



Municipal Cultural Investment in Five Large Canadian Cities

*A study prepared for the City of Vancouver, the City of
Calgary, the City of Toronto, the City of Ottawa and the
Ville de Montréal*

*By Kelly Hill, Hill Strategies Research
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Executive Summary

This report compares the cultural investment in five of Canada's largest cities: Vancouver, Calgary, Toronto, Ottawa and Montréal. This report is the product of a collaborative effort between cultural staff members in the five large cities, a collaboration that was made possible thanks to the work of the Creative City Network of Canada.

Why conduct a study of municipal cultural investment? Municipalities are competing for talented individuals and leading-edge businesses, and a strong local cultural scene is an important element of attraction for residents and investors. Beyond economic factors, the cultural sector is also associated with citizens' social engagement, including connections to volunteering, donating, helping neighbours, and better health.

In September 2010, the cultural staff in each city came together to discuss how to examine their city's cultural spending in comparison with other very large cities in Canada. Per capita measurement of municipal cultural investments is a practical benchmarking tool that allows staff to:

- Quantify each city's current level of investment and track whether the investments are increasing or decreasing.
- Compare municipal cultural investment with peer cities in order to understand where each city ranks in a highly competitive field.
- Set targets of municipal cultural investment based on Council directives, culture plans or cultural resource development initiatives.
- In the future, municipal cultural investment, or "input" factors, could be compared to output, outcome, and impact measures in the cities.

No data currently covers this territory, as Statistics Canada's *Government Expenditures on Culture* dataset provides an estimate of cultural spending in *all* Canadian municipalities, with no breakdowns by municipality and only limited breakdowns by type of spending. The municipal staff approached Hill Strategies Research to explore the feasibility of conducting a custom study for four fiscal years (2006, 2007, 2008 and 2009).

The cities based their internal data collection on a common definition of cultural services, which was agreed upon by the five cities' staff members and Hill Strategies Research. Hill Strategies closely examined each city's data to ensure comparability across the cities.

Included in this study: operating, grant and capital expenditures related to ...

- *performing arts*
- *visual and media arts*
 - *crafts*
 - *design*
 - *museums*
 - *heritage*
 - *special events*
- *multidisciplinary activities*
- *creative and cultural industries*
- *city-owned cultural facilities*
 - *cultural districts*
 - *public art*
- *other art purchases*

The municipal cultural investments included in this study are operating, grant and capital expenditures related to the performing arts, visual and media arts, crafts, design, museums, heritage, special events, multidisciplinary activities, creative and cultural industries, city-owned cultural facilities, cultural districts, public art, and other art purchases.

The net investment figures reported in this summary exclude funds transferred from other levels of government as well as other sources of revenue. The net investment figures therefore provide estimates of what was spent from the municipal tax base. The full report contains more information about gross investment figures.

Municipal cultural investment per capita in 2009

Overall, in the five cities combined, the average total net cultural investment amounted to \$35 per resident in 2009. In each of the five cities:

- Montréal's cultural investment of \$55 per capita ranked first in 2009.
- Vancouver ranked second, with a net amount of \$47 per person invested in the cultural sector in 2009.
- Calgary's net cultural investment was \$42 per capita in 2009, ranking the city third among the five cities.
- The City of Ottawa's net cultural investment of \$28 per capita in 2009 ranked fourth.
- Toronto's net cultural investment of \$19 per person in 2009 ranked last among the five cities.

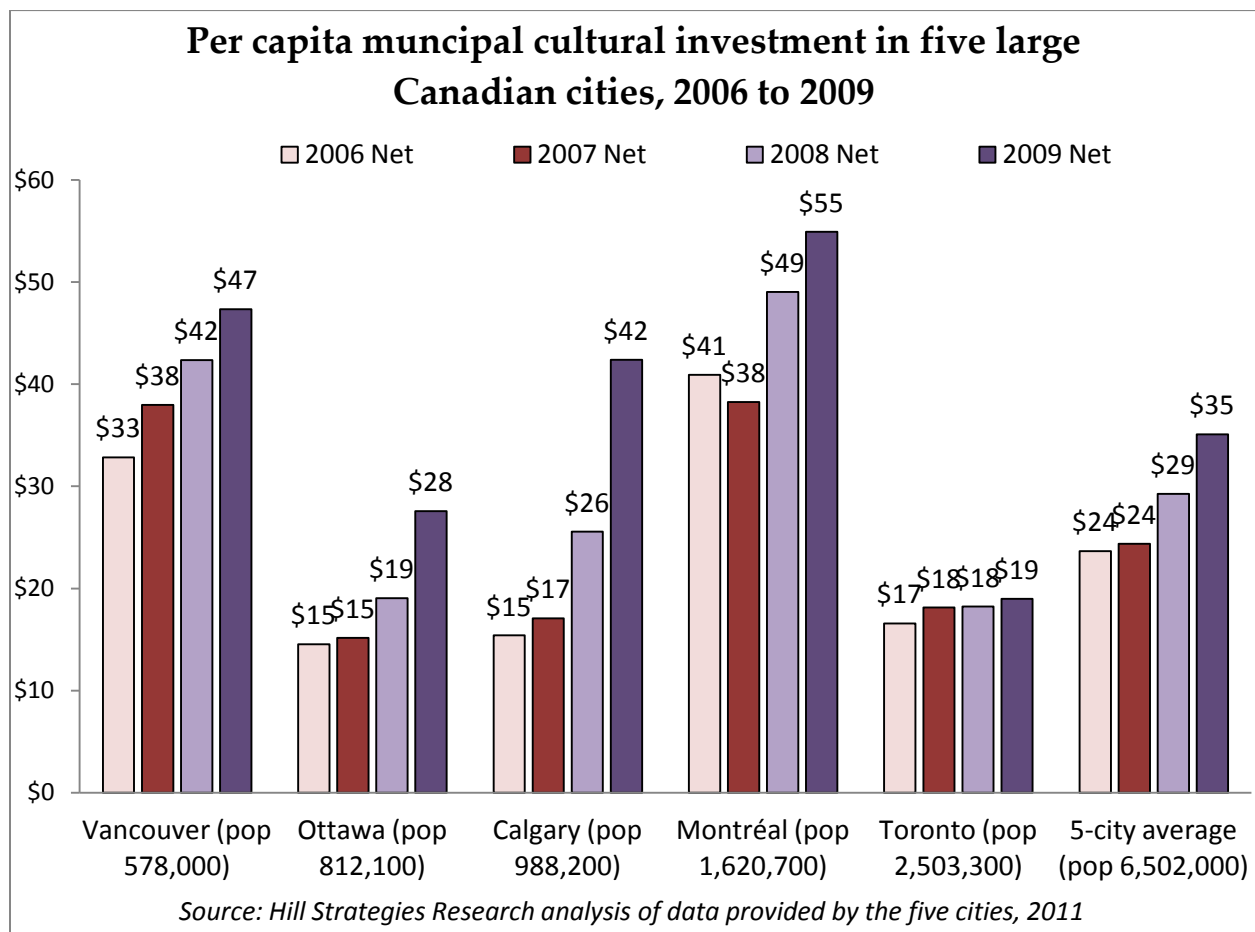
The Ville de Montréal has some unique cultural elements that have led to this high ranking: 1) its more than 30-year history of cultural development agreements with the Quebec government, which have led to significant new investments by both parties; 2) its Municipal Cultural Presenting Network ("Réseau Accès culture"), which includes facilities and staff dedicated to cultural dissemination in Montréal's different geographic areas; 3) its four nature museums (Botanical Garden, Insectarium, Biodôme and Planetarium); and 4) an active cultural policy and plan, which is led by a high-level steering committee including the mayor, Quebec and federal government ministers, as well as local cultural workers.

