

From Policy to Action:
A New Era of Investment
in a Growing Cultural Capital
September 18, 2006



Calgary Arts Development fosters a civic culture that supports and encourages creative and artistic expression for the benefit of all Calgarians.

Introduction

- The following slides were presented at a special meeting of the Calgary Professional Arts Alliance on September 18th, 2006.
- A more detailed version of this information will be formally published in the first week of October, 2006, and will be presented to City Council on October 11th.
- If you have any questions about interpreting this data, please call Erica Mattson at the Calgary Arts Development office at 264-5330, or e-mail erica.mattson@calgaryartsdevelopment.com.

5 Pillars for Arts Development:

Financial Resources

Cultural Space

Access and Awareness

Human Capital

Partnerships

Research Notes

- Most of the data on the following slides is based on applications received and funding provided by the Calgary Region Arts Foundation. Terms like “sector revenue” refer *only* to CRAF clients.
- We also benchmarked and spoke with the administrators of granting programs from major cities in Canada.
- The table below summarizes the primary research conducted by Calgary Arts Development over the past several months.

Category/discipline	surveys	meetings	surveys only (didn't meet)	total met or surveyed	total # of clients	% of clients met or surveyed
Artist run centres	4	6	0	6	6	100%
visual arts	4	3	1	4	4	100%
dance	2	3	0	3	9	33%
literary	0	2	0	2	5	40%
music, instrumental	6	2	4	6	14	43%
music, mixed	5	5	4	9	11	82%
music, choral	3	3	4	7	15	47%
festival	25	19	2	21	26	81%
theatre	7	5	3	8	19	42%
major clients (not incl festivals)	11	10	1	11	13	85%
TOTALS	63	58	19	77	122	63%

Per Capita Funding

by major Canadian cities

City	2003		2004		2005		'03-'05
	grants	per capita	grants	per capita	grants	per capita	
Toronto	\$13,899,850	\$5.56	\$14,821,490	\$5.93	\$16,046,290	\$6.42	\$0.86
Winnipeg	\$2,674,552	\$3.84	\$3,173,952	\$4.52	\$3,674,552	\$5.20	\$1.36
Vancouver	\$7,032,670	\$3.28	\$7,417,983	\$3.41	\$8,853,975	\$4.01	\$0.73
Edmonton	\$2,159,645	\$3.13	\$2,157,795	\$3.08	\$2,766,000	\$3.88	\$0.75
Calgary	\$2,323,650	\$2.52	\$2,410,000	\$2.58	\$2,447,000	\$2.56	\$0.04

	City Funding as a % of Total Sector Revenue
Vancouver	9.21%
Toronto	6.07%
Edmonton	5.40%
Winnipeg	4.80%
Calgary	3.30%

For Calgary to be on par with: ↓

	equivalent, based on per capita funding would be		equivalent, based on a % of sector revenue would be	
<i>Winnipeg</i>	\$5,288,400	+108%	\$3,490,958	+37.5%
<i>Edmonton</i>	\$3,945,960	+55.5%	\$3,927,328	+55%
<i>Toronto</i>	\$6,529,140	+157%	\$4,414,608	+74%
<i>Vancouver</i>	\$4,078,170	+61%	\$6,698,276	+164%

Number of granting programs in peer cities

Toronto	15
Vancouver	14
Edmonton	8
Winnipeg	8
Calgary	2

Program Opportunities based on Benchmarking Research

(programs offered in other cities that are not currently offered in Calgary)

- Support programs for arts and culture festivals, including programs for abatement of costs related to the provision of municipal services (such as traffic, safety, transportation, park rental)
- The provision of non-monetary assistance and shared services, such as mentorship, marketing and audience development
- Support for individual artists that does not require public presentation (eg, career development)

Program Opportunities based on Benchmarking Research

(programs offered in other cities that are not currently offered in Calgary)

- Support for new creation that does not require public presentation
- Discipline-specific programs with criteria and objectives reflective of the operating challenges of the discipline
- Generalized programs for the operation and maintenance of facilities
- Programs focused on exposing youth to the arts
- Programs to support touring (or export) of local art works

CRAF Client Priorities

(top mentions in surveys and focus groups)

- Financial Stability
- Affordable/accessible facility
- Staff/organizational stability
 - Improved conditions for artists, programming, staff
 - Staff and volunteer retention and development
- Audience Development/Marketing/Awareness
- Fund Development

