Impact Alberta: Ripple Effects from the Arts Sector, 2012.

² Alberta Economic Multipliers, 2007.

³ Calgary Arts Development, Expanding the Circle: 2012 Accountability Report, 2012.

Revenue Sources for Organizations in Calgary Arts Development's Operating Grant Program, 2009 – 2012



Calgarians show an appetite to engage with and spend on arts and cultural activity. According to a Hill Strategies report⁴ based on data from Statistics Canada, consumer spending on culture in Alberta grew from \$3.0 billion in 2005 to \$3.3 billion in 2008. On a per capita basis, Albertans' cultural spending is the highest of all provinces at \$963 per resident annually. Albertans ranked first in consumer spending across the country for three out of four key arts-related items: admissions to museums and heritage-related activities; works of art, carvings and other decorative wares; and books.

Calgarians spent \$1,020 each on cultural goods and services in 2008; the highest among 12 Canadian metropolitan areas. Total cultural spending reached \$1.1 billion in Calgary in 2008, including \$150 million (13%) on works of art and events, \$55 million (5%) on live performing arts and an additional \$57 million (5%) spent on art supplies and musical instruments.

Employment in the Arts

The 157 arts organizations that received operational funds from Calgary Arts Development in 2012 employed about 654.6 full-time employees and hired 7,526 artists. Many of the artists hired by non-profit arts organizations are self-employed.

In a Calgary Economic Development report published in 2010 (based on census data from 2006), 19,155 people were employed in arts and culture occupations, accounting for approximately 3% of Calgary's overall labour force.⁵ Of those, 5,830 identified as self-employed, accounting for nearly 30% of the arts and culture labour force overall.

Volunteerism in the Arts

Volunteers contribute significantly to the local arts sector and demonstrate Calgarians' commitment to ensuring that the arts are accessible to all. Organizations of various sizes, from community to professional, rely on the talent of volunteers as administrative support, board members, fundraisers, designers, event planners and artists.

Since 2009, an average of 21,891 volunteers per year have supported the organizations funded by Calgary Arts Development, providing 608,622 hours of time annually. Alberta Culture currently assigns a value of \$15 per hour to volunteer contributions⁶, meaning that the hours given by volunteers annually amount to \$9,129,330 in donated time.

⁴ Hill Strategies, Consumer Spending on Culture in 2008, 2010.

⁵ Calgary Economic Development, Calgary: Talent and Innovation, Creative Industries Sector Profile, 2010.

⁶ Alberta Culture's Community Initiatives Community Operating Grant program allows for volunteer hours to be included in grant applications. The \$15 per hour value was based on research around market value and dollar values placed on volunteer time in other jurisdictions.

Social Impact of the Arts

The arts have the power to create a city that is a great place to make a living, and a great place to make a life. They allow us to express our identity, build bridges between communities and increase civic engagement. The arts are becoming an increasingly vital component of Calgary's identity both within our borders and beyond.

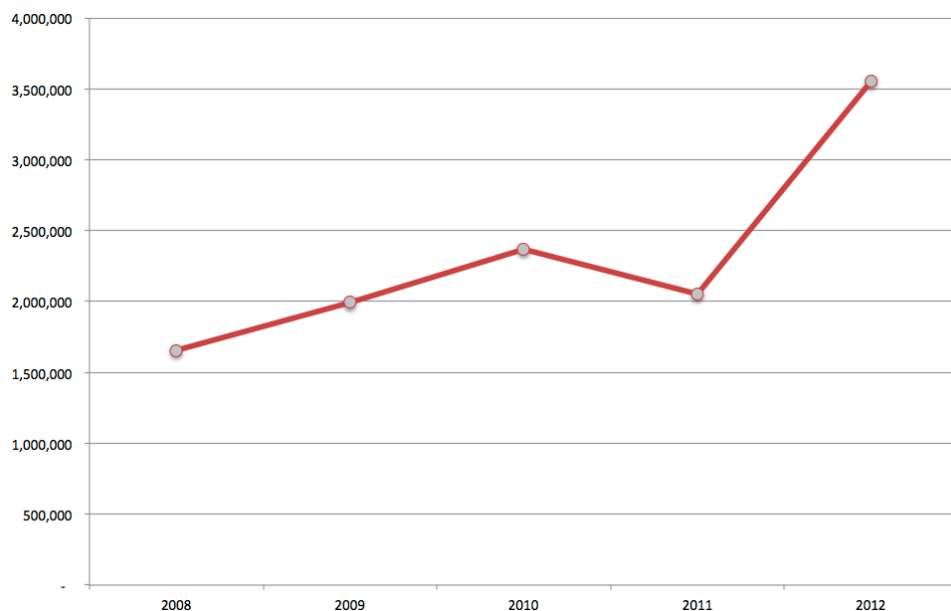
In the 2013 Vital Signs report recently published by The Calgary Foundation⁷, Calgarians celebrated the diversity and vibrancy of our city's arts and cultural offerings. They sought more affordable cultural activities, improved funding for arts organizations and better promotion and awareness of events. The overall grade given to Arts and Culture in Calgary was a B, indicating that the overall state of arts and culture was good, but that there was room for improvement.