Changes in per capita cultural investment, 2006 to 2009

The statistics in the chart below show that the average net cultural investment of \$35 per resident in 2009 represents an increase from the levels in prior years (\$24 in 2006 and 2007, and \$29 in 2008).

In the City of Vancouver, the level of investment increased steadily between 2006 and 2009 (\$33 in 2006, \$38 in 2007, \$42 in 2008 and \$47 in 2009). While this increase is in part due to Olympic-related cultural spending, the City of Vancouver's investment increased in all areas between 2006 and 2009 (i.e., operating, grants and capital). Compared with the other cities in this study, Vancouver ranked second in each year from 2006 to 2009, behind only Montréal.

The City of Ottawa's net cultural investment of \$28 per capita in 2009 is the highest level of investment in Ottawa in the four years included in this study. Ottawa had invested \$15 per capita in both 2006 and 2007, and \$19 in 2008. The City of Ottawa's investment increased in all three areas (operating, grants and capital) between 2006 and 2009. Among the five cities' cultural investments, Ottawa ranked fourth in 2008 and 2009, ahead of Toronto. Ottawa ranked last in 2006 and 2007.



The City of Calgary's net cultural investment of \$42 per capita in 2009 is a substantial increase from the levels in prior years (\$15 in 2006, \$17 in 2007 and \$26 in 2008). A key reason for the increase in Calgary in 2009 was the substantial capital investment in culture-related infrastructure through the Municipal Sustainability Initiative. Calgary's cultural granting also increased between 2006 and 2009. Calgary's net cultural investment per capita ranked third among the five cities in 2008 and 2009, behind Montréal and Vancouver but ahead of Ottawa and Toronto. Calgary ranked fourth among the five cities in 2006 and 2007.

In the Ville de Montréal, the per capita cultural investment level was \$41 in 2006 and \$38 in 2007, before increasing substantially to \$49 in 2008 and \$55 in 2009. This increase was due in part to the new cultural development agreement between the city and the Quebec government, which led to an increase in the contributions of both parties. The provincial funding is excluded from the net investment figures, but the enhanced municipal funding is the key reason for the increases in net spending in 2008 and 2009. Among the five cities, Montréal's cultural investment ranked first in each year from 2006 to 2009, including a tie with Vancouver in 2007 (\$38).

In the City of Toronto, the level of investment in the cultural sector increased slightly during the study period (\$17 in 2006, \$18 in 2007 and 2008, and \$19 in 2009). These levels of net cultural investment ranked Toronto last among the five cities in 2008 and 2009. Toronto ranked third in 2006 and 2007.

Breakdown of municipal cultural investment

In each city, the net cultural investment in 2009 was:

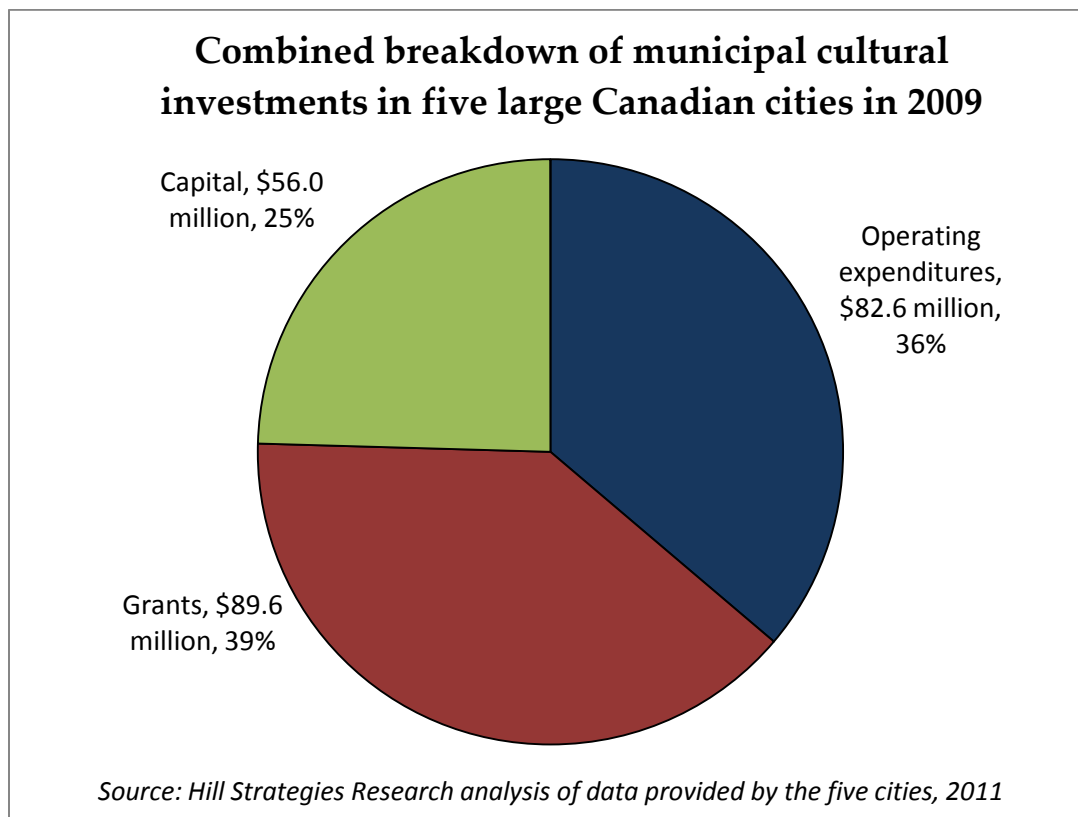
- \$27.4 million in Vancouver (population 578,000)
- \$22.4 million in Ottawa (population 812,100)
- \$41.9 million in Calgary (population 988,200)
- \$89.0 million in Montréal (population 1,620,700)
- \$47.5 million in Toronto (population 2,503,300)

These “net” figures represent the amount invested from the cities' tax bases for that year.

In the five cities combined, a net amount of \$228.2 million was invested in culture in 2009. Combined, the five cities have a population of 6.5 million.