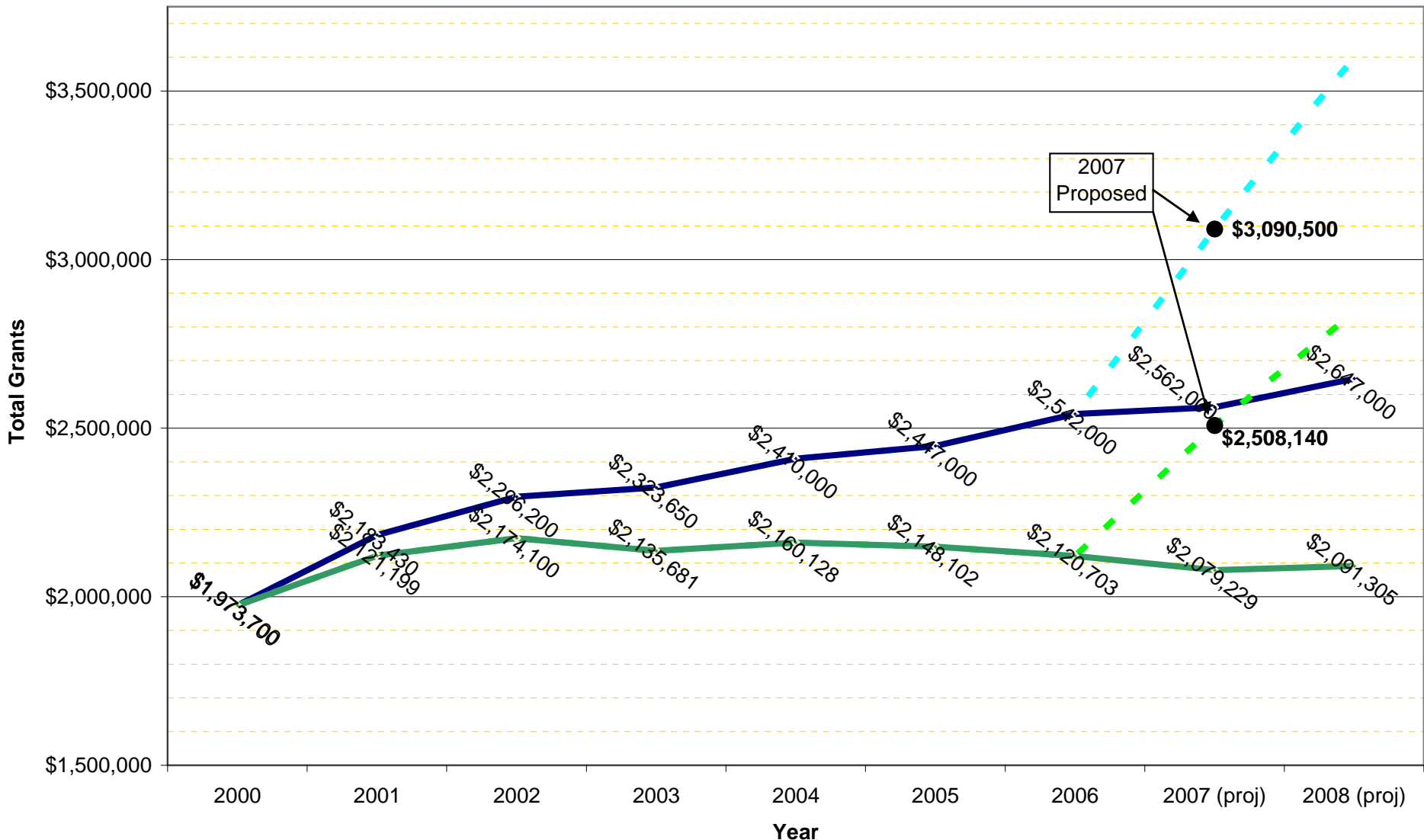
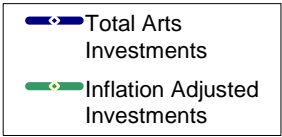
Key Trends

- Donations: increased by 39%
 - increased as a percentage of overall budgets from 26% of budget in 2000 to 31% of budget in 2005
- Number of CRAF clients: 19% increase
- Volunteer base: 19% increase
- Earned revenues: 9% increase
- Expenses overall: 16% increase

