

A View of

CALGARY'S ARTS ORGANIZATIONS



EXECUTIVE
SUMMARY

INTRODUCTION

ATTENDANCE,
PARTICIPATION
AND VOLUNTEERS

EMPLOYMENT
AND ARTISTS

EDUCATION

FACILITIES

ECONOMIC
CONTRIBUTION



Crowd at Sled Island 2010.

TABLE OF CONTENTS

EXECUTIVE SUMMARY

04	INTRODUCTION
04	ABOUT THE OPERATING GRANT PROGRAM
05	HIGHLIGHTS
05	Attendance and Participation
05	Employment and Artists
06	Volunteers
06	Education
07	Facilities
07	Economic Contribution

INTRODUCTION

10	INTRODUCTION
10	ABOUT THE OPERATING GRANT PROGRAM
12	OPERATING GRANT PROGRAM GROWTH
12	ACKNOWLEDGEMENTS

ATTENDANCE, PARTICIPATION AND VOLUNTEERS

15	CALGARIANS ARE ACTIVELY ENGAGED IN THEIR LOCAL ARTS SCENE
17	Calgary Young People's Theatre
17	In-Definite Arts Society
17	VOLUNTEERS ARE AN ESSENTIAL SOURCE OF POWER
20	Volunteerism inspires cooperation and leadership

EMPLOYMENT AND ARTISTS

22	THE ARTS SECTOR EMPLOYS CLOSE TO 9,000
24	How many people does it take to launch a new ballet?
25	Sled Island Music and Arts Festival

EDUCATION

28	ARTS EDUCATION SPANS A LIFETIME
33	Calgary's arts organizations are heading to the schools
34	Arts education continues after school
35	Arts education is for all ages

FACILITIES

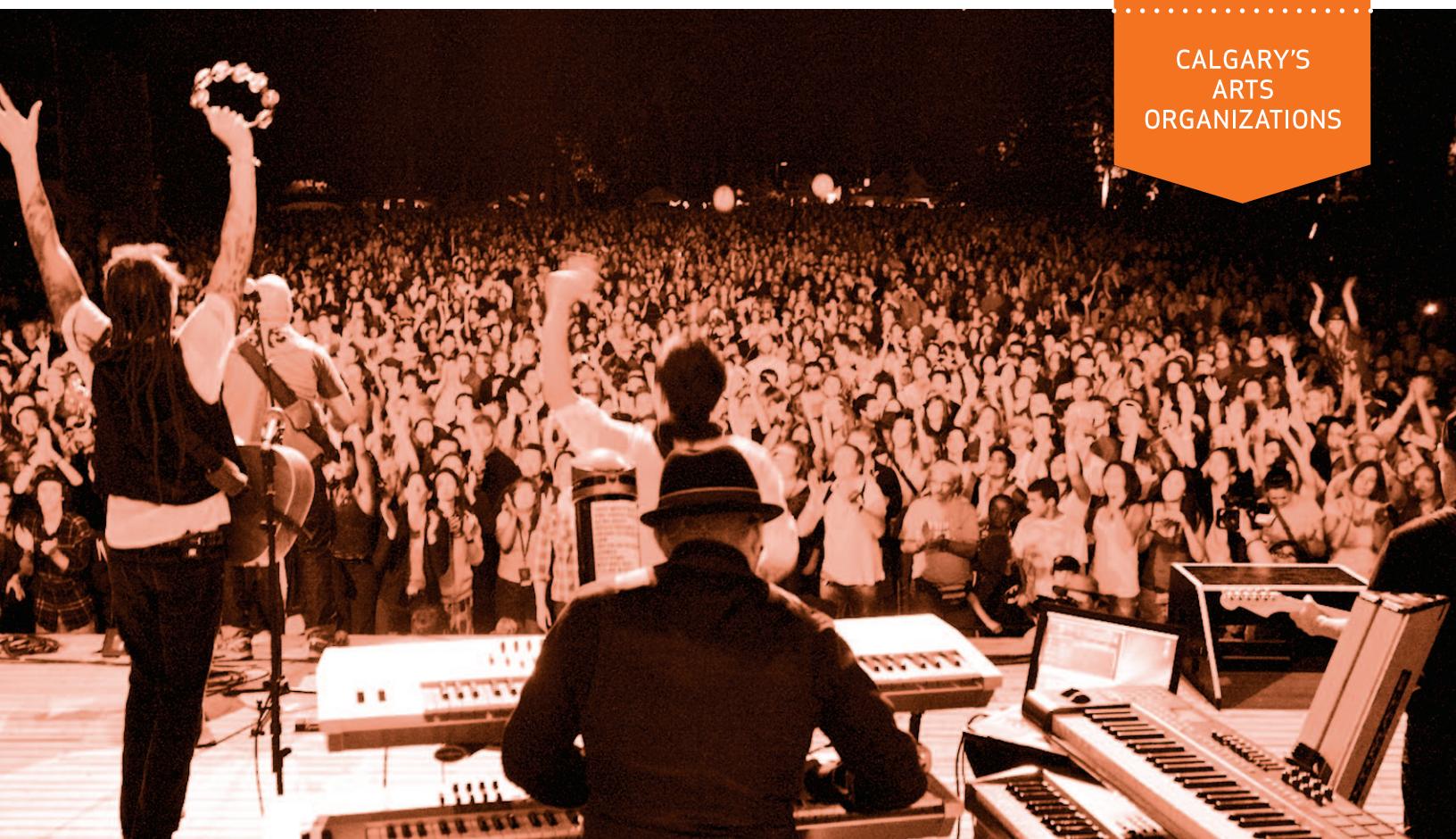
37	CITIES NEED CREATIVITY, CREATIVITY NEEDS SPACE
38	Calgary Folk Music Festival Society's Festival Hall
38	Cantos Music Foundation's National Music Centre
39	The Mount Royal Conservatory expansion
39	Pumphouse Theatre Society's renovations
39	University of Calgary, Faculty of Libraries and Cultural Resources' new Nickle Arts Museum in the Taylor Family Digital Library

ECONOMIC CONTRIBUTION

41	THE ECONOMIC CONTRIBUTION OF THE ARTS SECTOR
47	Calgary Comic & Entertainment Expo is a growing international destination
48	Calgary Philharmonic Orchestra is a national leader in fiscal responsibility

APPENDIX

51	SOURCES
----	---------



EXECUTIVE SUMMARY

INTRODUCTION	04
ABOUT THE OPERATING GRANT PROGRAM	04
HIGHLIGHTS	05
Attendance and Participation	05
Employment and Artists	05
Volunteers	06
Education	06
Facilities	07
Economic Contribution	07

INTRODUCTION

**The 2010
Operating
Grant Program
invested close
to 3.8 million
dollars in 161
local arts orga-
nizations.**

To date, there has been no comprehensive study done on the annual operations of not-for-profit arts organizations in Calgary. Arts organizations, artists and municipalities can benefit from knowing where they stand on a local, regional and national level. By having concrete data in our hands – and the stories behind it – we are in a better position to celebrate our successes, see where gaps exist and work from a position of knowledge in order to ensure that the sector thrives.

This report is an overview and analysis of information gathered from the applications of over 161¹ non-profit arts organizations that applied for municipal funding through Calgary Arts Development's annual Operating Grant Program. All figures reported are for an annual cycle during 2009 and have been gathered using **Canadian Arts Data / Données sur les arts au Canada (CADAC)**. The profiles of organizations in this report reflect current activities. To our knowledge, this white paper is the first of its kind for any municipal funding body in Canada.

Launched in 2008 and jointly developed by a collection of funding agencies across Canada, CADAC is a web-based application dedicated to the collection, dissemination and analysis of financial and statistical information about Canadian arts organizations.

CADAC allows arts organizations that are applying for grants locally, provincially and nationally to submit financial and statistical information in a standard format and through a single online source. 2010 is Calgary Arts Development's first year in which applicants to the Operating Grant Program have been asked to complete their financial and statistical data

using this system, and the first time this statistical overview has been made available.

In an effort to better serve Calgary's arts groups with valuable and relevant data, Calgary Arts Development's intent is to continue publishing an annual report based on Operating Grant Program data submitted.

The figures represented in this report do not include ad hoc arts groups, artist collectives, for-profit arts organizations, individual artists, organizations and others in the creative industries sector that do not have an arts mandate as their core or operate under a non-profit structure.

ABOUT THE OPERATING GRANT PROGRAM

The goal of the Operating Grant Program is to ensure that Calgary arts organizations and artists have the opportunity to flourish in an environment with a stable base of resources.

The 2010 Program invested close to 3.8 million dollars in 161 local arts organizations. Mandated to invest “first in” dollars that organizations can use to leverage other revenue (ticket sales, investment income, sponsorship dollars and funding from various levels of government), the program strategically invests in organizations that demonstrate strong artistic and public impact. The program utilizes a peer-based assessment panel to make informed investments in the arts sector.

As shown in this report, the dollars invested in arts organizations on behalf of Calgarians



A VIEW OF CALGARY'S ARTS ORGANIZATIONS

EXECUTIVE SUMMARY

By investing in arts organizations, citizens are contributing to the city's economic and social well-being and the overall vibrancy of Calgary.

translate into multiple and diverse opportunities for citizens to actively engage as participants, audience members, volunteers, employees and artists within their communities and the city at large. By investing in arts organizations, citizens are contributing to the city's economic and social well-being and the overall vibrancy of Calgary.

The Operating Grant Program is divided into four streams and represents the disciplines of music, theatre, dance, visual art, literary art, film, new media or an amalgamation of multiple disciplines.

I. Community Organizations

The primary activity of the organization must be to support, present or produce the work of non-professional artists or professional artists that are engaged as volunteers (i.e. not being paid an artist fee).

II. Festival Organizations

The primary purpose of the organization must be the delivery of a stand-alone arts festival. Calgary Arts Development defines an arts festival as a special event that occurs within a defined, limited period of time, with the primary purpose of presenting a multi-faceted, broad-based celebratory experience with activities that are accessible to the general community and that gather audiences in excess of 100 persons.

III. Large Organizations

Organizations that have an annual operating budget of \$1 million or greater, based on an average of their last three years of operations. The primary purpose of the organization must be to support, present or produce the work of professional artists.²

IV. Professional Organizations

Organizations that have an annual operating budget of less than \$1 million, based on an average of their last three years of operations. The primary purpose of the organization must be to support, present or produce the work of professional artists. Organizations that have a festival as a secondary program to their year-round operations should apply through this program.

HIGHLIGHTS

Attendance and Participation

Calgarians are actively engaged in their local arts scene as participants, audience members, employees and/or volunteers.

- There are over 7,300 opportunities to view and participate in activities offered by arts organizations each year.
- Total public attendance at arts activities including theatre, dance, opera, gallery exhibitions, concerts, film screenings and literary readings is nearly 2.7 million.
- An average arts organization in Calgary offers 44 activities per year with an overall annual attendance of over 16,000.

Employment and Artists

The non-profit arts sector employs close to 9,000 administrators and artists, making it one of the largest “employers” in Calgary.³



In the arts sector, volunteers contribute heavily and in a wide variety of roles.

- Arts organizations employ over 8,200 professional artists and over 700 full-time staff.
- The work of these artists is diverse, ranging from performing full-time as cellists for the Calgary Philharmonic Orchestra to one-time contracts to perform at the GRAND Theatre.
- 20% of the over 8,200 artists working for arts organizations in Calgary are also engaged in educational activities.
- 64% of arts organizations work with 10 or more artists per year, with the average organization engaging 50 artists.
- Arts organizations have an average of 4.4 “full-time equivalent” (FTE) staff and also rely heavily on volunteers to assist with their mandates.
- The median earning of Calgary artists in 2006 was \$14,500. This is 54% less than the median of all Calgary workers.⁴
- Calgary’s 13 professional arts organizations with budgets of over \$1 million employ 40% of the FTE staff.

Volunteers

Giving adds value to our lives and the lives of others. Calgary is considered the Volunteer Capital of Canada,⁵ with 76% of people stating a desire to “make a difference in their community” as their reason for volunteering. In the arts sector, volunteers contribute heavily and in a wide range of roles.

- In 2009, over 20,000 people spent over 600,000 hours volunteering for arts organizations. That’s over 50,000 hours per month and a 23% increase in less than 5 years.⁶
- The national figures for volunteerism in arts and culture in 2007 saw 698,000 Canadians volunteering 73.5 million hours in arts and culture.⁷
- The median number of volunteers for organizations is 59, with responsibilities ranging from basic operations to board governance.
- 75% of those who volunteer with Calgary arts organizations volunteer with festivals and community arts organizations.
- The Calgary Folk Music Festival has the largest number of volunteers at 1,612. In 2009, over 1000 individuals applied to 328 new Festival volunteer positions.

Education

Arts education makes us better problem solvers and better human beings. It gives us a broader perspective and a deeper appreciation and understanding of the world we live in. Almost all of Calgary’s arts organizations have some form of educational programming as a component of their mandate.

- Total recorded attendance at arts education activities in 2009 was just over 1 million.
- In one year, there were over 10,000 opportunities for Calgarians to participate in

Arts education gives us a broader perspective and a deeper appreciation and understanding of the world we live in.

workshops, courses, lectures, presentations and other arts education activities.

- Of the more than 8,000 artists engaged by arts organizations, 20% contribute to arts education activities.

Facilities

Cities need creativity. Creativity needs space. The City of Calgary and CADA have committed funds to the development of spaces to make this happen.

- 10% of total expenditures by arts organizations are facility expenses.
- 34% of arts organizations spend \$25,000 or more on their facilities each year.
- In 2008, Calgary's City Council committed \$165 million or 3% of Municipal Sustainability Initiative (MSI) funds to culture-related infrastructure over the next 10 years.
- Calgary Arts Development's 2008 Art Space Investment Process recommended 15 projects to Calgary's City Council for investment through MSI. Of those 15 projects, 5 venues are either complete or are slated for completion by 2013.

Economic Contribution

Almost 50% of arts organizations' total revenue is earned directly through their activities and programming, and just over 25% through public funding. The bulk of expenses are rolled back into the

community, going to artists and artistic expenses.

Revenue

- The total revenue of arts organizations is \$103 million.
- 40% of the total revenue is directly earned by the activities of the organizations, including ticket sales, subscriptions, admission sales, fees from workshops, classes, seminars, memberships and facilities and equipment rentals.
- 30% of the total revenue is from private investments by individuals and businesses through donations, sponsorships and fundraising initiatives. Donations and sponsorship dollars make up 82% of the total private revenue.
- 27% of the total revenue is from public investments that range from one-time, project-based grants to annual operating grants and casino funds. The Province of Alberta is the biggest public investor, making up 54% of the total public dollars that are invested in arts organizations.
- Every dollar invested into arts organizations by The City of Calgary in 2009 was leveraged to \$27.
- 60% of organizations have revenues that are greater than \$100K.
- 67% of organizations ended their 2009 fiscal year with either a balanced budget or a surplus.

Every dollar invested in arts organizations by The City of Calgary in 2009 was leveraged to \$27.

Expenses

- Total expenses of arts organizations are \$100 million; this includes artistic expenses, administration, facility operations, fundraising and marketing.
- 52% of total expenses are spent on artistic expenses including artists' fees, artists' catalogues and publications, arts education initiatives, artistic programs and exhibitions, creation of new works, production costs, collections management and loan and acquisition of artworks and performances.
- 61% of organizations spend \$50K or more on artistic expenses.

For more information on Calgary Arts Development or the Operating Grant Program, visit www.calgaryartsdevelopment.com.

This publication is available online in its entirety and in individual sections at www.calgaryartsdevelopment.com/publications.