As shown in the chart below, grants and operating expenditures comprise the largest portions of the overall cultural investment of the five cities:

- \$82.6 million in operating expenditures (36% of the total)
- \$89.6 million in grants (39%)
- \$56.0 million in capital expenditures (25%)



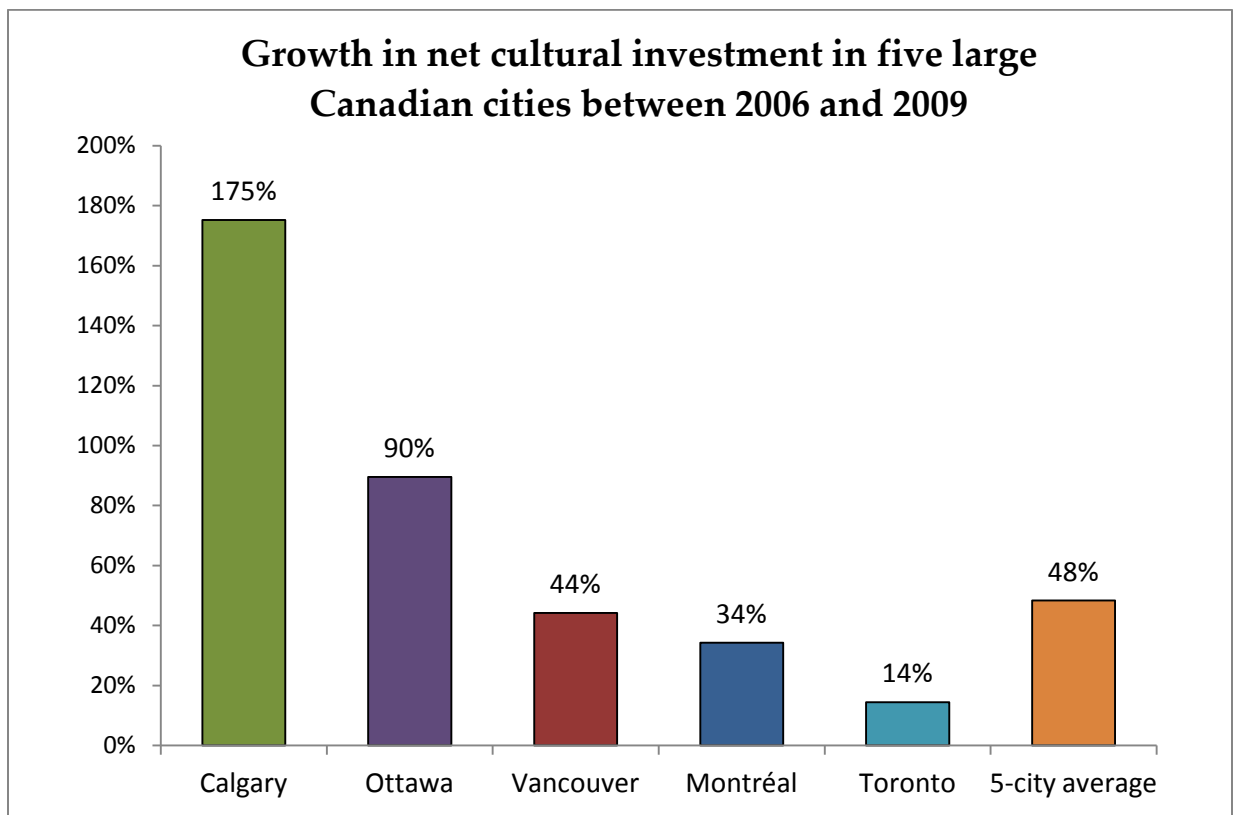
Changes in municipal investment between 2006 and 2009

In the five cities combined, net cultural investment increased from \$153.9 million in 2006 to \$228.2 million in 2009, a 48% increase (not adjusted for inflation or population growth). The increase in each component of cultural investment between 2006 and 2009 was:

- 26% for operating expenditures
- 29% for grants
- 197% for capital expenditures

The large increase in capital expenditures reflects the growing need for capital refurbishment in the cultural sector. The growing need has been identified in reports such as *Under Construction: The State of Cultural Infrastructure in Canada* (Centre of Expertise on Culture and Communities, Simon Fraser University, 2008).

The chart below shows that Calgary's growth in net cultural investment (175%) was much larger than any other city. Ottawa's growth (90%) was also well above the five-city average (48%). The growth rates in Vancouver (44%) and Montréal (34%) fell somewhat below the five-city average. The growth in net cultural investment in Toronto (14%) was much lower than in the other cities.



Municipal investment in libraries

In four of the five cities (the exception being Montréal), public libraries are managed by a separate library board. In addition, library expenditures are much higher than all other cultural expenditures. For these reasons, library expenditures are included in the study but are reported separately from other cultural investments. The public library data was collected and compiled through the Canadian Urban Libraries Council. Because of data availability and comparability during the study years, only the municipal operating expenditures on libraries are included in the study.

In the five cities, \$346.3 million was invested in library operating support in 2009. This is the “net” figure from the municipal tax base for that year. In each city, the net investment in library operating support in 2009 was:

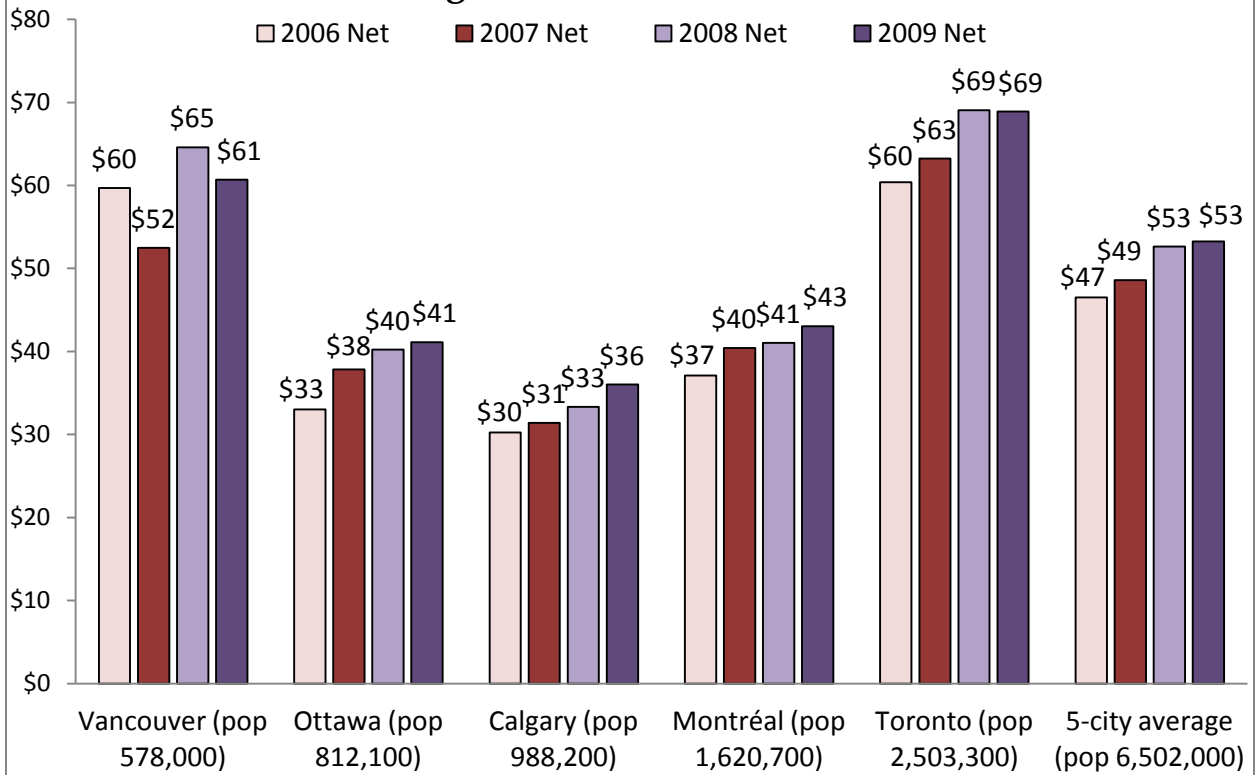
- \$35.1 million in Vancouver
- \$33.4 million in Ottawa
- \$35.6 million in Calgary
- \$69.8 million in Montréal
- \$172.5 million in Toronto

On a per capita basis, \$53 was invested in library operating support in the five cities in 2009. As shown in the chart below, Toronto has the highest level of per capita investment in library operations (\$69), followed by Vancouver (\$61). The other three cities are below the combined average of \$53: Montréal (\$43), Ottawa (\$41) and Calgary (\$36).