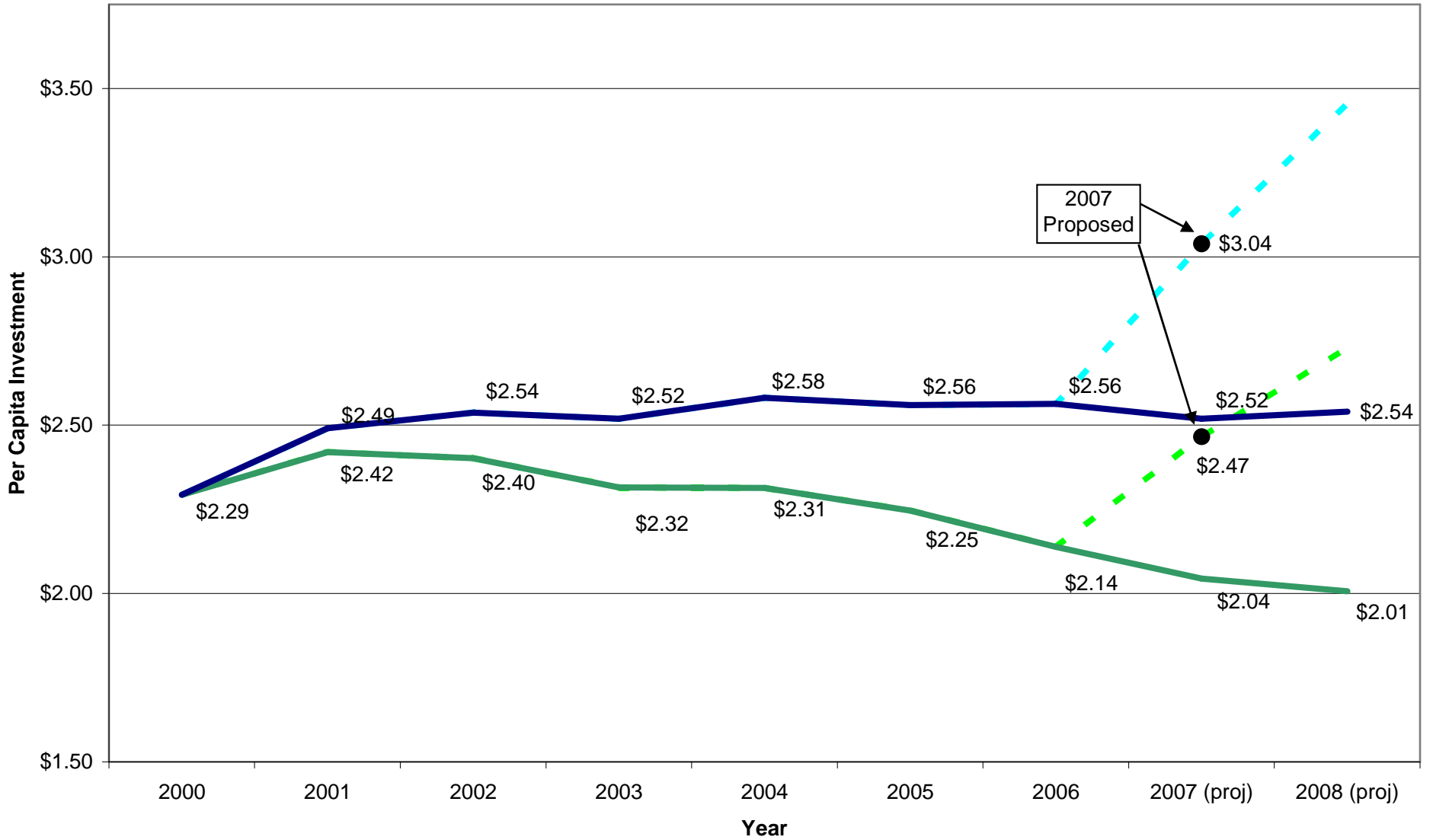
Audience Trends

- Paid attendance
 - 1 million in 2000
 - 1.1 million in 2005
 - per capita decline: 9.7%
- Free attendance
 - 1,202,764 in 2001
 - 886,122 in 2005
 - per capita decline: 33.7%
- Overall per capita decline: 22.2%

Change in Arts Investments 2000-2008



Per Capita Investments 2000-2008



The New Era

Escaping The Red Queen Effect...



‘Well, in *our* country,’ said Alice, still panting a little, ‘you’d generally get to somewhere else—if you ran very fast for a long time, as we’ve been doing.’

‘A slow sort of country!’ said the Queen. ‘Now, *here*, you see, it takes all the running *you* can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!’ (Carroll – 1872)

Reform Principles

- **Adopt a community investment approach to municipal arts funding.**
- **Preserve the core.**
- **Stimulate progress.**

CADA/CRAF Merger: Stronger Together

- The first step in enabling a unified voice with a “seat at the table”
- CRAF members become volunteers on CADA’s Grant Allocations Committee
- Grant Allocations Committee receives mandate from CADA board
- Committee makes allocation recommendations to CADA’s board
- CADA’s board can accept or reject recommendations, but cannot change them

2007 Reform Objectives

- Enhance stability by increasing operating funding.
 - Specific support for stand-alone festivals
- Increase support for projects and innovation.
- Commence support for cooperative and strategic marketing activities.

Where will the investments go?

2006
\$2,452,000

2007
\$3,090,500

<p>Stabilize Operations</p>	
<p>Support Innovation</p>	
<p>Increase Awareness</p>	

What's Next?

- September 26th – CRAF membership votes to dissolve CRAF, merge with CADA
- October 11th – CADA presents reform proposal to Community & Protective Services meeting
- October 31st – CADA/CRAF merger complete
- November 27-29 – Council budget deliberations
- First week of December – applications released pending Council decision

Thanks!



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