Arts organizations are encouraged to use the information herein for their own promotional purposes. Credit must be attributed as follows:

Source: A 2009 View of Calgary's Arts Organizations, Calgary Arts Development Authority, Copyright 2011

The statistical information provided in this report is an analysis of data provided by over 161 non-profit arts organizations as part of their 2010 applications to Calgary Arts Development's annual Operating Grant Program. All figures reported are for an annual cycle during 2009, and have been gathered using Canadian Arts Data / Données sur les arts au Canada (CADAC).

Calgary Arts Development Authority

L12, 100 7th Avenue SW

Calgary, Alberta, CANADA

T2P 0W4

Phone: (403) 264-5330

Fax: (403) 262-9644

Email: grants@calgaryartsdevelopment.com

© Copyright (2011) by Calgary Arts Development Authority





INTRODUCTION

INTRODUCTION	10
ABOUT THE OPERATING GRANT PROGRAM	10
OPERATING GRANT PROGRAM GROWTH	12
ACKNOWLEDGEMENTS	12

INTRODUCTION

To date, there has been no comprehensive study done on the annual operations of not-for-profit arts organizations in Calgary. Arts organizations, artists and municipalities can benefit from knowing where they stand on a local, regional and national level. By having concrete data in our hands – and the stories behind it – we are in a better position to celebrate our successes, see where gaps exist and work from a position of knowledge in order to ensure that the sector thrives.

This report is an overview and analysis of information gathered from the applications of 161¹ non-profit arts organizations that received municipal funding through Calgary Arts Development's annual Operating Grant Program. All figures reported are for an annual cycle during 2009 and have been gathered using **Canadian Arts Data / Données sur les arts au Canada (CADAC)**. The profiles of organizations in this report reflect current activities. To our knowledge, this white paper is the first of its kind for any municipal funding body in Canada.

Launched in 2008 and jointly developed by a collection of funding agencies across Canada, CADAC is a web-based application dedicated to the collection, dissemination and analysis of financial and statistical information about Canadian arts organizations.

CADAC allows arts organizations that are applying for grants locally, provincially and nationally to submit financial and statistical information in a standard format and through a single online source. 2010 is Calgary Arts Development's first year in which applicants to the Operating Grant Program have been asked to complete their financial and statistical

data using this system, and the first time this statistical overview has been made available. In an effort to better serve Calgary's arts groups with valuable and relevant data, Calgary Arts Development's intent is to continue publishing an annual report based on Operating Grant Program data submitted.

The figures represented in this report do not include ad hoc arts groups, artist collectives, for-profit arts organizations, individual artists, organizations and others in the creative industries sector that do not have an arts mandate as their core or operate under a non-profit structure.

ABOUT THE OPERATING GRANT PROGRAM

The goal of the Operating Grant Program is to ensure that Calgary arts organizations and artists have the opportunity to flourish in an environment with a stable base of resources.

The 2010 Program invested over 3.8 million dollars in 161 local arts organizations. Mandated to invest “first in” dollars that organizations can use to leverage other revenue (ticket sales, investment income, sponsorship dollars and funding from various levels of government), the program strategically invests in organizations that demonstrate strong artistic and public impact. The program utilizes a peer-based assessment panel to make informed investments in the arts sector.

As shown in this report, the dollars invested in arts organizations on behalf of Calgarians translate into multiple and diverse

opportunities for citizens to actively engage as participants, audience members, volunteers, employees and artists within their communities and the city at large. By investing in arts organizations, citizens are contributing to the city's economic and social well-being and the overall vibrancy of Calgary.

The Operating Grant Program is divided into four streams and represents the disciplines of music, theatre, dance, visual art, literary art, film, new media or an amalgamation of multiple disciplines.

I. Community Organizations

The primary activity of the organization must be to support, present or produce the work of non-professional artists or professional artists that are engaged as volunteers (i.e. not being paid an artist fee).

II. Festival Organizations

The primary purpose of the organization must be the delivery of a stand-alone arts festival. Calgary Arts Development defines an arts festival as a special event that occurs within a defined, limited period

of time, with the primary purpose of presenting a multi-faceted, broad-based celebratory experience with activities that are accessible to the general community and that gather audiences in excess of 100 persons.

III. Large Organizations

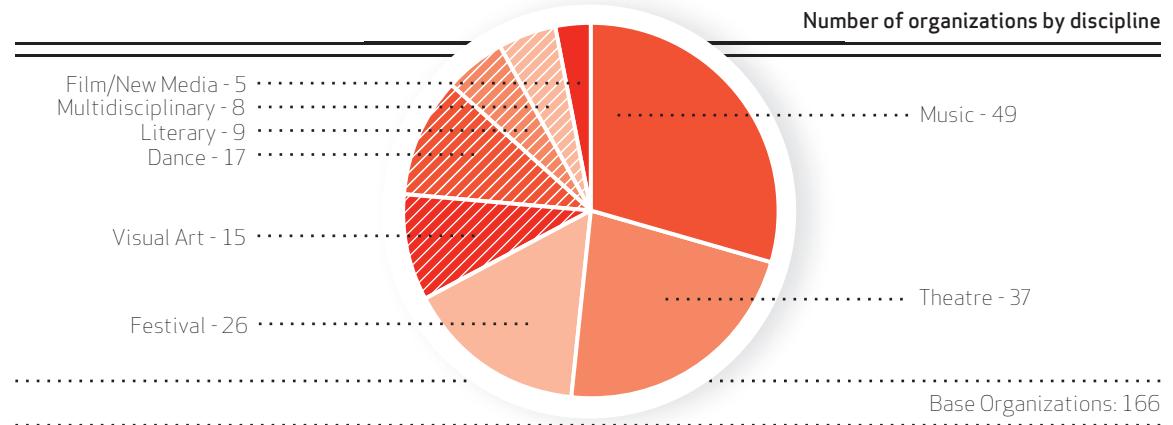
Organizations that have an annual operating budget of \$1 million or greater, based on an average of their last three years of operations. The primary purpose of the organization must be to support, present or produce the work of professional artists.²

IV. Professional Organizations

Organizations that have an annual operating budget of less than \$1 million, based on an average of their last three years of operations. The primary purpose of the organization must be to support, present or produce the work of professional artists. Organizations that have a festival as a secondary program to their year-round operations should apply through this program.



Since 2008, the number of organizations funded and the total municipal funds available through CADA have grown by 33%.



OPERATING GRANT PROGRAM GROWTH

Since the first year of the renewed Operating Grant Program under CADA in 2008, the number of organizations funded and the total municipal funds available through CADA have grown by 33%.

Year	Number of Organizations Funded	Municipal Funding
2008	121	\$2,890,500
2009	149	\$3,755,220
2010	161	\$3,788,570

New 2010 Investments

Close to 15% of the 166 applicants who applied to the 2010 Operating Grant Program were new applicants. 64% were successful in receiving funding. The following organizations received an Operating Grant for the first time in 2010:

- Alberta Media Arts Alliance Society
- Artpoint Gallery & Studios

- Association for Non-Profit Architectural Fieldwork Alberta: OnSite Review
- Book Publishers Association of Alberta
- Calgary Chapter of Barbershop Harmony Society
- CJSW 90.9 FM
- Evergreen Theatre
- Gli Azzurri - Calgary Italian Folk Dancers
- Illingworth Kerr Gallery ACAD
- Instrumental Society of Calgary
- Savridi Singers Association
- Single Onion
- Sykotik Mas Club of Calgary
- Theatre Alberta
- Verb Theatre
- Westwinds Music Society

ACKNOWLEDGEMENTS

It is with pleasure that we are able to share the information collected in this report with the citizens of Calgary. Thank you to **The City of Calgary** for supporting research through Calgary Arts Development, our group of **2010 assessors** for their insights and thoughtful discussions, our associates at **Canadian Arts Data / Données sur les arts au Canada (CADAC)** for their work in creating and managing a system to standardize financial

and statistical data for arts organizations across the nation, **Christina Colenutt** and **Terry Barna** for their work compiling and managing the information collected through CADAC, and the **2010 Operating Grant Program applicants**, who painstakingly completed financial and statistical reports as part of their applications, which serve as the basis of this publication.

For more information on Calgary Arts Development or the Operating Grant Program, visit www.calgaryartsdevelopment.com.

This publication is available online in its entirety and in individual sections at www.calgaryartsdevelopment.com/publications.

Arts organizations are encouraged to use the information herein for their own promotional purposes. Credit must be attributed as follows:

Source: A 2009 View of Calgary's Arts Organizations, Calgary Arts Development Authority, Copyright 2011

The statistical information provided in this report is an analysis of data provided by over 160 non-profit arts organizations as part of their 2010 applications to Calgary Arts Development's annual Operating Grant Program. All figures reported are for an annual cycle during 2009, and have been gathered using Canadian Arts Data / Données sur les arts au Canada (CADAC).

Calgary Arts Development Authority

L12, 100 7th Avenue SW

Calgary, Alberta, CANADA

T2P 0W4

Phone: (403) 264-5330

Fax: (403) 262-9644

Email: grants@calgaryartsdevelopment.com

© Copyright (2011) by Calgary Arts Development Authority





ATTENDANCE, PARTICIPATION AND VOLUNTEERS

CALGARIANS ARE ACTIVELY ENGAGED IN THEIR LOCAL ARTS SCENE

Calgary Young People's Theatre
In-Definite Arts Society

15

17

17

VOLUNTEERS ARE AN ESSENTIAL SOURCE OF POWER
Volunteerism inspires cooperation and leadership

17

20

CALGARIANS ARE ACTIVELY ENGAGED IN THEIR LOCAL ARTS SCENE

Arts attendance eclipses that of other Calgary attractions, including heritage and sporting events.

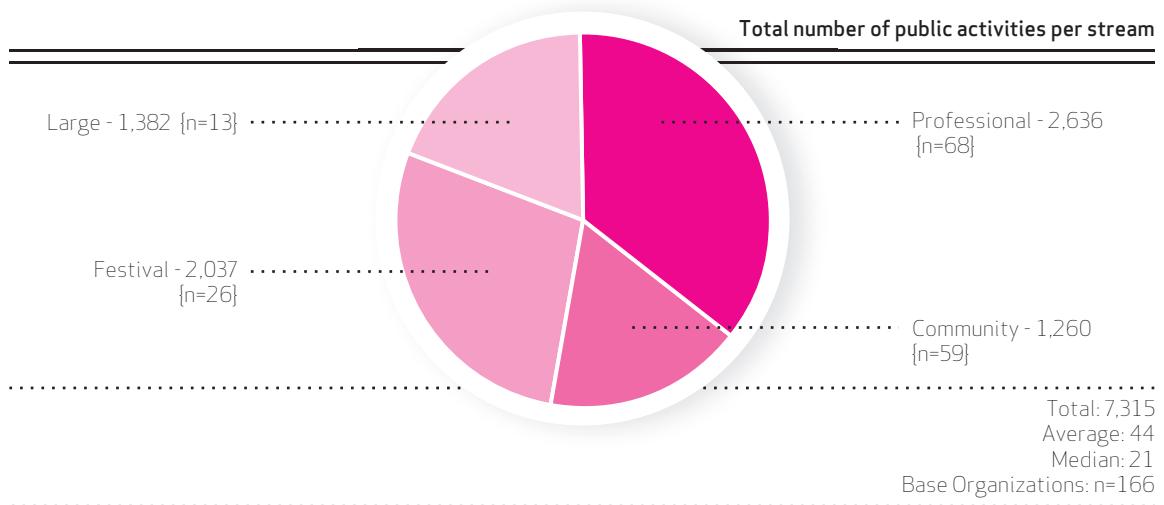
Total public attendance at municipally funded arts organizations is 2.6 million. With a population of just over 1 million, this points to a high interest in and frequent attendance at arts events. Arts attendance eclipses that of other Calgary attractions, including heritage and sporting events.

Every month there are new and unique opportunities to experience the arts in Calgary. This high refreshment rate reflects the creative, dynamic and constantly changing face of arts activities available.

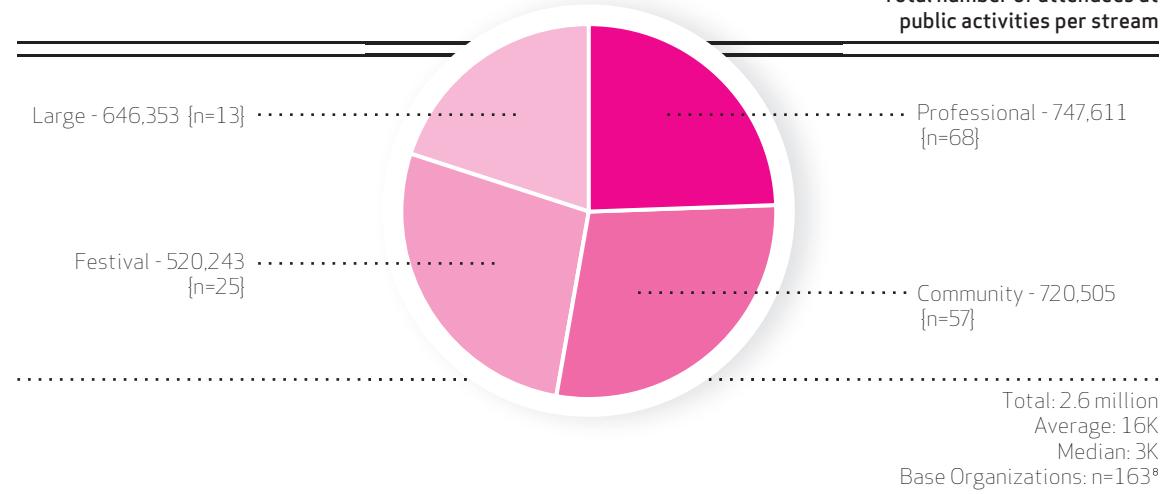
The activities of community arts organizations that engage primarily non-professional artists take place in all quadrants and

neighbourhoods. This community-based activity shows that the arts are a strong component in building complete communities.

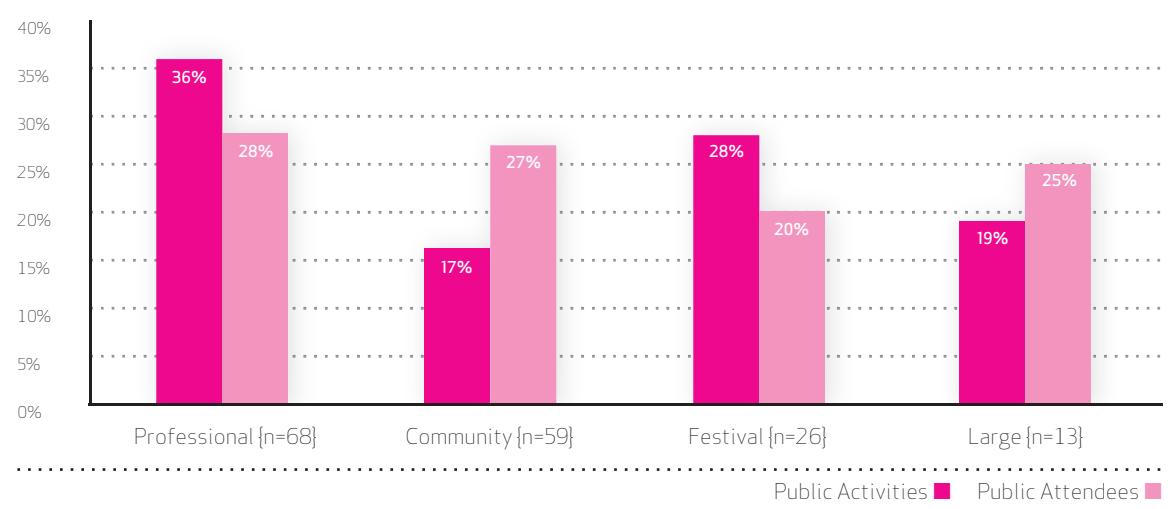
- There are over 7,300 opportunities to view and participate in activities offered by arts organizations each year.
- Total public attendance at arts activities including theatre, dance, opera, gallery exhibitions, concerts, film screenings and literary readings is nearly 2.7 million.
- An average arts organization in Calgary offers 44 activities per year with an overall annual attendance of over 16,000.