The increase in the five cities’ net investment per capita in library operations between 2006 and 2009 was:

- 2% in Vancouver
- 25% in Ottawa
- 19% in Calgary
- 16% in Montréal
- 14% in Toronto
- an average of 14% for all five cities

Per capita municipal operating expenditures on libraries in five large Canadian cities, 2006 to 2009



Source: Hill Strategies Research analysis of data provided by the Canadian Urban Libraries Council, 2011

Part 1: Context

Section 1.1: Importance of measuring municipal cultural investment

This report compares the cultural investment in five of Canada's largest cities: Vancouver, Calgary, Toronto, Ottawa and Montréal. This report is the product of a collaborative effort between cultural staff members in the five large cities, a collaboration that was made possible thanks to the work of the Creative City Network of Canada.

Why conduct a study of municipal cultural investment? Municipalities are competing for talented individuals and leading-edge businesses, and a strong local cultural scene is an important element of attraction for residents and investors. Beyond economic factors, the cultural sector is also associated with citizens' social engagement, including connections to volunteering, donating, helping neighbours, and better health.¹

The cultural staff in each city, having collaborated in 2010 on a comparative report on artists and cultural workers², came together in September 2010 to discuss how to examine their city's cultural spending in comparison with other very large cities in Canada. Per capita measurement of municipal cultural investments is a practical benchmarking tool that allows staff to:

- Quantify each city's current level of investment and track whether the investments are increasing or decreasing.
- Compare municipal cultural investment with peer cities in order to understand where each city ranks in a highly competitive field.
- Set targets of municipal cultural investment based on Council directives, culture plans or cultural resource development initiatives.
- In the future, municipal cultural investment, or "input" factors, could be compared to output, outcome, and impact measures in the cities.

No data currently covers this territory, as Statistics Canada's *Government Expenditures on Culture* dataset provides an estimate of cultural spending in *all* Canadian municipalities, with no breakdowns by municipality and only limited breakdowns by type of spending. The municipal

¹ *Social Effects of Culture: Exploratory Statistical Evidence, Statistical Insights on the Arts*, Vol. 6 No. 4, Hill Strategies Research Inc., March 2008. Recent Norwegian research has looked into the potential effects of cultural activities on health and life satisfaction. *Patterns of receptive and creative cultural activities and their association with perceived health, anxiety, depression and satisfaction with life among adults: the HUNT study, Norway*, Koenraad Cuypers, Steinar Krokstad, Turid Lingaas Holmen, Margunn Skjei Knudtsen, Lars Olov Bygren and Jostein Holmen, *Journal of Epidemiology & Community Health*, published online on May 23, 2011.

² *Mapping Artists and Cultural Workers in Canada's Large Cities: A study prepared for the City of Vancouver, the City of Calgary, the City of Toronto, the City of Ottawa and the Ville de Montréal based on 2006 census data*, Hill Strategies Research Inc., February 2010.

staff approached Hill Strategies Research to explore the feasibility of conducting a custom study for four fiscal years (2006, 2007, 2008 and 2009).

The cities based their internal data collection on a common definition of cultural services, which was agreed upon by the five cities' staff members and Hill Strategies Research.³ Hill Strategies closely examined each city's data to ensure comparability across the cities.

As context, the next section summarizes key statistics on the cultural sectors in each of the five cities. An appendix to the report provides a brief summary of each city's policies, plans and non-financial supports for culture.

Section 1.2: Key statistics on artists and cultural workers

The key statistics on artists and cultural workers is based on a custom data request from Statistics Canada's 2006 census, commissioned by Hill Strategies Research. This data was also used for a previous study, *Mapping Artists and Cultural Workers in Canada's Large Cities*, from which much of the information in this section is drawn.⁴

Individually, the five cities in this study (Vancouver, Calgary, Toronto, Ottawa and Montréal) have the largest number of cultural workers of all Canadian municipalities. Toronto has the largest number of cultural workers (82,600), followed by Montréal (56,100), Vancouver (25,100), Calgary (23,300) and Ottawa (22,500). The five cities collectively have 209,500 cultural workers, representing 34% of all cultural workers in Canada.

Collectively, the concentration of cultural workers in the five cities is 5.6%, well above the Canadian average (3.3%). In fact, each of the five cities has a concentration of cultural workers that is greater than the Canadian average. Vancouver has the highest concentration of cultural workers (7.2% of the local labour force in 48 cultural occupations), compared with 6.4% in Montréal, 5.9% in Toronto, 4.7% in Ottawa and 3.6% in Calgary. Table 1 provides key statistics on cultural workers in Vancouver, Ottawa, Calgary, Montréal and Toronto.

³ The full definition is provided in an appendix to this report.

⁴ "Cultural workers" include 48 creative, production, technical and management occupations in the areas of broadcasting, film and video, sound recording, performing arts, publishing, printing, libraries, archives, heritage, architecture and design. "Artists", a subset of all cultural workers, include nine occupation groups: actors, craftspeople, composers and conductors, dancers, directors, producers and choreographers, musicians and singers, visual artists and writers. Individuals are classified in the occupation in which they worked the most hours between May 7 and 13, 2006 (the census reference week). *Mapping Artists and Cultural Workers in Canada's Large Cities: A study prepared for the City of Vancouver, the City of Calgary, the City of Toronto, the City of Ottawa and the Ville de Montréal based on 2006 census data*, Hill Strategies Research, February 2010.

Table 1: Key statistics on cultural workers in Vancouver, Ottawa, Calgary, Montréal and Toronto, 2006

City	Population	Overall labour force	Cultural workers	Concentration of cultural workers	Cultural workers' median earnings	Earnings gap
Vancouver	578,000	347,100	25,100	7.2%	\$28,000	4%
Ottawa	812,100	480,500	22,500	4.7%	\$37,300	9%
Calgary	988,200	639,100	23,300	3.6%	\$30,900	-2%
Montréal	1,620,700	877,500	56,100	6.4%	\$26,500	12%
Toronto	2,503,300	1,395,200	82,600	5.9%	\$30,200	5%
All five cities	6,502,000	3,739,400	209,500	5.6%	not available	not available
Canada	31,612,900	18,201,300	609,100	3.3%	\$27,500	3%

*Source: Analysis by Hill Strategies Research based on a 2006 census custom data request.
Notes: The earnings gap is the difference between the median earnings of cultural workers and the overall labour force. All earnings figures captured in the 2006 census relate to the 2005 calendar year.*

The five cities in this study also have the largest number of artists of all Canadian municipalities. Toronto has the largest number of artists (22,300), followed by Montréal (13,400), Vancouver (8,200), Calgary (5,100) and Ottawa (4,600). Collectively, the 53,500 artists in these five large cities represent 38% of all artists in Canada, a proportion that is much higher than the five cities' share of the overall Canadian labour force (21%).