Building a city where Calgarians can live and work will attract skilled and creative workers, helping Calgary remain a leading economic centre of the country. In 2010, The Conference Board of Canada benchmarked the attractiveness of 50 Canadian cities on their appeal to migrating work forces and found that Calgary, while placed in the top six cities across Canada overall, fell significantly below average on societal indicators when compared to other large Canadian cities⁸. One of the greatest differentiators between cities with the highest societal scores (Toronto and Montreal) and those with lower scores was the number of people employed in cultural occupations. Both Toronto and Montreal had significantly more people employed in the cultural industries.

One of the key values of Calgary Arts Development's granting programs is public impact. Public impact is measured based on the number of publicly available activities offered by the organizations that receive funding and the annual attendance figures of those same organizations.

These organizations have collectively reported over 11.5 million attendees or participants since 2008. In 2012, when Calgary Arts Development introduced the New Client Induction Grant Program, the activities of the 36 newly funded organizations led to an additional 1.2 million attendees benefitting from The City of Calgary's investment through Calgary Arts Development.

Public Participation and Attendance of Arts Organizations in Calgary Arts Development Operating Grant Program



⁷ The Calgary Foundation, Vital Signs, 2013.

⁸ The Conference Board of Canada, City Magnets II: Benchmarking the Attractiveness of 50 Canadian Cities, 2010.

cSPACE Projects

cSPACE Projects was established in 2011 by Calgary Arts Development in partnership with The Calgary Foundation to respond to the need for stable, affordable, suitable space for artists and non-profit organizations. cSPACE designs, builds and operates multi-tenant workspaces with the scale and diversity to transform the way creative people collaborate in their practices, missions and enterprises.

Its flagship project, cSPACE King Edward, showcases this approach to community-building: a transformed 100-year-old sandstone building, reimagined with creativity and sustainability at its core. With over 45,000 square feet of creation, production, exhibition and rehearsal spaces, the facility will support dozens of small organizations and the hundreds of creators they work with. Purpose-built studios and Calgary's first affordable live-work housing for artists will also add much-needed creation space.

Calgary Arts Development Programs

Operating Grant Program

In 2004, when City Council adopted the Civic Arts Policy, fewer than 120 arts organizations received City funding. In 2012, Calgary Arts Development allocated over \$4.7 million in funding to 157 organizations through its Operating Grant Program.

New Client Induction Grant

In 2011, The City of Calgary provided an increase to Calgary Arts Development's base funding to invest in new organizations that represented the next generation of artistic practice and were stimulating new growth in the arts sector. As a result, \$175,000 was invested in 36 arts organizations in 2012 that were not already funded through Calgary Arts Development's Operating Grant Program that year.

Remarkable Experience Accelerator

The Remarkable Experience Accelerator is a unique partnership between Calgary Arts Development and the Calgary Hotel Association. The program makes investments aimed at accelerating organizations whose proposed activities are high-calibre cultural experiences that enhance Calgary's reputation. Since its inception in 2011, more than \$660,000 has been committed to accelerate Calgary arts organizations over a two- to three-year period.

artsVest Calgary

artsVest Calgary is a sponsorship training and matching incentive program developed by Business for the Arts and delivered locally in partnership with Calgary Arts Development. In 2012, the program facilitated \$233,189 in sponsorship, creating a total influx of \$349,948 into Calgary arts organizations when added to the matching funds provided by the program.

Cultural Space Investment Process (CSIP)

The Cultural Space Investment Process (CSIP) is a capital project evaluation process created by the Civic Arts Policy and operated by Calgary Arts Development to inform The City of Calgary of priorities for community-led cultural infrastructure projects. Since 2008, 14 projects have been successfully recommended through CSIP.

The Mayor's Lunch for Arts Champions

In 2013, Calgary Arts Development and the Office of the Mayor re-launched The Mayor's Lunch for Arts Champions, a business and arts recognition event formerly presented by the Calgary Professional Arts Alliance.

Arts Champions Congress

The Arts Champions Congress was created by Calgary Arts Development in 2011 to facilitate the conversations necessary to nurture a shift in thinking about flexibility, resiliency and innovation, and to encourage a collaborative approach to building the capacity of the arts sector in Calgary.

Cultural Leaders Legacy Artist Awards

Calgary 2012 partnered with Calgary Arts Development to develop five Cultural Leaders Legacy Artist Awards. Each award is funded by a \$10,000 donation from a local philanthropist or organization in a category of their choosing, with equal matching funds from Calgary 2012. These awards will be given annually for four years, and awards will continue to be added to the roster as a legacy of the Cultural Capital year.

Executives in Residence

The Executives in Residence pilot program took place from January to May 2012, providing opportunities for Calgary arts organizations and artists to access knowledge and expertise in areas that would increase the effectiveness and impact of their work, such as marketing, grant writing and fund development.

InvestYYC

Developed and piloted by Calgary 2012, InvestYYC.com is a crowdfunding website designed for Calgary-based artists and arts organizations to raise funds, find volunteers and generate awareness. To date, 1,936 user accounts have been created, with 2,349 donations made to 56 projects, raising a total of \$437,690.

PechaKucha Nights

Since 2009, Calgary Arts Development has organized Calgary's popular branch of this speakers series, which encourages connection and collaboration through ideas in the arts and beyond.