Total number of attendees at public activities per stream



Total number of public activities and attendees compared per stream



Calgary Young People's Theatre

Since 1992, Calgary Young People's Theatre (CYPT) has been providing development opportunities for young people to explore the performing arts and to develop their creativity and teamwork skills. Over 700 children participate in CYPT's drama programs annually, and a strong bursary program ensures that every child has the opportunity to participate.



Two actors from Calgary Young People's Theatre's production of *Pinocchio*



In-Definite Arts Society's Artist-in-Residency Printmaking Program with Sami Ladner-Zech

VOLUNTEERS ARE AN ESSENTIAL SOURCE OF POWER

Giving adds value to our lives and the lives of others. Calgary is considered the Volunteer Capital of Canada,⁹ with 76% of people stating a desire to “make a difference in their community” as their reason for volunteering. In the arts sector, volunteers contribute heavily and in a wide range of roles.

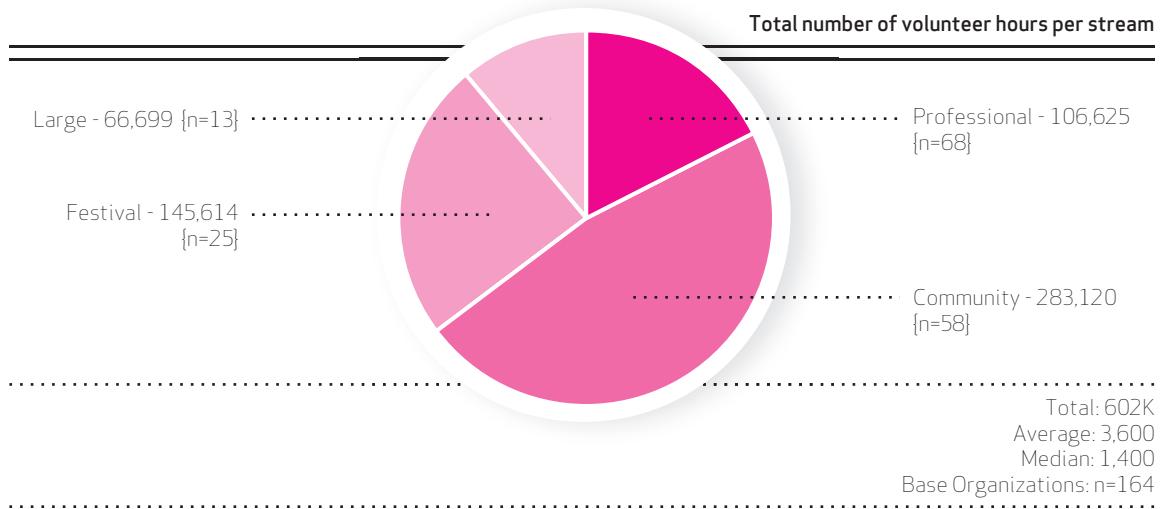
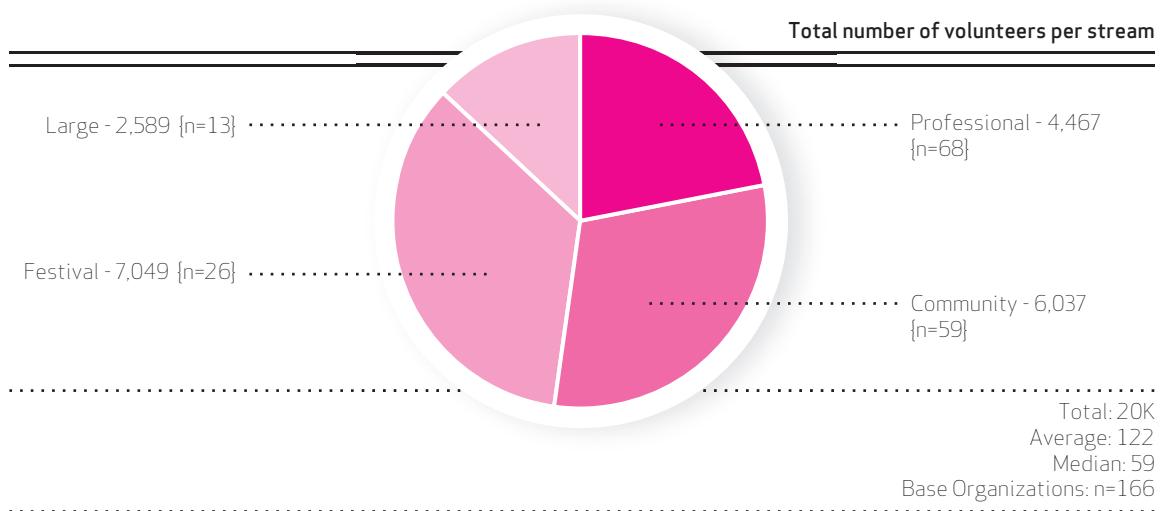
Arts organizations in Calgary make heavy use of volunteers in their activities. They engage over 20,000 volunteers; 122 volunteers per organization on average, and a median number of 59 volunteers per organization. 32% of arts organizations that receive municipal funding are run strictly by volunteers and have no full-time staff. This data is indicative of very strong grassroots community involvement and support by active volunteers who engage in their communities through the arts.

In-Definite Arts Society

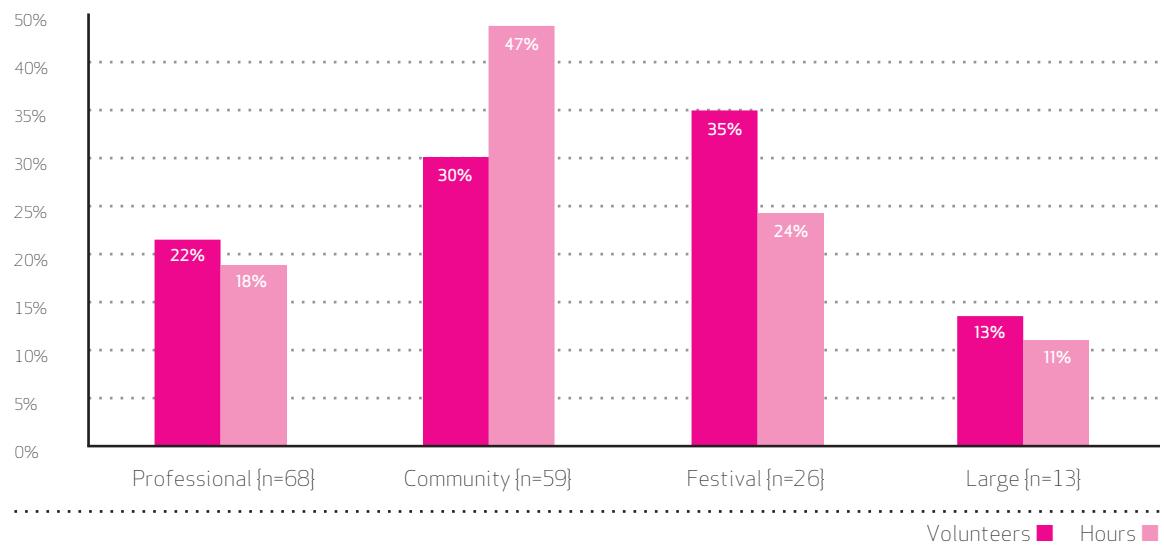
For 35 years, In-Definite Arts Society (IDAS) has fostered visual arts opportunities for adults with developmental disabilities, increasing awareness of the contributions of diverse artists in Calgary. IDAS provides high quality visual art programming in fibre arts, ceramics, drawing, painting, sculpture, glasswork and other mediums to over 240,000 individuals each year. Artists receive affordable access to the venue, art supplies, instruction from professional visual artists and studio aides, and professional development support in marketing, dissemination, commissions and sales. IDAS also operates a public gallery and administers a local and national visual arts prize.

**In 2007,
698,000
Canadians
volunteered
73.5 million
hours in arts
and culture
activities.**

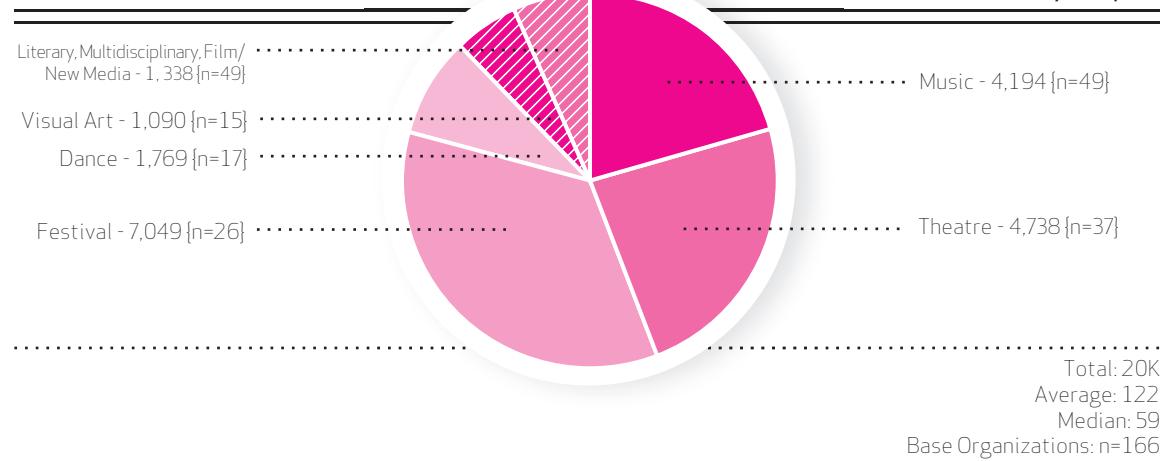
- In 2009, over 20,000 people spent over 600,000 hours volunteering for arts organizations. That's over 50,000 hours per month and a 23% increase in less than 5 years.¹⁰
- The national figures for volunteerism in arts and culture in 2007 saw 698,000 Canadians volunteering 73.5 million hours.¹¹
- The median number of volunteers per organization is 59, with responsibilities ranging from basic operations to board governance.
- 75% of those who volunteer with Calgary arts organizations volunteer with festivals and community arts organizations.
- The Calgary Folk Music Festival has the largest number of volunteers at 1,612. In 2009, over 1000 individuals applied to 328 new Festival volunteer positions.



Total number of volunteers and volunteer hours compared per stream



Total number of volunteers by discipline



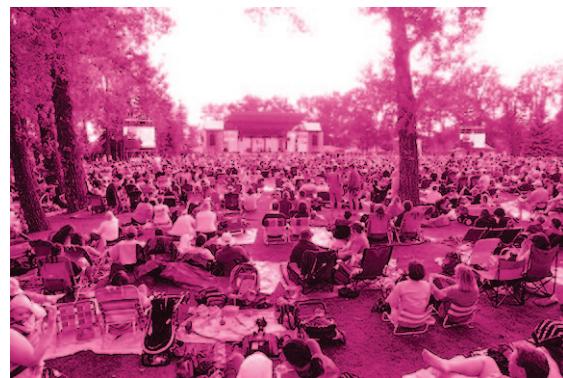
Volunteerism inspires cooperation and leadership

As the Calgary Folk Music Festival's Volunteer Coordinator, it's Talia Potter's job to organize over 1,600 volunteers for the 4-day festival. One of Calgary's "must-attend" events for music lovers, the Folk Fest has become an annual community gathering of 50,000 fans every July. Volunteers play a huge part in keeping the Folk Fest machine running smoothly and Potter is the first to admit that the Festival places great value on their time and commitment, affirming that "the muscle memory of the Festival resides in these individuals."

Running the Festival is like running a small town for four days. 77 volunteer crews are managed under 12 different areas. This group of high-level managers handles all logistics of the Festival. Keith Marcel Johnson is the manager of one of these areas – Festival Security. Johnson has been volunteering in one form or another for the past 20 years. Nine years ago, after being nominated by a small group of his fellow security volunteers, Johnson was asked to become the Festival's Security Manager. "I wouldn't take the position until a vote was held to make sure that everyone was

on the same page," said Johnson, who felt that it was important to ensure the team could work effectively with his style of management.

The Festival places high standards on equality and Johnson believes that Security should follow the lead. "You put the smallest girl, the smallest guy or the guy in a wheelchair in a Security shirt, and people stop and look at them. They think 'well, they must be wearing that shirt for a reason.'" It's that kind of attitude that led one main gate security guard to nominate the Festival for the Developmental Disabilities Resource Centre's Inclusion Award, of which the Festival is now a proud recipient.



Crowd at Prince's Island Park,
Calgary Folk Music Festival 2010
Photo by Doug Callow



Volunteers at Prince's Island Park,
Calgary Folk Music Festival 2010
Photo by Frank Gasparik

Both Johnson and Potter see the impact of volunteerism. "The wellness of a city is purely a result of how each of us engages in that city," says Potter. Both see that citizenship starts to build when individuals discover their areas of interest and act to make a difference. "It's not only about each individual filling out that volunteer application. It's about 400 people mobilizing to become new volunteers for a cause," says Potter. The Festival hopes to encourage active and engaged members of the community, especially those who "want to have a hand pulling off such a great party!"