Collectively, the concentration of artists in the five cities is 1.4%, well above the Canadian average (0.8%). Each of the five cities has a concentration of artists that is greater than or equal to the Canadian average. Among the five cities, Vancouver has the highest concentration of artists (2.3% of its overall labour force in the nine arts occupations), compared with 1.6% in Toronto, 1.5% in Montréal, 0.9% in Ottawa and 0.8% in Calgary.

Artists' median earnings are low in all five cities, and a substantial earnings gap exists between artists and the overall labour force. The earnings gap is 36% or 37% in Montréal, Toronto and Vancouver but is more than 50% in Calgary and Ottawa. In these two cities, the nine arts occupations are strongly female-dominated, with 60% or 61% of artists being female. In Montréal, Toronto and Vancouver, less than half of artists are female. Table 2 provides key statistics on artists in Vancouver, Calgary, Toronto, Ottawa and Montréal.

Table 2: Key statistics on artists in Vancouver, Ottawa, Calgary, Montréal and Toronto, 2006

City	Population	Overall labour force	Artists	Concentration of artists	Artists' median earnings	Earnings gap
Vancouver	578,000	347,100	8,200	2.3%	\$17,400	-36%
Ottawa	812,100	480,500	4,600	0.9%	\$15,800	-54%
Calgary	988,200	639,100	5,100	0.8%	\$14,500	-54%
Montréal	1,620,700	877,500	13,400	1.5%	\$15,000	-37%
Toronto	2,503,300	1,395,200	22,300	1.6%	\$18,300	-36%
All five cities	6,502,000	3,739,400	53,500	1.4%	not available	not available
Canada	31,612,900	18,201,300	140,000	0.8%	\$12,900	-52%

*Source: Analysis by Hill Strategies Research based on a 2006 census custom data request.
Notes: The earnings gap is the difference between the median earnings of artists and the overall labour force. All earnings figures captured in the 2006 census relate to the 2005 calendar year.*

Between 1991 and 2006, the number of artists increased by much more than the overall local labour force in four of the five cities:

- Vancouver: 76% growth in the number of artists and 28% growth in the overall local labour force.
- Calgary: 63% growth in the number of artists and 50% growth in the overall local labour force.
- Toronto: 42% growth in the number of artists and 8% growth in the overall local labour force.
- Montréal: 33% growth in the number of artists and 12% growth in the overall local labour force.
- Ottawa was the exception: the 15% growth in the number of artists was less than the 20% growth in the overall local labour force.

More recently, however, the concentration of artists did not show much change in any of the five large cities (or in the country as a whole) between 2001 and 2006.⁵ Table 3 shows that there was an increase in the number of artists in all five cities, but these increases were matched by the increases in the cities' overall labour force. Collectively, the concentration of artists in the five cities was 1.4% in both 2001 and 2006.

Table 3: Changes in artists in Vancouver, Calgary, Toronto, Ottawa and Montréal, 2001 to 2006

City	Artists in 2001	Artists in 2006	Change in artists, 2001 to 2006	% change, 2001 to 2006	Concentration of artists in 2001	Concentration of artists in 2006
Vancouver	7,300	8,200	900	12%	2.4%	2.3%
Ottawa	4,400	4,600	200	4%	1.0%	0.9%
Calgary	4,600	5,100	500	12%	0.8%	0.8%
Montréal	12,300	13,400	1,100	9%	1.5%	1.5%
Toronto	21,000	22,300	1,200	6%	1.6%	1.6%
All five cities	49,500	53,500	4,000	8%	1.4%	1.4%
Canada	130,700	140,000	9,300	7%	0.8%	0.8%

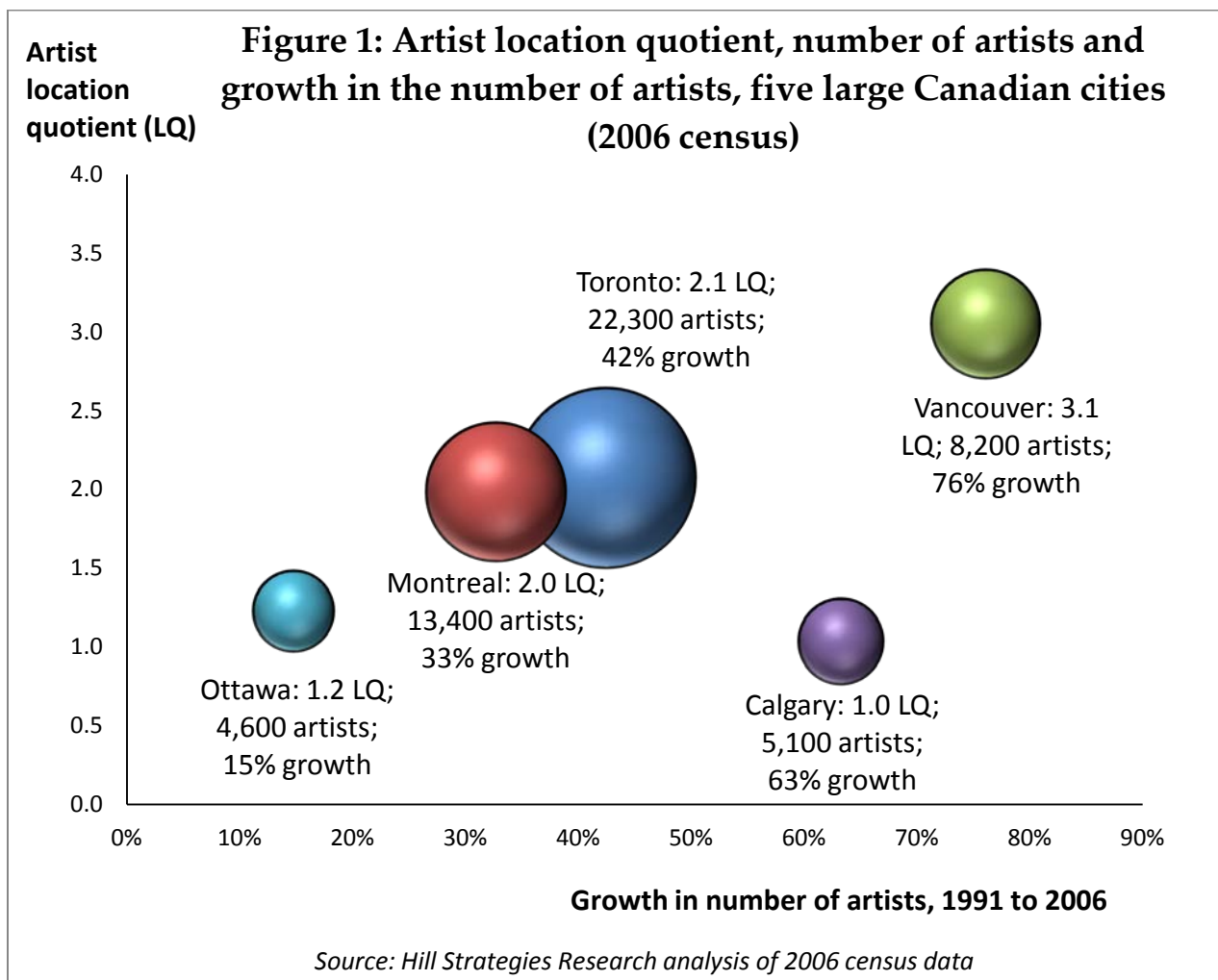
Source: Analysis by Hill Strategies Research based on 2001 and 2006 census custom data requests.

Note: Changes over time were calculated based on unrounded figures and may not exactly match calculations based on the rounded figures presented in this table.

⁵ The historical statistics for the Ville de Montréal have been adjusted to reflect the city's 2006 boundaries.

Figure 1 compares three key statistics on artists in the five cities:

- The concentration of artists, expressed as a location quotient relative to the Canadian average (vertical axis). Because Vancouver has the highest concentration of artists, its bubble is highest on the graph.
- The number of artists in 2006 (size of the bubble for each city). Toronto has the largest number of artists, followed by Montréal and Vancouver. The relative sizes of their bubbles reflect these statistics.
- Longer-term growth in the number of artists (horizontal axis). Vancouver and Calgary saw the highest growth in the number of artists between 1991 and 2006 (76% and 63% respectively), and they are therefore located furthest to the right on the graph.



Part 2: Municipal cultural investment

Section 2.1: Per capita municipal cultural investment

This section of the report compares the financial support for the cultural sector in Vancouver, Calgary, Toronto, Ottawa and Montréal. In order to compare the cities, which have quite different population levels, the levels of support are expressed on a per capita basis. The subsequent section provides overall funding levels, rather than per capita calculations.

Methodology

The project began with a desire to compare the operating, grant and capital expenditures of the cultural services departments in the five large cities. However, Hill Strategies Research and the cities' staff members quickly realized that there are many differences between the cities in terms of what is managed directly by each city's cultural services department. In order to compare similar elements in all five cities, the researcher and city staff met a number of times to discuss and agree upon a common definition of municipal cultural investment, which required adjustments to the items that are managed by each city's culture department.

The municipal cultural investments included in this study are operating, grant and capital expenditures related to the performing arts, visual and media arts, crafts, design, museums (including science museums), heritage, special events, multidisciplinary activities, creative and cultural industries, city-owned cultural facilities, cultural districts, public art, and other art purchases. The detailed definition is provided in an appendix.

The definition used in this report bears many similarities to, but is slightly narrower than, what Statistics Canada measures in order to produce estimates of government spending on culture.⁶ This report generally follows the Statistics Canada framework, with minor modifications to ensure the comparability of data between the cities. These modifications are not intended to imply that excluded aspects of the definition are less important for creative-city building. Rather, the modifications reflect the simple fact that these items could not be reliably measured and compared between the five cities.

In all of the study cities except Montréal, public libraries are managed by a separate library board. For this reason, library operating expenditures are included in the study but are reported separately from other cultural investments. See Part 3 for an analysis of municipal investment in libraries.

⁶ Key differences relate to the exclusion, in this study, of some heritage-related expenditures and the separation of library expenditures from other cultural investments. As noted in the introduction to this report, Statistics Canada's *Government Expenditures on Culture* dataset provides an estimate of cultural spending in all Canadian municipalities, with no breakdowns by municipality and only limited breakdowns by type of spending.

The municipal cultural investment data was compiled by cultural staff members in the five cities for four fiscal years: 2006, 2007, 2008 and 2009. Hill Strategies Research closely examined each city's data to ensure comparability across the cities. A number of adjustments were made to each city's data based on discussions between the researcher and the cultural staff members. Population data from the 2006 census was used in order to ensure the comparability of the population estimates between the five cities.

The cultural investment data captures both "gross" and "net" investments. Gross expenditures include investments from the municipal tax base as well as all other sources of funds that are used for cultural investments, including transfers from other levels of government for cultural projects or programs, revenues from ticket sales for city-owned or operated cultural spaces, rental revenues for city-owned cultural spaces, and sponsorships of city-managed cultural programs and events.

In general, net investments represent what is spent on cultural programs and services from the municipal tax base. For the most part, net investments exclude all other sources of funding or revenue.

However, net expenditures also include some exceptional items related to discretionary municipal cultural investments. Because the decision-making process for investing the funds is at the discretion of the local city council (or individual local politicians) and is similar to the process of directing municipal tax revenues, these exceptional items are included in the net investment figures even though they do not come from regular tax revenues.

The first example of discretionary municipal cultural investments is the Municipal Sustainability Initiative Fund Province of Alberta grant. This grant was a non-specific transfer for capital purposes. Calgary City Council decided to allocate a portion of these funds toward cultural infrastructure. Calgary City Council also decides which cultural projects receive funding through this initiative. The allocation of these funds to cultural infrastructure was a major local decision, and one that was not made by other Alberta cities.

Another example of discretionary municipal cultural investments relates to funds received in Ontario via "Section 37" negotiations with developers. These private funds, negotiated between the developer, the local councillor and city staff, are directed toward community benefits in return for higher density. In cases where these community benefits are allocated to cultural spaces and activities, these funds would be included in net municipal investments in culture. During the period of this study, neither Toronto nor Ottawa allocated Section 37 funds for cultural projects.

The text of this report focuses on the net investments. Gross investment figures are provided in Table 4 (per capita investment levels) and the tables in Section 2.2 (actual dollar figures).

Data is reported for three key elements of cultural expenditures: operating, grant and capital spending.

Operating expenditures

Included here are expenditures from the cities' operating budgets on the performing arts, visual and media arts, museums (including science museums), heritage, special events, multidisciplinary activities, the creative and cultural industries, city-owned cultural facilities, cultural districts, etc. Grants-based operating funding is included in the grants section.

Figure 2 compares net cultural operating expenditures in the five cities between 2006 and 2009. The statistics in the chart show that, in the City of Vancouver, net cultural operating expenditures were \$9 per person in 2008 and 2009. This is an increase from the levels in 2006 (\$6) and 2007 (\$7). The change statistics have not been adjusted for the 5% inflation between 2006 and 2009. In addition, because the 2006 census population estimates were used in all four study years, population growth was not factored into the changes over time.

Compared with the operating expenditures of the other cities in this study, Vancouver ranked third in each year except for 2008, when the city ranked second.

The City of Ottawa's net cultural operating expenditures were \$13 per capita in 2009, representing a substantial increase from the levels in prior years (\$5 in both 2006 and 2007, and \$9 in 2008).

Among the five cities, Ottawa's operating expenditures ranked second in 2009, behind only Montréal. Ottawa ranked fourth among the five cities in 2006, 2007 and 2008.

The City of Calgary's net cultural operating expenditures were \$3 per capita in 2009 and were at similar levels in prior years (\$2 in 2006, \$3 in 2007 and \$4 in 2008).

Calgary's net per capita cultural operating expenditures ranked last among the five cities in all four years.