EMPLOYMENT AND ARTISTS

THE ARTS SECTOR EMPLOYS CLOSE TO 9,000
How many people does it take to launch a new ballet?
Sled Island Music and Arts Festival

22

24

25

THE ARTS SECTOR EMPLOYS CLOSE TO 9,000

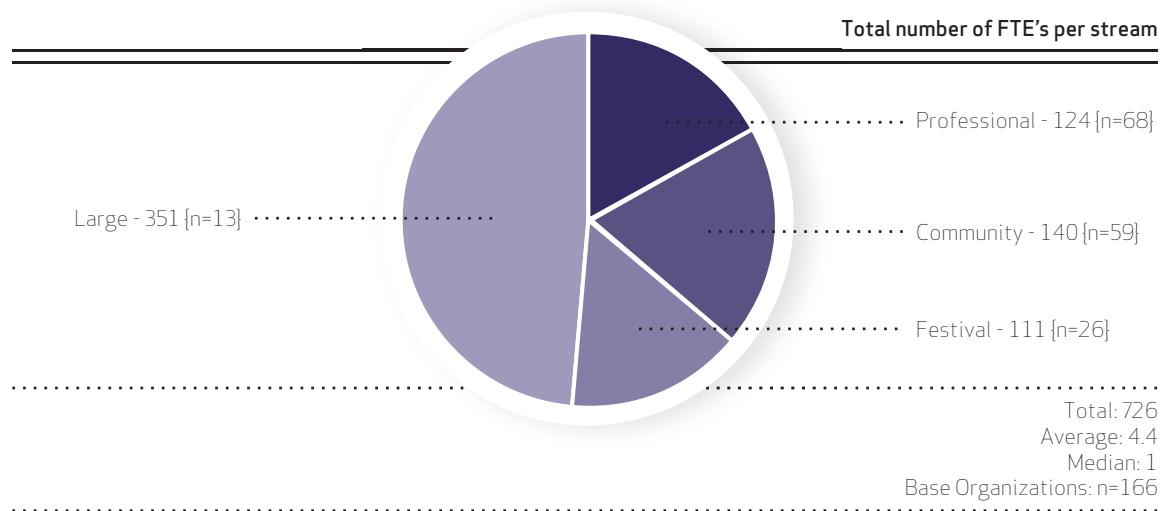
The non-profit arts sector employs close to 9,000 administrators and artists, making it one of the largest “employers” in Calgary.¹²

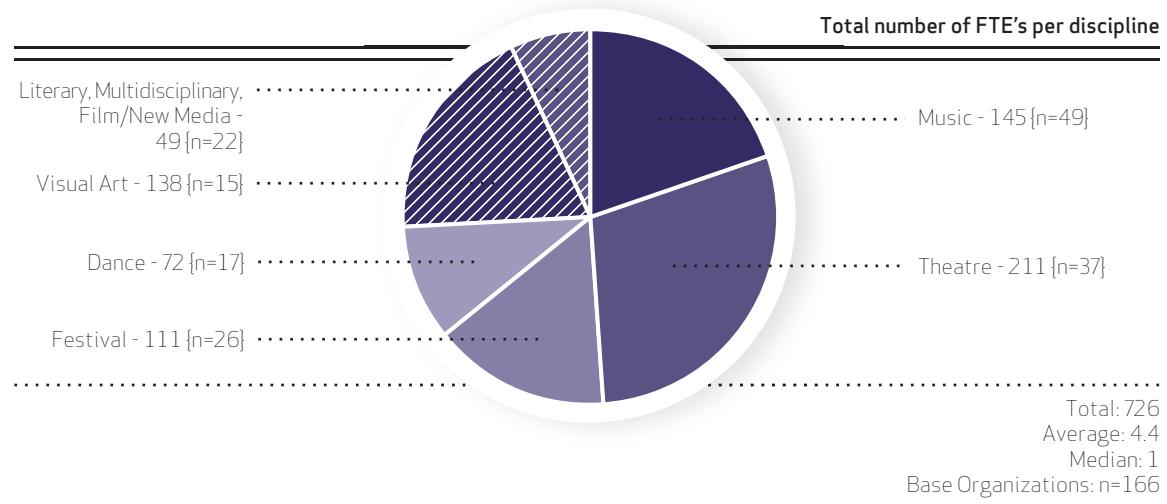
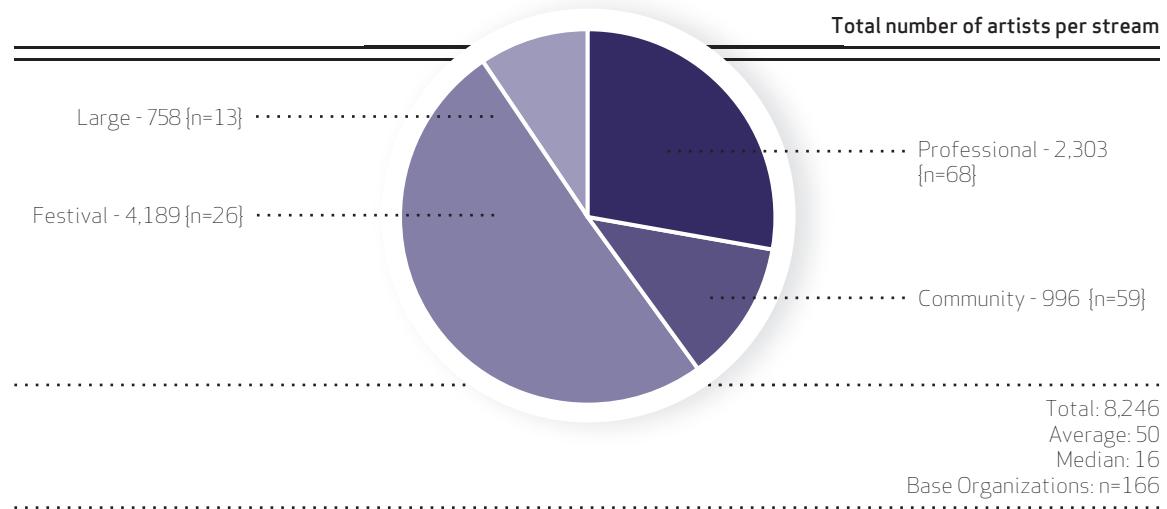
- Arts organizations employ over 8,200 professional artists and over 700 full-time staff.
- The work of these artists is diverse, ranging from performing full-time as cellists for the Calgary Philharmonic Orchestra to one-time contracts to perform at the GRAND Theatre.
- 20% of the over 8,200 artists working for arts organizations in Calgary are also engaged in educational activities.
- 64% of arts organizations work with 10 or more artists per year, with the average organization engaging 50 artists.

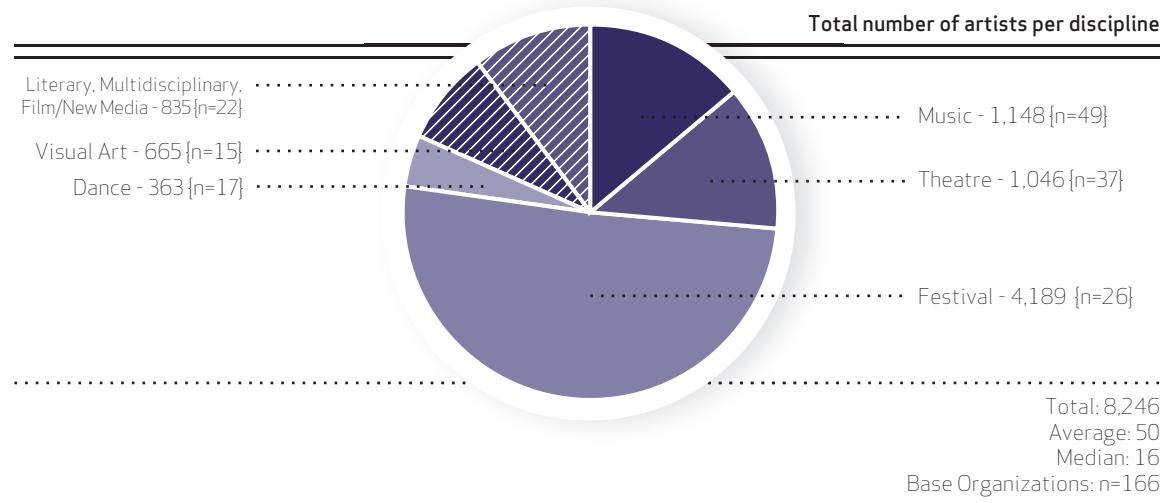
- Arts organizations have an average of 4.4 “full-time equivalent” (FTE) staff and also rely heavily on volunteers to assist with their mandates.
- The median earning of Calgary artists in 2006 was \$14,500. This is 54% less than the median of all Calgary workers.¹³
- Calgary’s 13 professional arts organizations with budgets of over \$1 million employ 40% of the FTE staff.

Number of full-time equivalent (FTE) arts administrators:

Number of FTEs	Number of Organizations
7 or more	16%
3 - 6.9	19%
1 - 2.9	18%
Less than 1	15%
None	32%



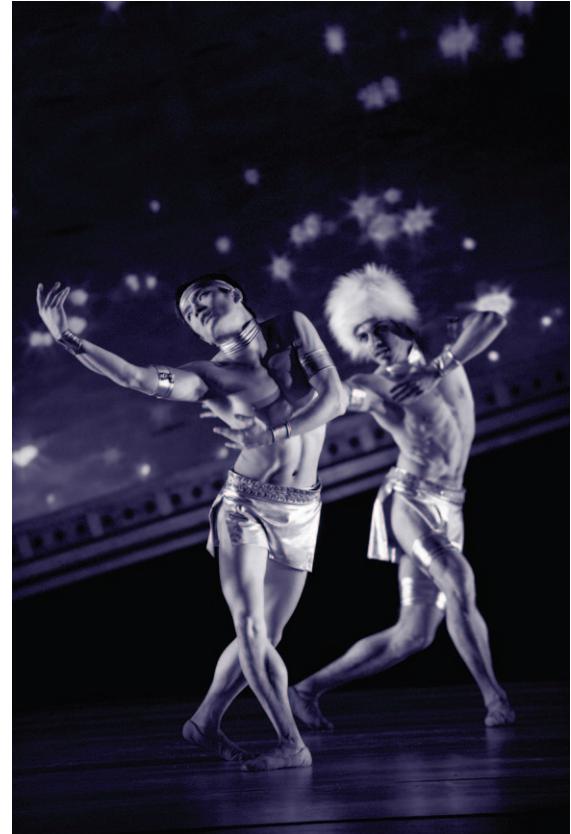




How many people does it take to launch a new ballet?

In the spring of 2010, Alberta Ballet launched the much-anticipated world premiere of *Love Lies Bleeding*, a ballet set to the songs of musical legends Sir Elton John and Bernie Taupin, with choreography by Alberta Ballet's Artistic Director Jean Grand-Maitre. *Love Lies Bleeding* captivated Calgary and Edmonton audiences with its ambitious, multimedia depiction of the famous singer's life and music that continue to inspire and resonate today.

Alberta Ballet is not shy about collaborating with legendary musicians. Grand-Maitre first worked with Joni Mitchell to create *The Fiddle and the Drum*, which opened the 2010 Cultural Olympiad in Vancouver. For the company's next collaboration, Grand-Maitre will be working with songstress and Lilith Fair founder Sarah McLachlan.

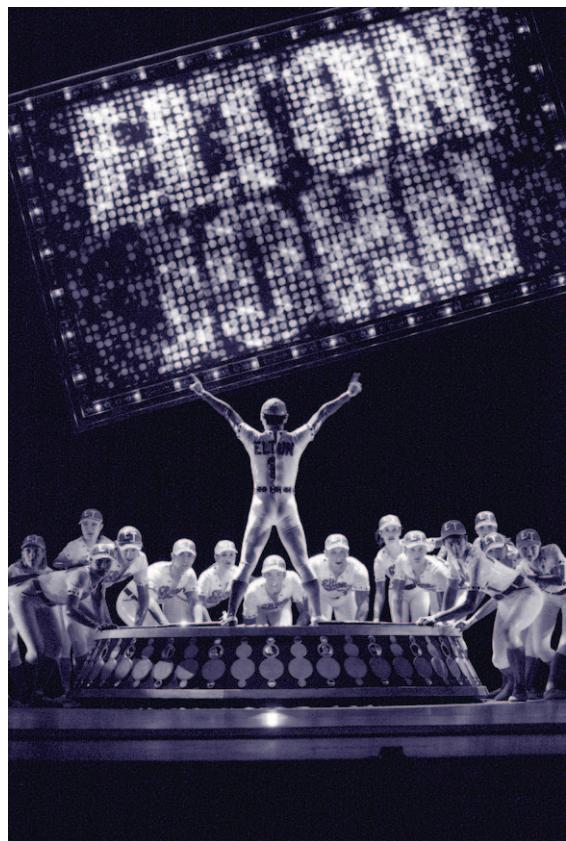


Alberta Ballet artists Yukichi Hattori and Kelley McKinlay in Alberta Ballet's *Love Lies Bleeding*
Photo by Charles Hope

Collaborations like *Love Lies Bleeding* and *The Fiddle and the Drum* were incredible opportunities for Alberta Ballet to represent Calgary on the world stage and employ Calgary's arts sector workers in high-profile productions.

How many people does it take to launch a new ballet of a *Love Lies Bleeding* magnitude?

- 43 members of the artistic team (dancers, artistic staff and designers) conceived and performed *Love Lies Bleeding*.
- 19 administrators took care of the logistics behind the launch, including everything from raising funds to paying the bills.
- 283 technical staff (theatre and in-house) brought the set and costume concepts to fruition in Calgary and at The Banff Centre. This team was also responsible for the setup, run and strike of the initial workshop presented at The Banff Centre and the premiere runs in Calgary and Edmonton.
- 8 people (including box office staff) oversaw the marketing, publicity and ticket sales for the premieres.
- 31 people (including Alberta Ballet's Board of Directors) volunteered their time helping launch the ballet.
- Approximately 44 people managed the Front of House for the premieres at both the Northern and Southern Jubilee Auditoriums.



Alberta Ballet's *Love Lies Bleeding*
Photo by Charles Hope

Close to 500 individuals, 207 of whom came from Calgary, took *Love Lies Bleeding* from the initial concept and design phase through to the end of its premiere runs in Calgary and Edmonton. With permission given to Alberta Ballet by Sir Elton himself, the company is looking to tour the show nationally and internationally.

Sled Island Music and Arts Festival

Sled Island Music and Arts Festival employs 1,650 or 20% of the total number of artists working for arts organizations in Calgary. Established in 2007, Sled Island is an annual

independent multi-venue music and arts festival that attracts over 200 bands each year.



Sled Island Music & Arts Festival
Photo by Lindsay Stewart

The Festival showcases Calgary's best emerging and established talent alongside national and international independent music. Integrating a visual arts component and the use of alternative spaces serves the aim of providing a unique concert-going experience.

Much of Sled Island's creative programming owes a debt to the well-respected, thoughtful and enthusiastic guest curators it has hosted, including Scott Kannberg of the popular indie band Pavement and Colin Newman of the influential UK art-punk band Wire.



EDUCATION

ARTS EDUCATION SPANS A LIFETIME
Calgary's arts organizations are heading to the schools
Arts education continues after school
Arts education is for all ages

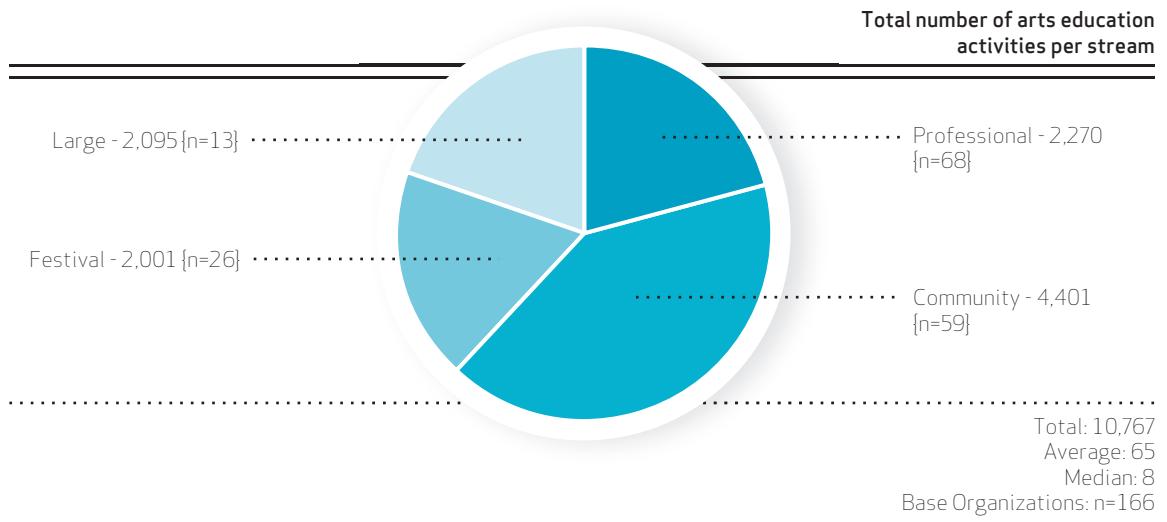
28
33
34
35

ARTS EDUCATION SPANS A LIFETIME

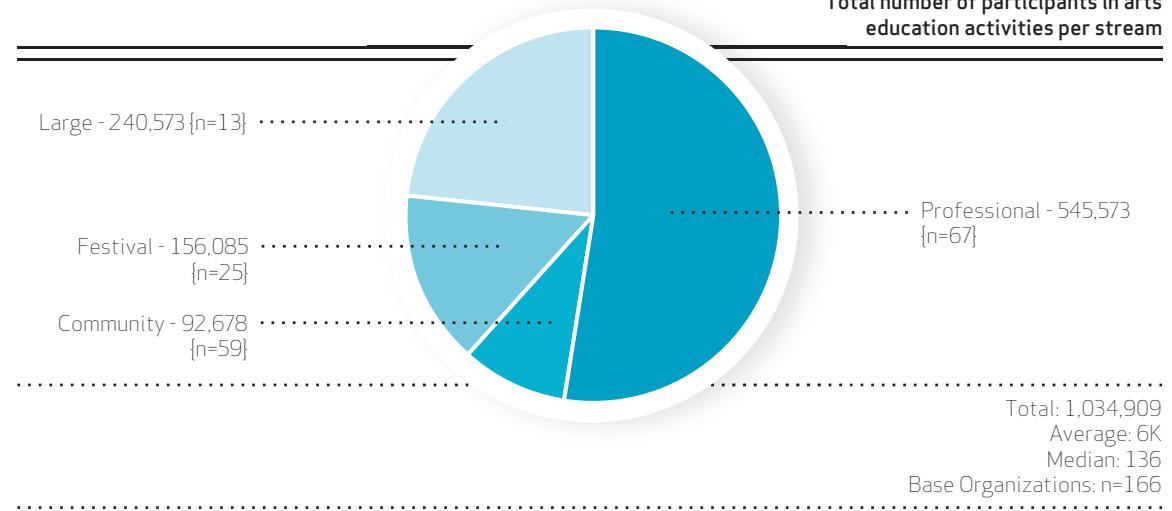
Total recorded attendance at arts education activities in 2009 was just over 1 million.

Almost 75% of all arts organizations receiving funding have an educational component to their programming. This reflects a strong commitment to investing in educating Calgary's children and youth and enhances school curriculums and extracurricular activities year-round. The high attendance rate relative to the number of funded arts organizations and the population of Calgary shows an interest in and demand for arts learning opportunities for individuals of all ages.

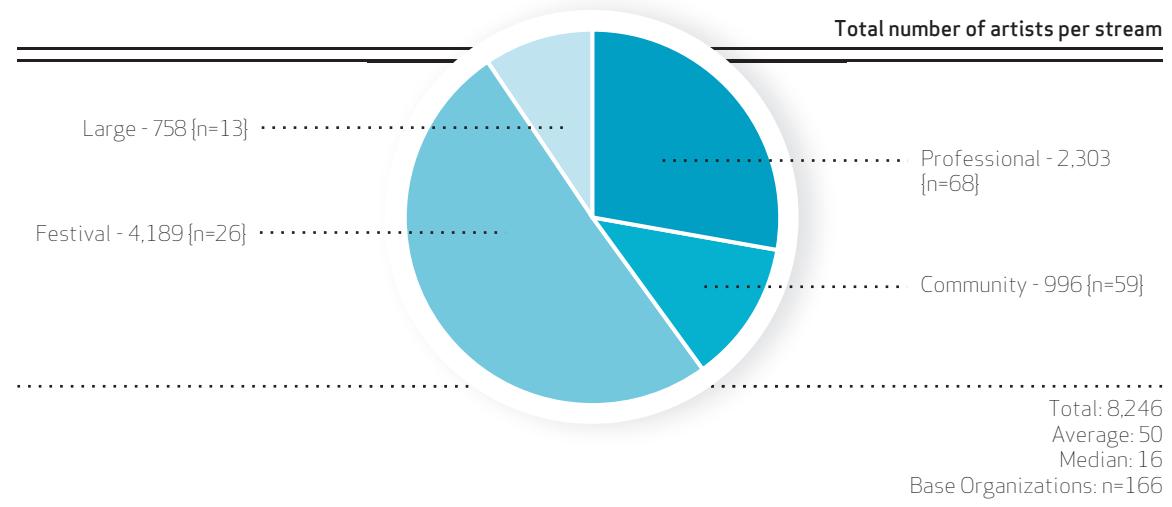
- Total recorded attendance at arts education activities in 2009 was just over 1 million.
- In one year, there were over 10,000 opportunities for Calgarians to participate in workshops, courses, lectures, presentations and other arts education activities.
- Of the more than 8,000 artists engaged by arts organizations, 20% contribute to arts education activities.



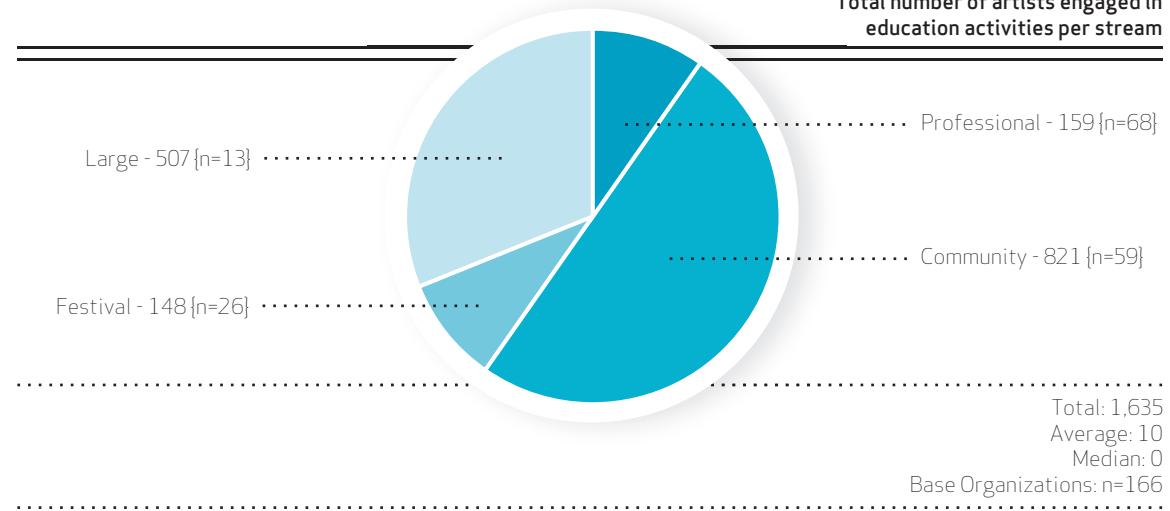
Total number of participants in arts education activities per stream



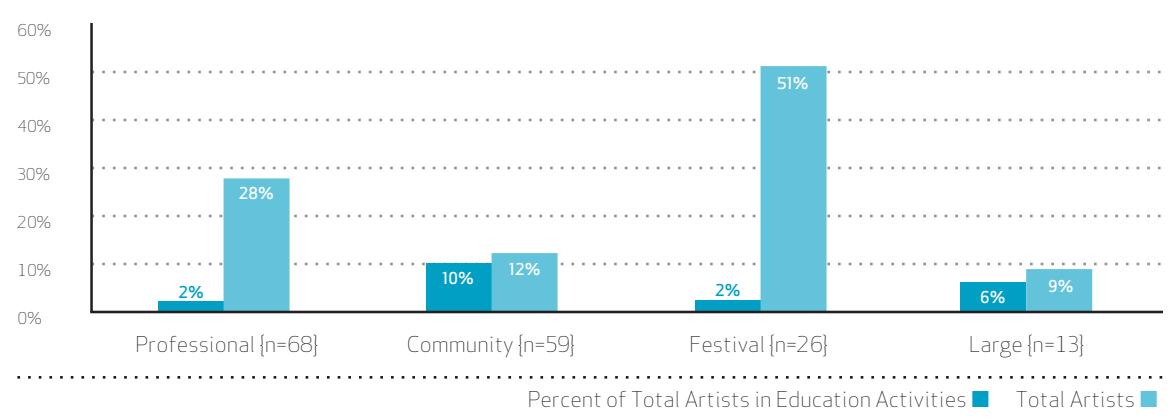
Total number of artists per stream



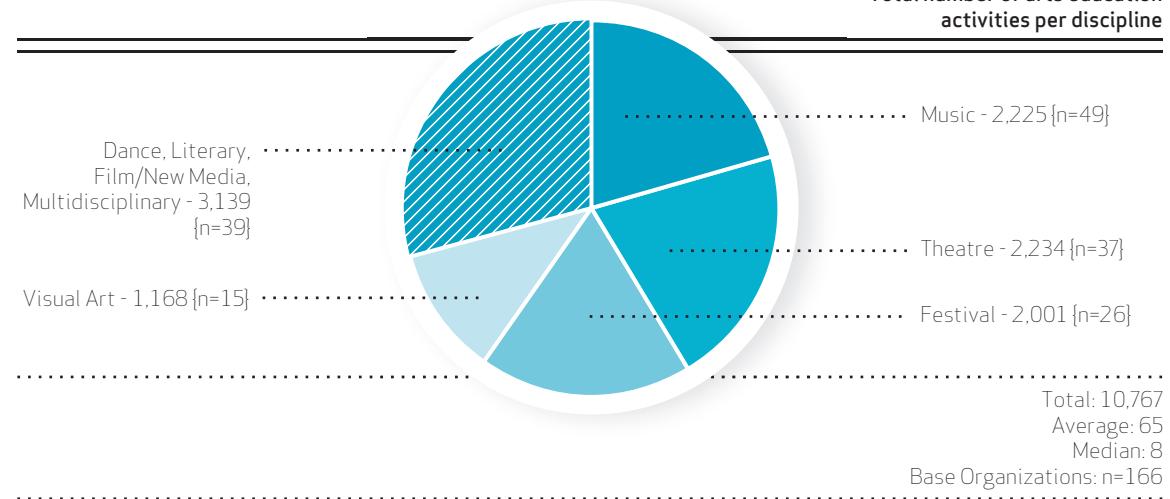
Total number of artists engaged in education activities per stream



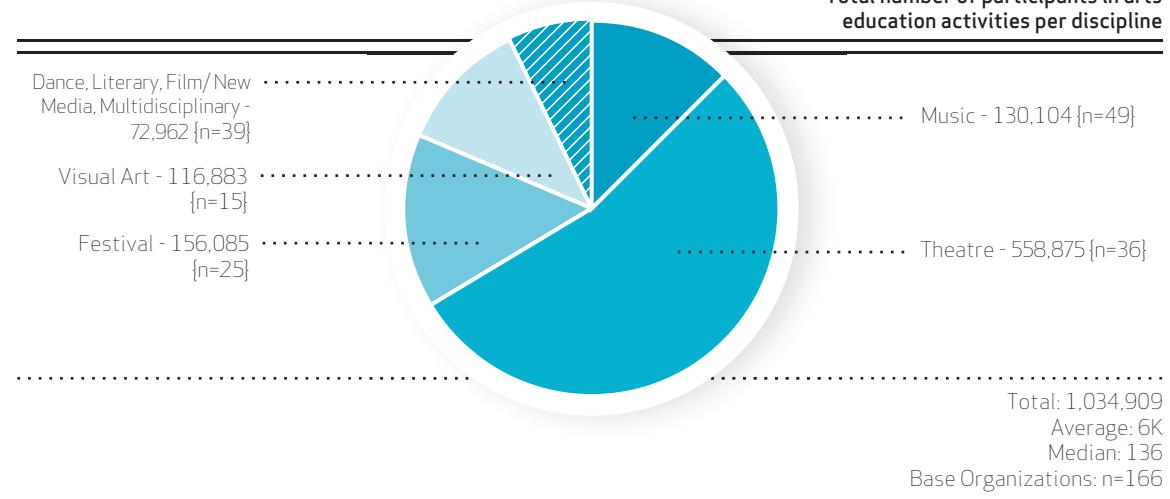
Total number of artists engaged in education activities compared to total artists



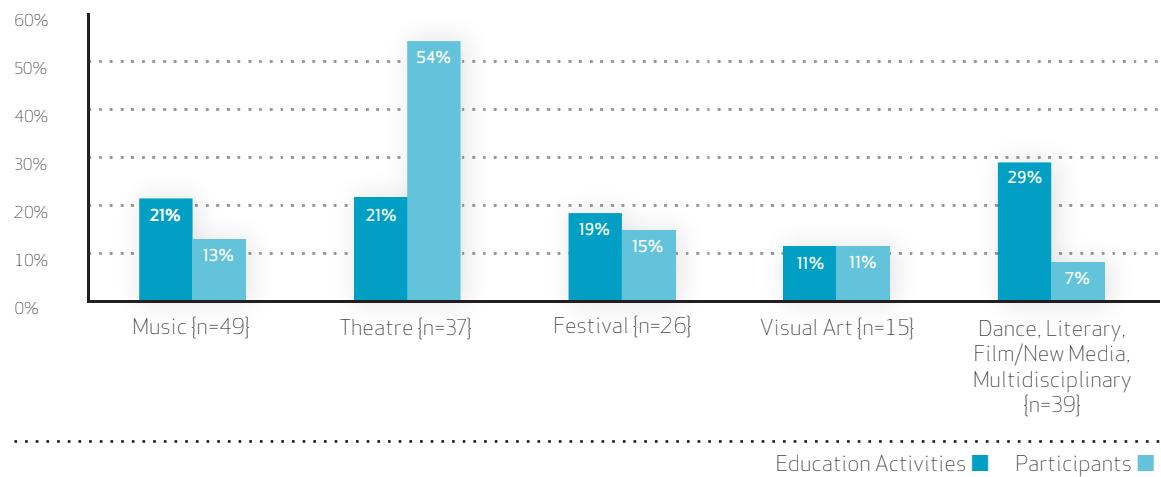
Total number of arts education activities per discipline



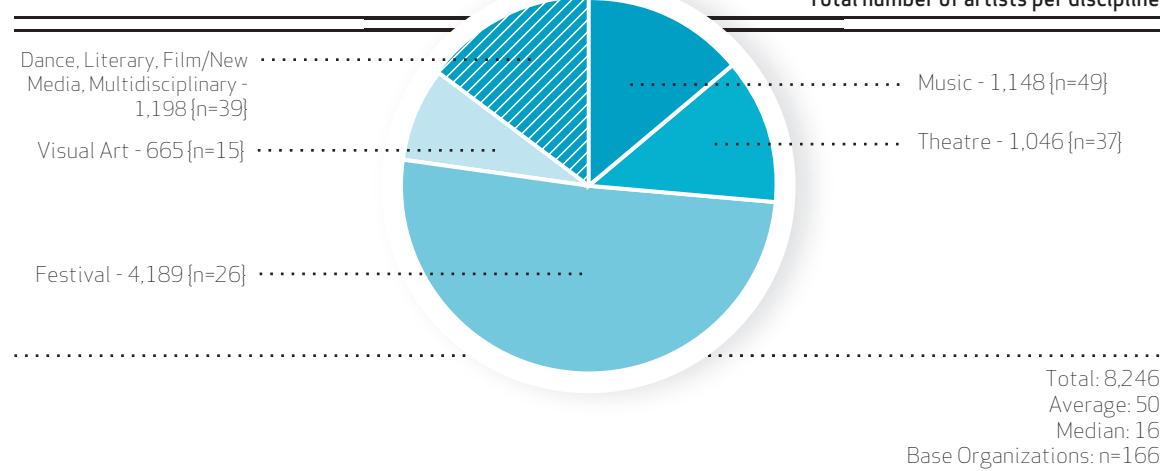
Total number of participants in arts education activities per discipline

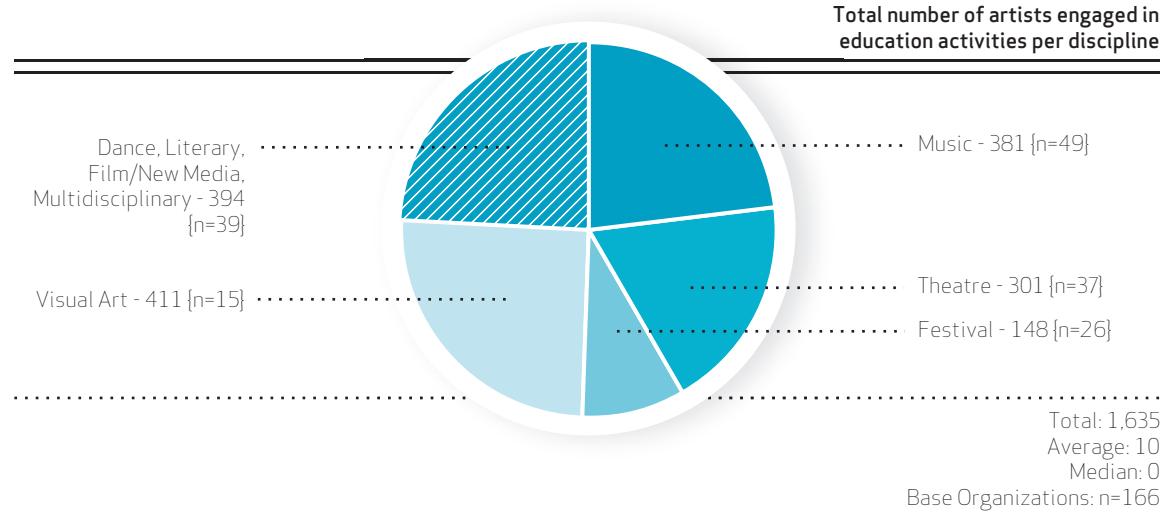


Total number of arts education activites and participants compared per discipline



Total number of artists per discipline





Calgary's arts organizations are heading to the schools

Evergreen Theatre, Quest Theatre and Trickster Theatre spend much of the year enhancing education by taking theatre directly into Calgary's schools.