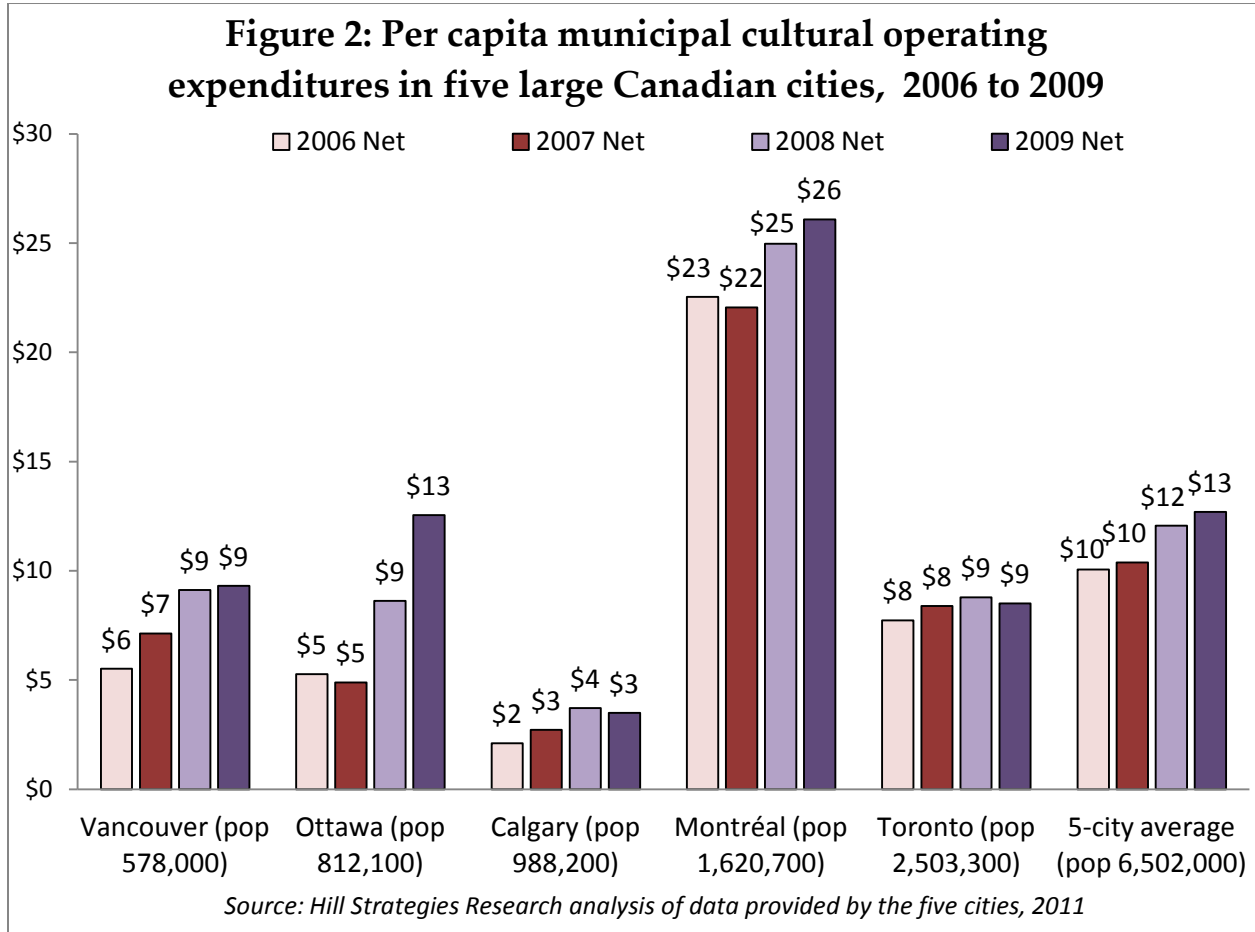
In the Ville de Montréal, net per capita cultural operating expenditures were \$26 in 2009. This is a moderate increase from prior years (\$23 in 2006, \$22 in 2007 and \$25 in 2008).

Montréal's operating expenditures ranked first among the five cities in each year from 2006 to 2009.

In the City of Toronto, net cultural operating expenditures were \$9 per person in 2009. Toronto's cultural operating expenditures increased by a very small amount during the study period (from \$8 in 2006 and 2007 to \$9 in 2008).

These levels of net operating expenditures ranked Toronto fourth among the five cities in 2009. Toronto ranked second in 2006 and 2007 and third in 2008.

In the five cities combined, the net cultural operating expenditures were \$13 per resident in 2009, which represents a moderate increase from the levels in prior years (\$10 in 2006 and 2007, and \$12 in 2008).



Grants

Grants provided to the cultural sector from the cities' operating and/or capital budgets are examined here. Figure 3 compares net municipal cultural grants in the five cities between 2006 and 2009. As shown in the chart, the City of Vancouver's net cultural grants were \$28 per person in 2009. This represents a steady increase from prior years (\$22 in 2006, \$25 in 2007 and \$27 in 2008).

Vancouver's net cultural grants ranked first among the five cities in each year from 2006 to 2009.

In Ottawa, net cultural grants were \$10 per capita in 2009, representing a steady increase from the levels in prior years (\$7 in both 2006, \$8 in 2007 and \$9 in 2008).

Ottawa's granting levels ranked fourth among the five cities in each year of the study.

Calgary's net cultural grants were \$18 per capita in 2008 and 2009, representing a substantial increase from 2006 (\$11) and 2007 (\$12). A number of different granting programs increased during this period, including funding provided through the Calgary Arts Development Authority (CADA). CADA, a wholly-owned subsidiary of the City of Calgary, provides operating funding and develops strategy, marketing and community feedback.

Calgary's net per capita cultural grants ranked second among the five cities in 2008 and 2009, up from a third place ranking in 2006 and 2007.

Montréal's net per capita cultural grants were \$17 in 2009, representing a small but steady increase from prior years (\$14 in 2006, \$15 in 2007 and \$16 in 2008).

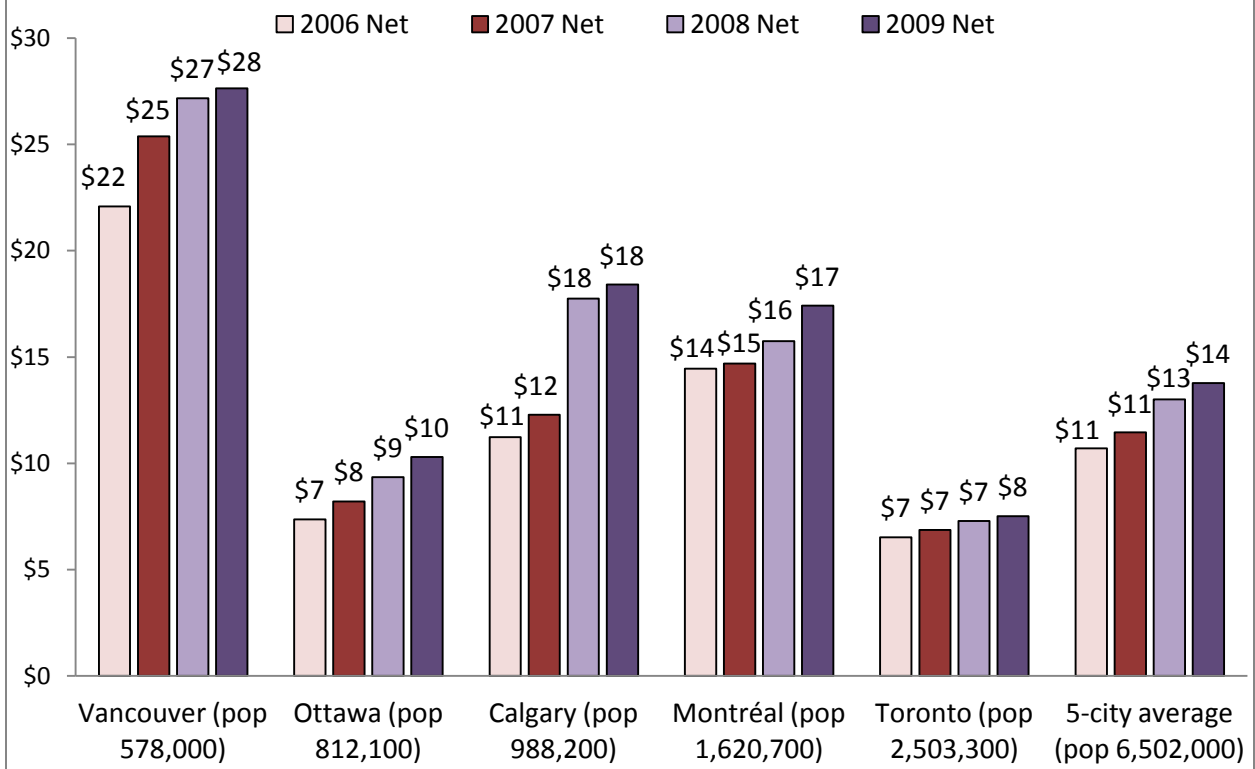
Montréal's per capita grants ranked third among the five cities in 2008 and 2009, down from second in 2006 and 2007.