Evergreen Theatre

Evergreen Theatre is passionate about creating opportunities for Alberta's youth to access educational, environmental, science-based musical theatre. Along with touring shows and operating a community studio space, the company's artist-in-residence program creates opportunities for an in-depth exploration of

science-based musical theatre for students and teachers from kindergarten to grade 6.

Quest Theatre has produced 92 productions and 359 artists-in-school residencies and operates a thriving theatre school and summer drama camp program. The theatre is strongly committed to the development of new Canadian plays in order to expand the national repertoire of plays available for young audiences.



Quest Theatre

Now in their 31st season, Trickster Theatre creates large-scale, community-based theatre

projects in schools across Alberta. The roots of the company are in physical theatre, with strong clowning, mime and dance influences. Each year, Trickster creates approximately 30 original shows with up to 600 active participants in each.

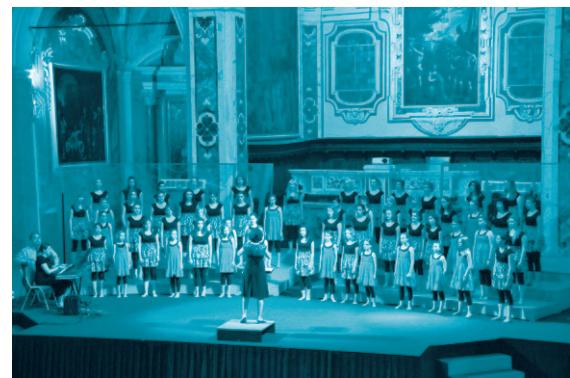


Trickster Theatre
Photo by L. Sheryl Chantler

Children in Calgary's school systems have directly benefitted from the theatre experiences offered by these companies. Experiences like these encourage and inspire learning, build confidence and introduce children to the energy and wonder of theatre.

Arts education continues after school

What do the Calgary Girls Choir and Decidedly Jazz Danceworks have in common? They value extracurricular education.



Calgary Girls Choir

The Calgary Girls Choir inspires the hearts and minds of girls and young women ages 4 to 24 to experience the world through music. Founded in 1995 by Artistic Director and Master of Music Elaine Quilichini, the Calgary Girls Choir emphasizes the musical and personal growth of the individual. The Calgary Girls Choir is renowned nationally and internationally, having received numerous accolades for its exceptional performances.

Founded in 1984, Decidedly Jazz Danceworks (DJD) is one of the few companies in the world whose *raison d'être* is to explore and celebrate the rich traditions and boundless future of jazz. DJD has created over 50 full-length productions, many featuring live music, and attracts more than 25,000 people annually. The School of Decidedly Jazz is the city's largest recreational dance school for students of all ages and abilities, with more than 1,000 students per week attending classes taught by more than 40 dance teachers.



Decidedly Jazz Danceworks
Photo by Trudie Lee

professional atmosphere. The joy, discipline and artistry of the Silver Stars Musical Revue Society enriches the lives of all who participate, whether as performers, crew, volunteer ambassadors or audience members.



Silver Stars Musical Revue Society

Arts education is for all ages

Arts organizations recognize that learning about the arts is something that happens throughout a person's lifetime and not just in youth.

Silver Stars Musical Revue Society is a great example of such an organization. Dedicated to providing a creative outlet for mature performers in Calgary, the society provides musical entertainment for all ages. Performers demonstrate that being mature does not prevent them from being energetic, creative and glamorous. The society's goals are to deliver professional musical theatre productions and to provide a venue for older citizens to participate in a



FACILITIES

CITIES NEED CREATIVITY, CREATIVITY NEEDS SPACE	37
Calgary Folk Music Festival Society's Festival Hall	38
Cantos Music Foundation's National Music Centre	38
The Mount Royal Conservatory expansion	39
Pumphouse Theatre Society's renovations	39
University of Calgary, Faculty of Libraries and Cultural Resources' new Nickle Arts Museum in the Taylor Family Digital Library	39

CITIES NEED CREATIVITY, CREATIVITY NEEDS SPACE

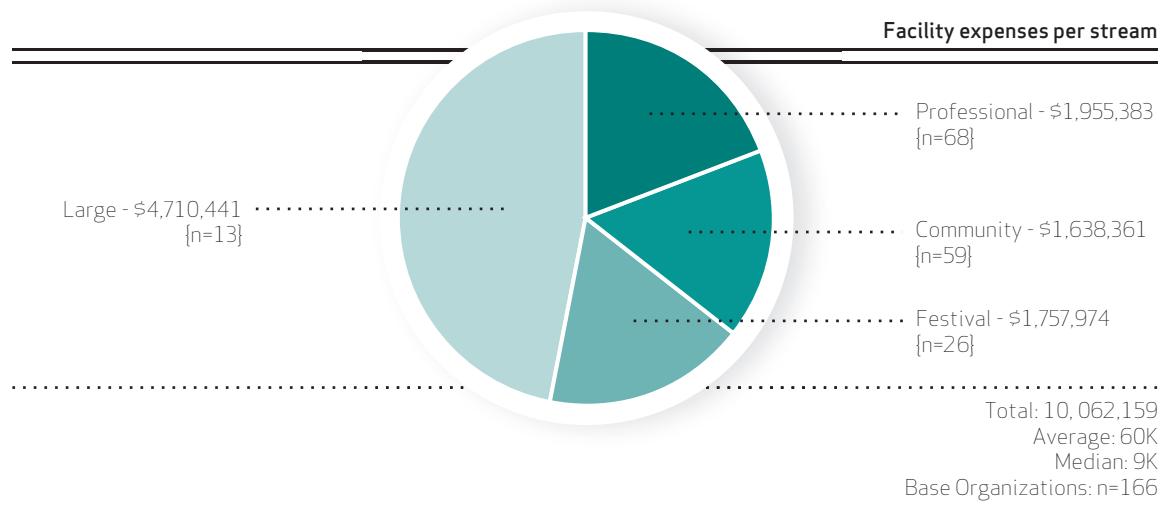
Calgary's entrepreneurial spirit is alive and thriving in the arts.

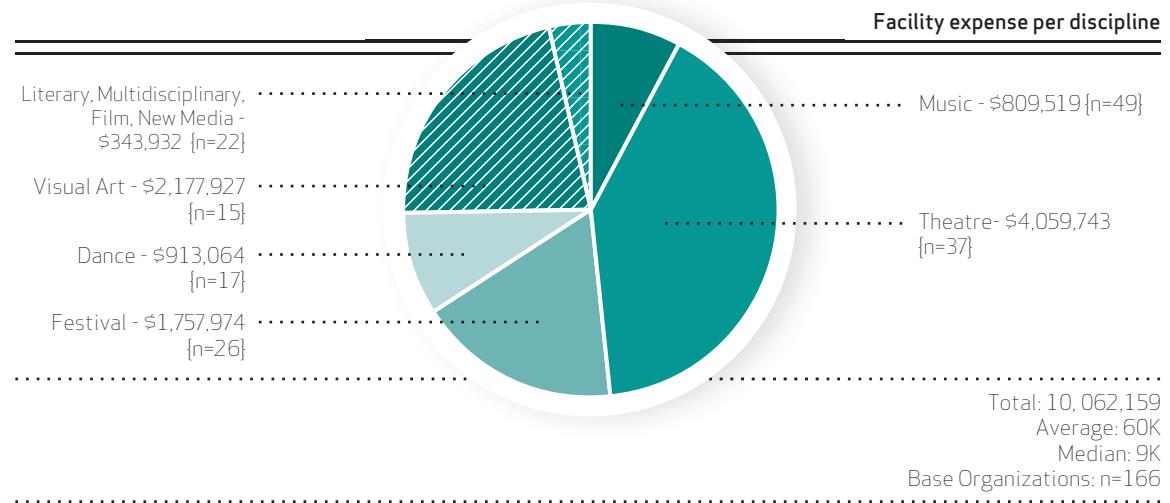
Calgary's entrepreneurial spirit is alive and thriving in the arts, but our system of growing the next generation of artists and creative workers faces challenges associated with high costs of living, undercapitalization, fragmentation and a lack of facilities dedicated to early-stage creative development.

- 10% of total expenditures by arts organizations are facility expenses.
- 34% of arts organizations spend \$25,000 or more on their facilities per year.
- In 2008, Calgary's City Council committed \$165 million or 3% of Municipal Sustainability Initiative (MSI) funds to culture-related infrastructure over the next 10 years.

- Calgary Arts Development's 2008 Art Space Investment Process recommended 15 projects to Calgary's City Council for investment through MSI. Of those 15 projects, 5 venues are either complete or are slated for completion by 2013.

Facility Expenses	% of Organizations
\$100K or more	14%
\$50K to \$100K	10%
\$25K to \$50K	10%
\$10K to \$25K	15%
\$5K to \$10K	7%
Less than \$5K	11%
\$0	32%





Calgary Folk Music Festival Society's Festival Hall

A decade-long plan has led to the creation of a presentation hall and permanent home for the Calgary Folk Music Festival. Festival Hall will allow the Society to have a secure base of operations for year-round performances, volunteer training and community use. The Hall will be available for rent and will be able to hold between 100 and 200 people.



Calgary Folk Music Festival's Festival Hall

Cantos Music Foundation's National Music Centre

Using the renowned King Eddy Hotel as a point of reference, Cantos Music Foundation's National Music Centre will be an interactive national destination that amplifies the love, sharing and understanding of music through performance, creation, education, exhibits and collaboration. Expected to serve 150,000 people annually, the facility will house two live recording studios, rehearsal and performance space and offer new programming for artists, students and music lovers – all welcome initiatives to help fuel Calgary's burgeoning music community.



Cantos Music Foundation's National Music Centre

The Mount Royal Conservatory expansion

The Mount Royal Conservatory is fundamental to developing the musical arts in Calgary. Having reached its capacity 18 years ago, the new conservatory will result in a 60% increase in credit-free public programming. The expansion will consist of a new 750-seat concert hall, ensemble studios and practice rooms.



Mount Royal Conservatory

Pumphouse Theatre Society's renovations

With its 100th anniversary around the corner in 2012, the much-needed renovations and expansion of Pumphouse Theatre will mean improved performance and rehearsal space for current and new users. Pumphouse Theatre serves Calgary's community and professional theatre organizations by providing them with affordable, accessible mid-sized performing and rehearsal space as well as strengthening the sector through capacity-building initiatives. With approximately 45,000 users annually, the theatre has been at capacity since 1985 and struggles to keep up with current demands for space.



Pumphouse Theatre

University of Calgary, Faculty of Libraries and Cultural Resources' new Nickle Arts Museum in the Taylor Family Digital Library

The new Nickle Arts Museum is located on the main floor of the University of Calgary's nearly complete Taylor Family Digital Library. Along with prospects for new programming, the location supports increased exposure to the museum's current exhibitions, collections and programs. A significant portion of the Nickle Arts Museum's exhibition practice is committed to Calgary and regional artists, making the institution a key component of Calgary's cultural landscape.



West-facing view of the Taylor Family Digital Library
Photo by David Brown, University of Calgary



ECONOMIC CONTRIBUTION

THE ECONOMIC CONTRIBUTION OF THE ARTS SECTOR

Calgary Comic & Entertainment Expo is a growing international destination
Calgary Philharmonic Orchestra is a national leader in fiscal responsibility

41

47

48

THE ECONOMIC CONTRIBUTION OF THE ARTS SECTOR

Every dollar invested in arts organizations by The City of Calgary in 2009 was leveraged to \$27.

Almost half of arts organizations' total revenue is earned directly through their activities and programming, and just over 25% through public funding. The bulk of expenses are rolled back into the community, going to artists and artistic expenses.

Revenue

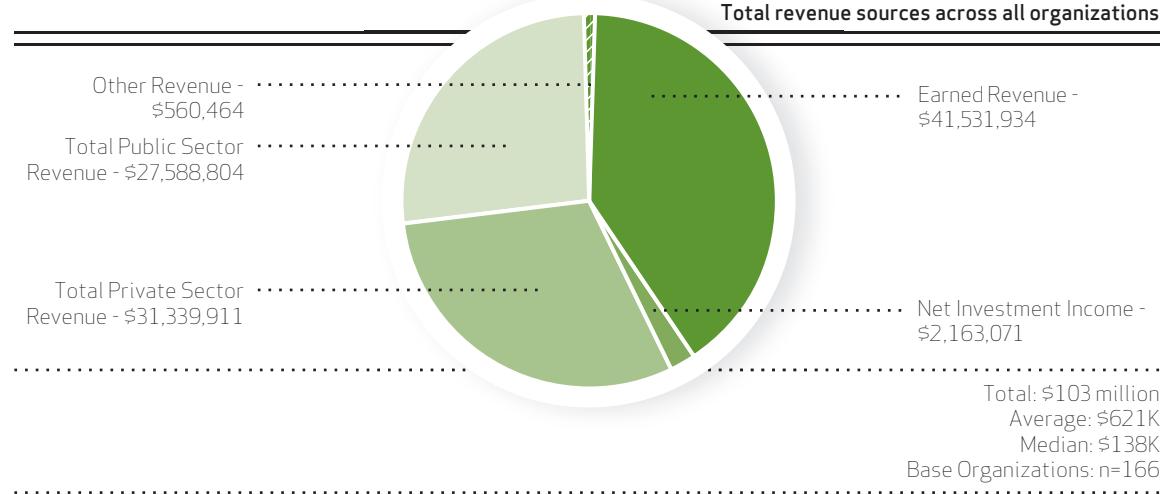
- The total revenue of arts organizations is \$103 million.
- 40% of the total revenue is directly earned by the activities of the organizations including ticket sales, subscriptions, admission sales, fees from workshops, classes, seminars, memberships and facilities and equipment rentals.
- 30% of the total revenue is from private investments by individuals and businesses through donations, sponsorships and fundraising initiatives. Donations and sponsorship dollars make up 82% of the total private revenue.
- 27% of the total revenue is from public investments that range from one-time, project-based grants to annual operating grants and casino funds. The Province of Alberta is the biggest public investor, making up 54% of the total public dollars that are invested in arts organizations.
- Every dollar invested into arts organizations by The City of Calgary in 2009 was leveraged to \$27.

- 60% of organizations have revenues that are greater than \$100K.
- 67% of organizations ended their 2009 fiscal year with either a balanced budget or a surplus.

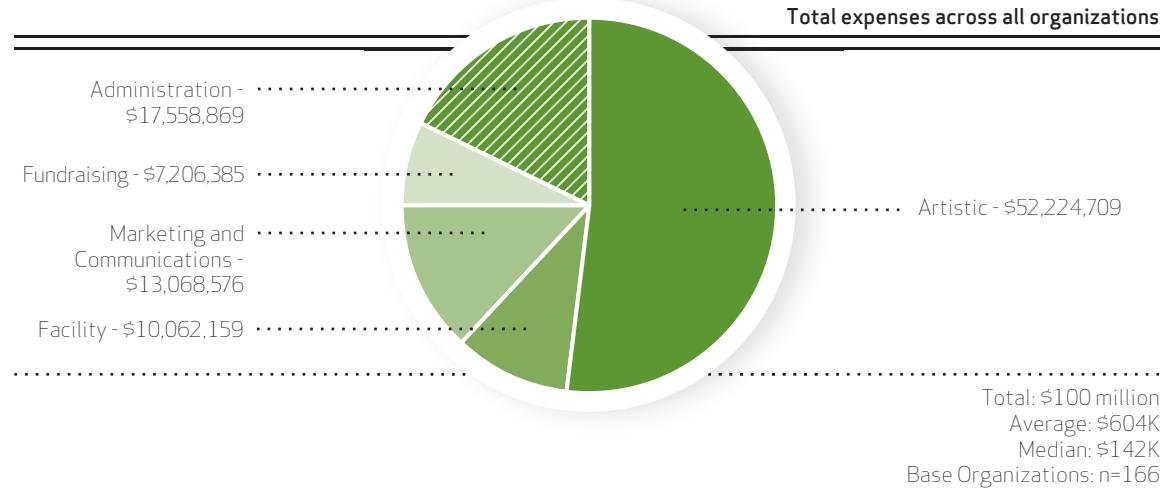
Expenses

- Total expenses of arts organizations are \$100 million; which includes artistic expenses, administration, facility operations, fundraising and marketing.
- 52% of total expenses are spent on artistic expenses including artists fees, artists catalogues and publications, arts education initiatives, artistic programs and exhibitions, creation of new works, production costs, collections management and loan and acquisition of artworks and performances.
- 61% of organizations spend \$50K or more on artistic expenses.

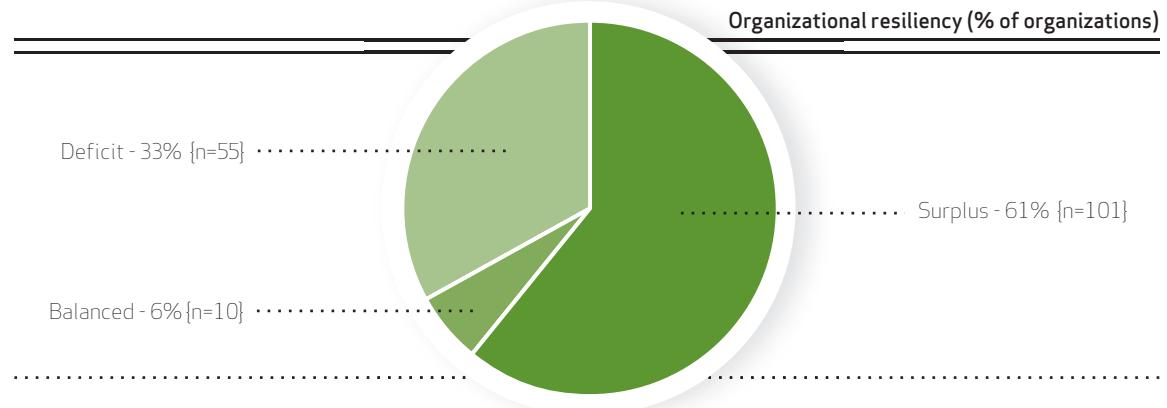
Total revenue sources across all organizations



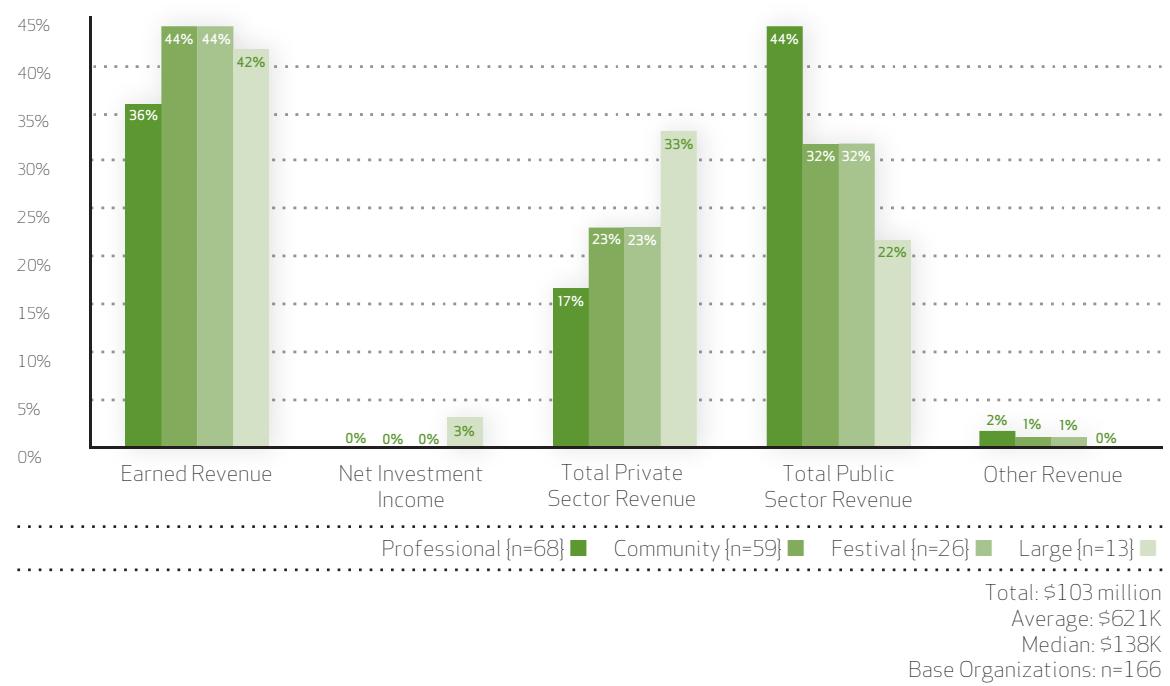
Total expenses across all organizations



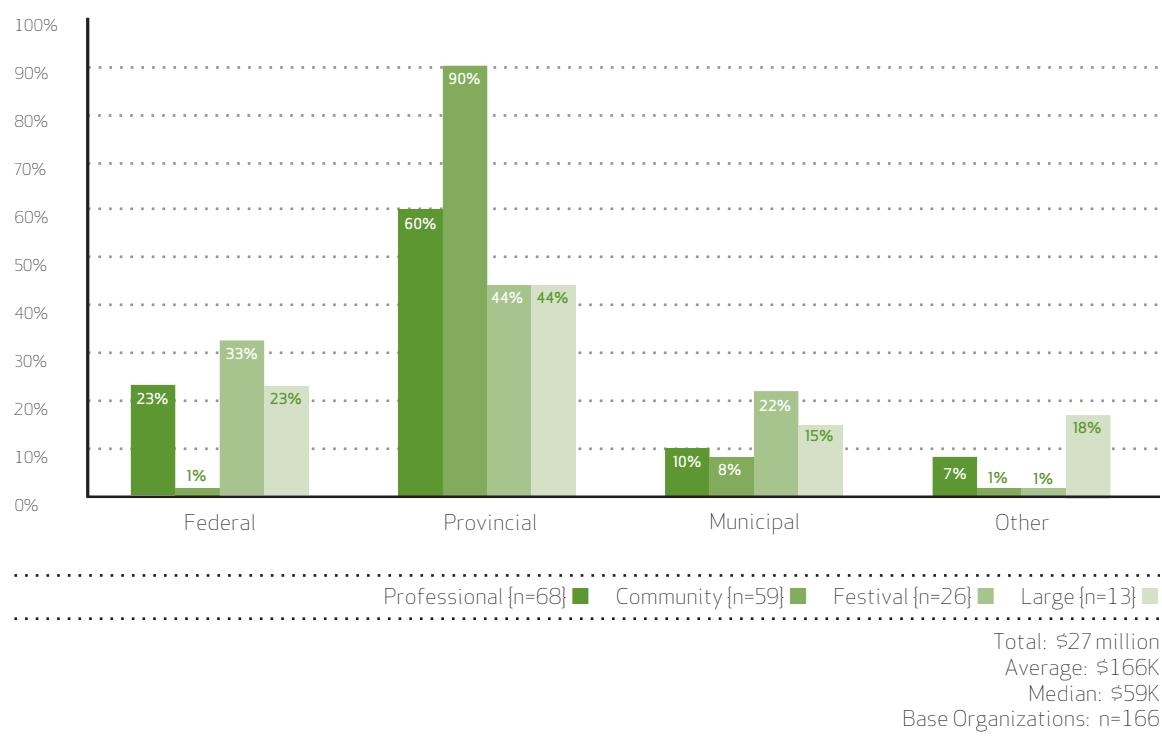
Organizational resiliency (% of organizations)



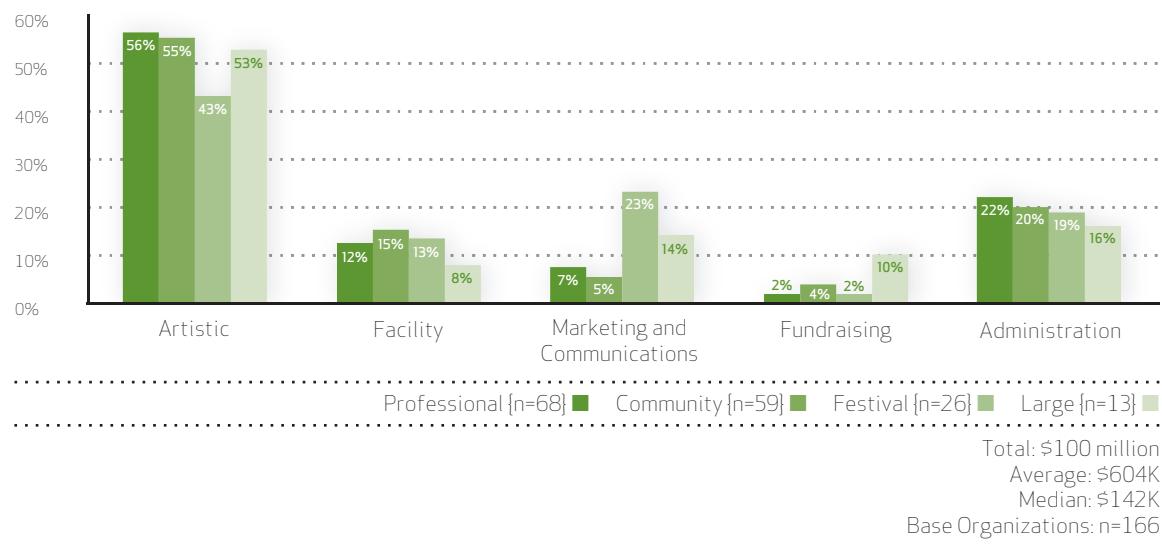
Revenue sources compared by stream (% of each stream's total revenue)



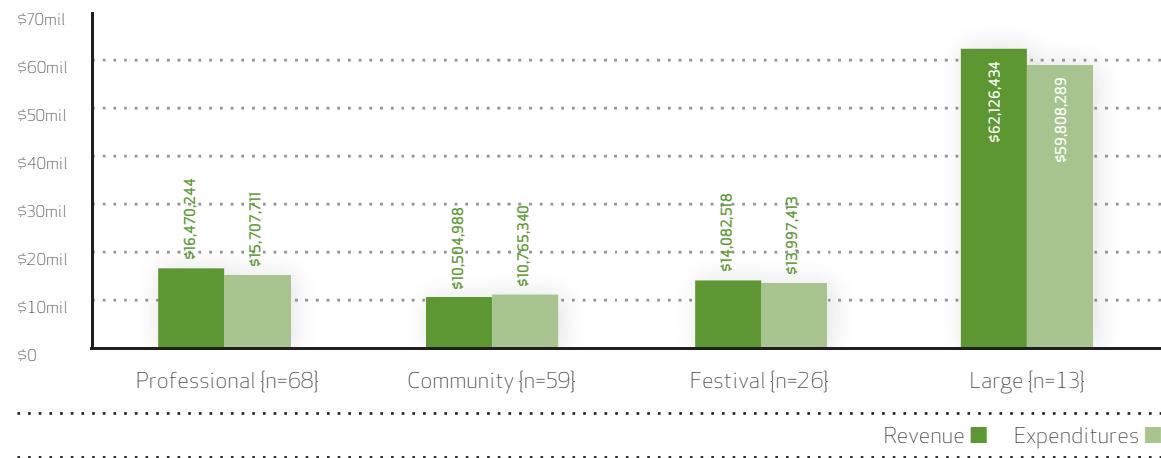
Public revenue sources compared by stream (% of each stream's total public revenue)



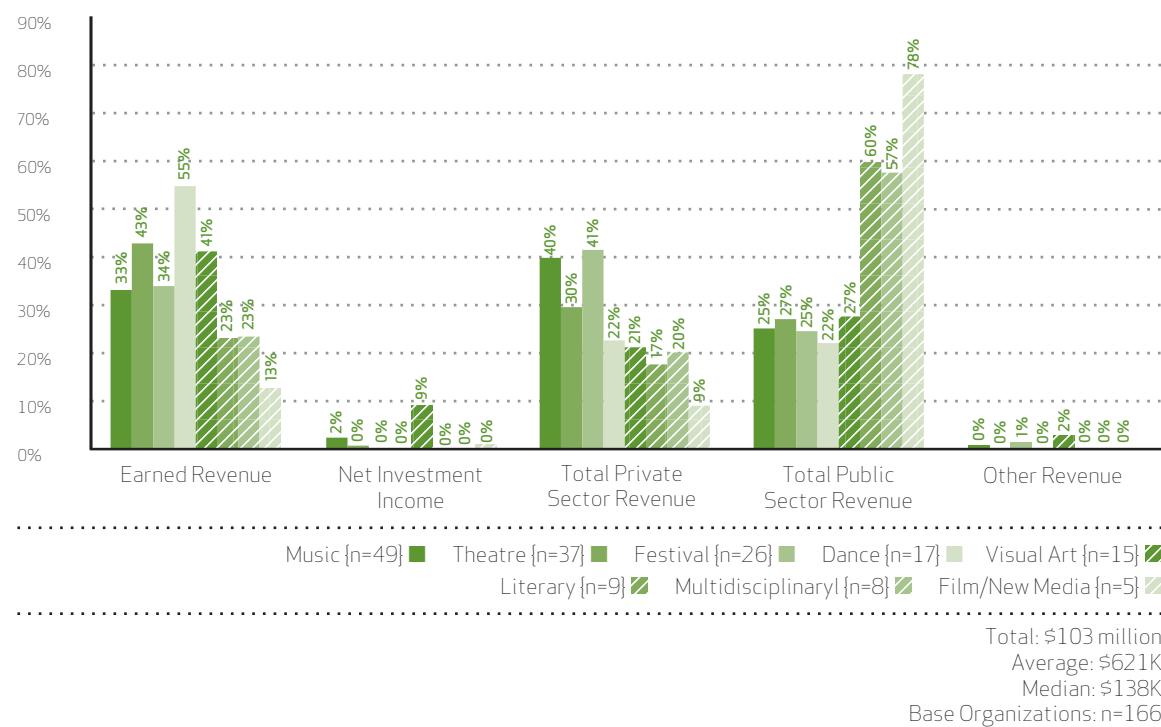
Expenses compared by stream (% of each stream's total expenses)



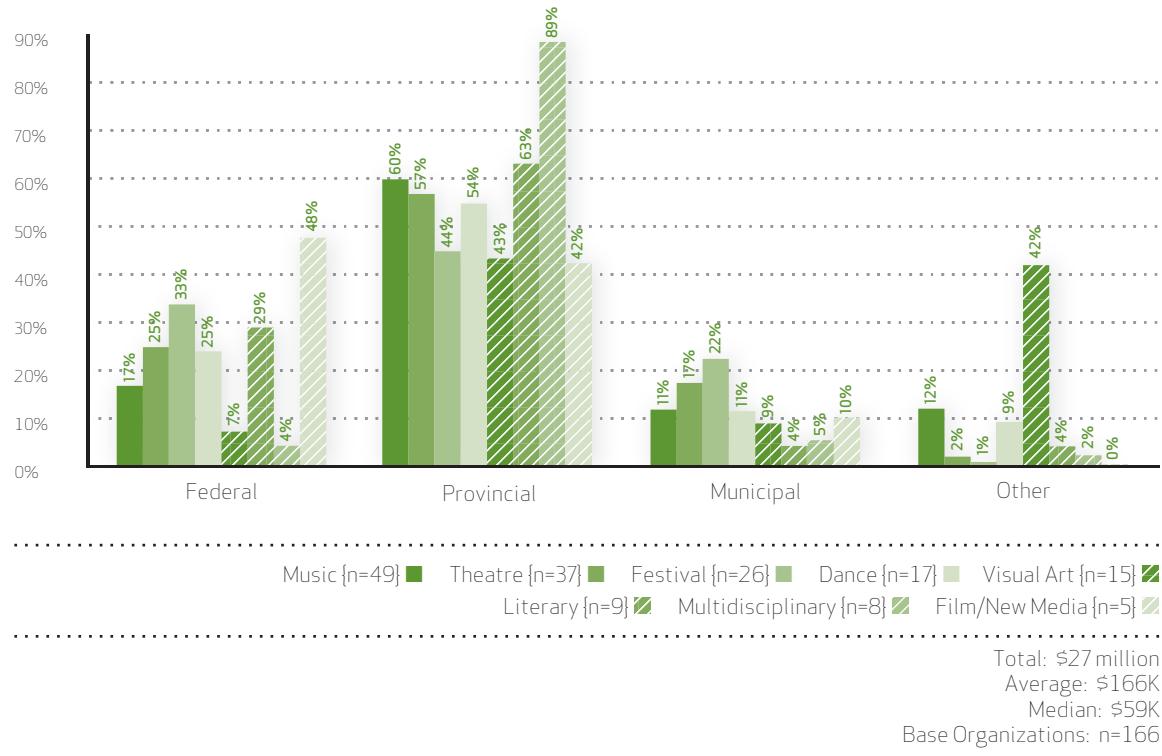
Total revenue and expenses compared by stream



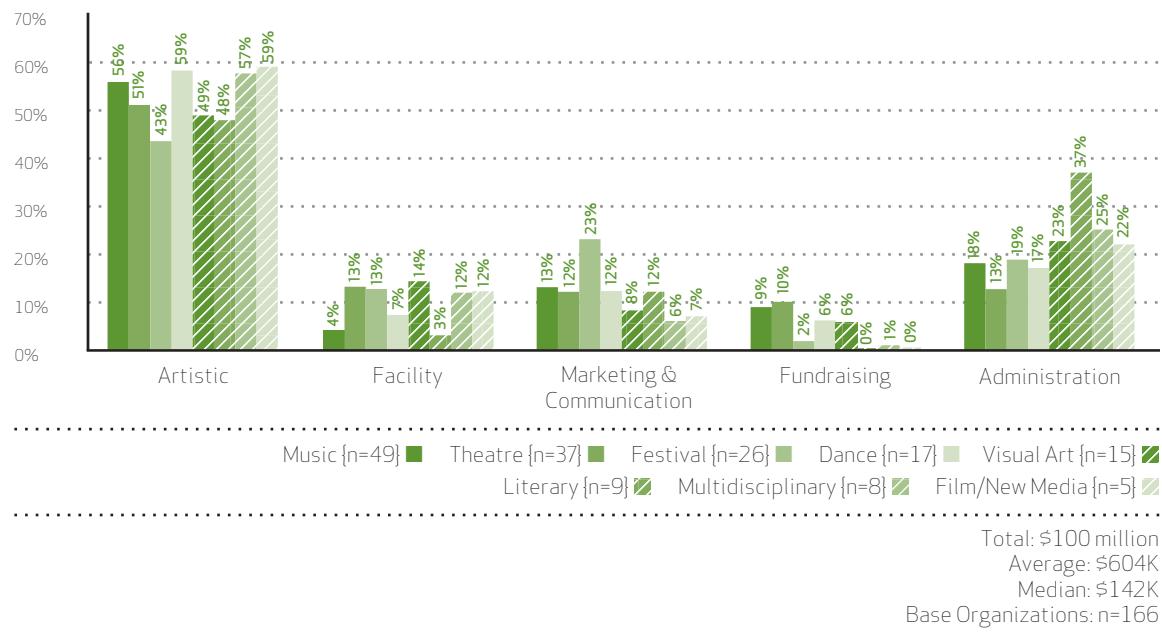
Revenue sources compared by discipline (% of each discipline's total revenue budget)

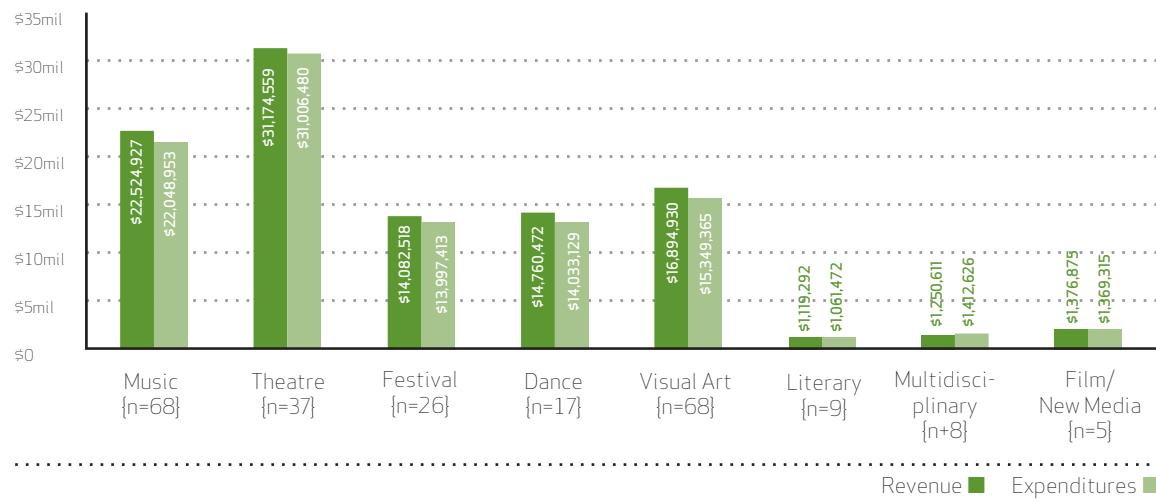


Public revenue sources compared by discipline (% of each discipline's total public revenue)



Expenses compared by discipline (% of each discipline's total expenses)





Calgary Comic & Entertainment Expo is a growing international destination

2011 marks the sixth year of the Calgary Comic & Entertainment Expo. Created by a dedicated group of artists, animators and pop culture enthusiasts, the event promotes the creation, dissemination, discourse and appreciation of popular culture and related art forms - namely comic books, graphic novels, animation, horror, science fiction and gaming. The second-largest event of its kind in Canada, the Expo is committed to bringing the world's most inspiring and prolific practitioners of these disciplines to Calgary to engage the general public and support the growth and development of local emerging talents in pop culture art.



Calgary Comic & Entertainment Expo

Event Director Kandrix Foong has found the Expo's huge growth since its inception challenging but rewarding. "The biggest challenge has always been financial," says Foong. Being a new festival, the organization has only recently built up a track record to allow for more financial flexibility. The Expo had to pay everything up front in its first year, with only 52 tickets sold in advance. Like many entrepreneurs, Foong put himself on the line personally, remortgaging his house to cover costs. However, on the day of the event, people were lined up outside the BMO Centre on the Stampede grounds to get into the Expo. In recent years, the event has continued to grow. With more advance ticket sales and longer lines at the door, the Expo has grown from 3,400 attendees in its first year to over 22,000 in 2010. "Calgary is such a great town for having an event like this," says Foong. "If the product is good, Calgarians will make it a point to come out."

Despite being relatively new, the Comic Expo has become a destination event that attracts regional and international tourists. "Our event is something quite unique that gives us the opportunity to draw people from outside Calgary," says Foong. Tracking advance sales last year, Foong and his team found that attendees came from across Canada and as far away as the United Kingdom, the United States and Italy. Foong thinks the growth in tourists is partly due to the kind of audience the Expo attracts, which is "very passionate and willing to travel." He hopes the Expo helps build the city's reputation culturally and artistically. "I think this event shows there is not just oil, gas, energy and the corporate market in Calgary." Foong is also hoping to encourage other artists and organizations working in film production, comics and as audio and voice actors to make their home in Calgary.

There are no signs that the Expo's growth is slowing, and Foong has more plans to grow the event. "Definitely we would like to take up more space at the Stampede," he says. He would also like to see the event have a larger local profile. "It would be great to get to the point where the whole city marks the Expo dates down in their calendars." The Expo's profile is growing fast locally and nationally, and Foong is trying to keep up with the demand. "It is in the realm of possibility to have another huge jump in the number of attendees, and the biggest criticism from fans would be, 'you don't have enough space'."

Calgary Philharmonic Orchestra is a national leader in fiscal responsibility

The Calgary Philharmonic Orchestra (CPO) has been a cornerstone of the city's arts community since 1955. Recognized for its imaginative programming, the CPO presents an eclectic array of works from classical giants and rock and pop hits to family favourites. The CPO has a tradition of commissioning and premiering new compositions from Canadian composers and is the only orchestra in Canada with its own chorus, comprised of 130 members.

Ann Lewis-Luppino, President and CEO, believes that "every great city needs a great orchestra, and Calgary is a great city." Lewis-Luppino is at the helm of an orchestra that has recovered from past financial challenges and is now, with eight consecutive balanced budgets and no debt, the fourth-largest orchestra in Canada and a national leader in fiscal responsibility. Lewis-Luppino credits the CPO's turnaround to a solid strategic business



plan, high-level artistic quality, well-managed finances, a committed governance board and a talented team.

Early on, the Orchestra made a key decision to spend more money on bringing in high caliber guest artists and conductors to perform with its musicians, who themselves come with strong credentials. Speaking about the value the 65 full-time musicians bring to the CPO and why they stay in Calgary, Lewis-Luppino says, “musicians choose Calgary as their orchestra and their home. They stay because they love it. They are raising their families, are fully engaged in the community and are motivated by quality artistic programming.” Two thirds have been with the Orchestra for 20 years or more, a testament to the CPO’s success in retaining experienced artists.



Calgary Philharmonic Orchestra Assistant Concert
Master Donovan Seidle

The CPO undertakes extensive education and community outreach activities. In addition to serving as resident orchestra for Calgary Opera, Alberta Ballet and the Honens International Piano Competition, the CPO has forged lasting partnerships with the Mount Royal Conservatory and the University of Calgary.

Reflecting this spirit of collaboration and effort to attract younger audiences, the Orchestra programmed *Acres of Dreams*, a co-production with the Calgary Folk Music Festival, the High Performance Rodeo and Tooth Blackner Presents involving musicians Kris Demeanor, James Keelaghan, Wendy McNeill and Cadence Weapon.

The CPO’s “cpossibilities” program is another way for young audiences to experience and enjoy live classical music at a fraction of the cost. Anyone between the ages of 15 - 29 can buy tickets to Calgary concerts for just \$12 each.

On the fundraising side, building on the success of the “Amadeus Patron Program,” “Club Wolfgang” attracts young philanthropists to support the Orchestra. As an arts education and outreach initiative, patrons also have the opportunity to meet musicians face to face at pre- and post-concert chats. These events have been so successful that they are standing room only.

Lewis-Luppino would like to see the Orchestra continue to grow over the next ten years as it looks to build its patron base and attract new and younger audiences. Lewis-Luppino is confident that the CPO will continue to “demonstrate strong fiscal responsibility, perform works that astound people and make Calgary a go-to city for great art.”

CALGARY'S
ARTS
ORGANIZATIONS



APPENDIX

SOURCES | 51

SOURCES

1. Figures 161 and 166 are referenced in this document. 166 applications were submitted to the 2010 Operating Grant Program. Of those 166 applicants, 161 organizations received a grant in 2010.
2. Calgary Arts Development uses the definition of “professional artist” written by the Canada Council for the Arts: “A professional artist: has specialized training in his or her artistic field (not necessarily obtained in an academic institution); is recognized as such by his or her peers (artists working in the same artistic tradition); is committed to devoting more time to the artistic activity if this becomes financially feasible; and has a history of public presentation.”
3. Conference Board of Canada: Metropolitan Outlook: Economic Insights Into 27 Canadian Metropolitan Economies.
4. Mapping Artists and Cultural Workers in Canada’s Large Cities. Hill Strategies Research Inc., 2010.
5. At 71% versus the national average of 27% as reported in the 2000 National Survey on Giving, Volunteering and Participation.
6. The Current State of Granting in Calgary. Calgary Arts Development, 2007.
7. Volunteering in Arts and Culture Organizations in Canada in 2007. Hill Strategies Research Inc.
8. Data from some organizations is not included in particular figures because of unconfirmed accuracy. Therefore the base number of organizations may vary from 163 - 166.
9. At 71% versus the national average of 27% as reported in the 2000 National Survey on Giving, Volunteering and Participation.
10. The Current State of Granting in Calgary, Calgary Arts Development, 2007.
11. Volunteering in Arts and Culture Organizations in Canada in 2007, Hill Strategies Research Inc.
12. Conference Board of Canada: Metropolitan Outlook: Economic Insights Into 27 Canadian Metropolitan Economies.
13. Mapping Artists and Cultural Workers in Canada’s Large Cities, Hill Strategies Research Inc., 2010.