Toronto's net cultural grants were \$8 per person in 2009. Toronto's cultural grants increased very slightly during the study period (from \$7 in 2006, 2007 and 2008 to \$8 in 2009).

Toronto ranked last among the five cities regarding net cultural grants in all four years.

In the five cities combined, the average level of net cultural grants was \$14 per resident in 2009, which is an increase from the levels in prior years (\$11 in 2006 and 2007, and \$13 in 2008).

Figure 3: Per capita municipal cultural grants in five large Canadian cities, 2006 to 2009



Source: Hill Strategies Research analysis of data provided by the five cities, 2011

Capital expenditures

Capital investments for cultural purposes are important elements of a community's cultural infrastructure. Included here are expenditures from the cities' capital budgets on city-owned cultural facilities, cultural districts, public art, etc. Grants-based capital funding is included in the grants section.

Exceptional capital investments

Municipal funding for culture-related capital expenditures can be extremely complex and can take place over a number of fiscal years. Through the analysis of the raw data supplied by the five cities, the researcher found that some capital expenditures are truly exceptional due to their complexity, scale of investment and unresolved financing within the timeframe of the study.

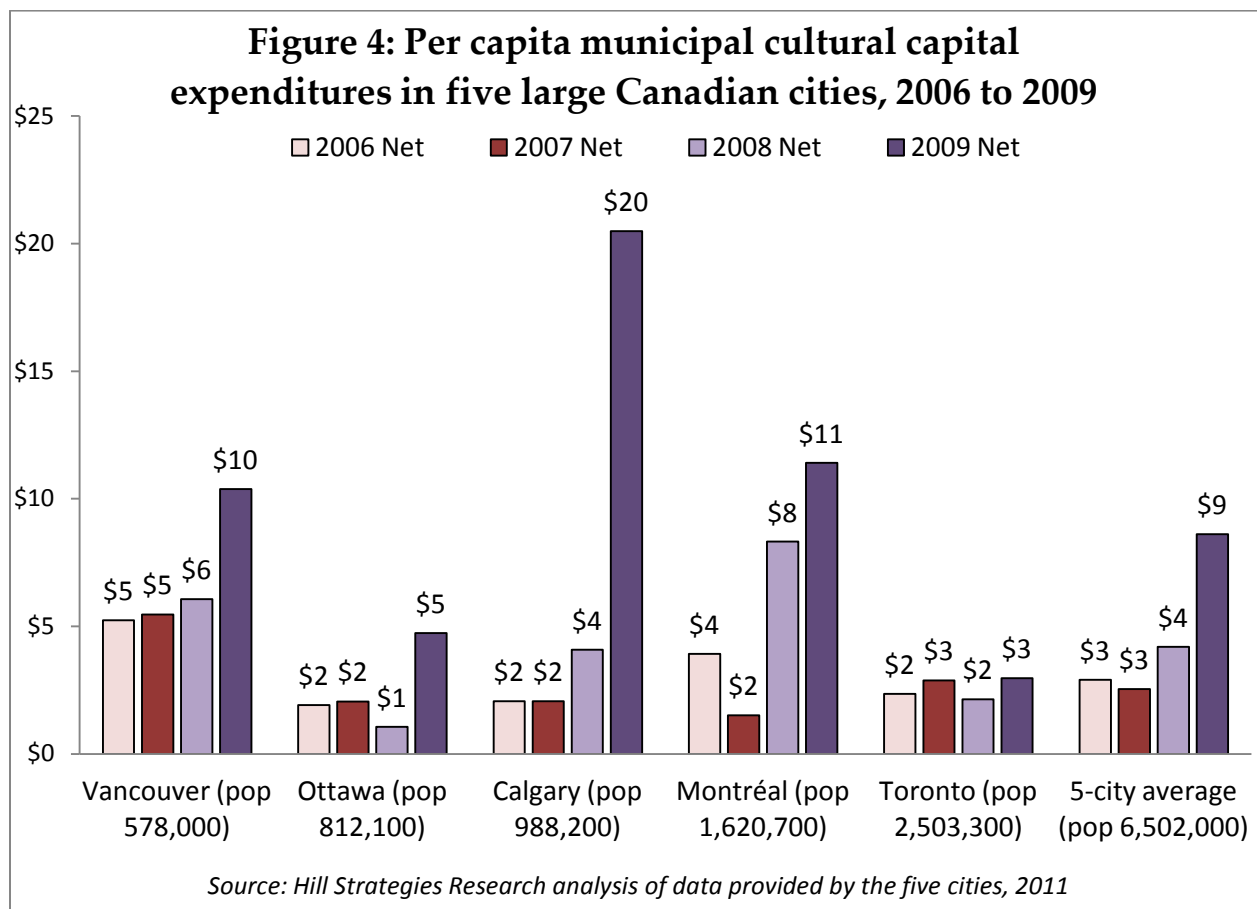
Two cities have capital investments that meet the following criteria: 1) The net expenditure for the cultural capital project is at least as large as the city's other net capital expenditures for cultural purposes within the same fiscal year; 2) Financing for the capital project is complex and occurs over more than one fiscal year; and, most importantly, 3) Financing for the capital project was not finalized within the timeframe of the fiscal years analyzed in the study.

The two cities with exceptional capital investments are Vancouver, where a major refurbishment of their civic theatres took place in preparation for the 2010 Olympics, and Montréal, where major investments were made in the Quartier des spectacles (Performing arts district).

Because a global picture of these investments is not yet possible, these exceptional capital investments do not form part of the data presented in this section. For further details on these exceptional capital investments, see Section 2.2.

Figure 4 compares net cultural capital expenditures in the five cities between 2006 and 2009. In Vancouver, net cultural capital expenditures were \$10 per resident in 2009. This is a substantial increase from the levels in prior years (\$5 in 2006 and 2007, and \$6 in 2008). A major factor in this increase was the spending in 2009 on the Olympic and Paralympic Public Art Program in preparation for the 2010 Winter Games. The Olympic and Paralympic Public Art Program commissioned and installed more than 25 permanent and temporary public artworks for the 2010 Games.

Compared with the capital expenditures in the other cities in this study, Vancouver ranked third in 2009, second in 2008, and first in 2006 and 2007.



In Ottawa, net cultural capital expenditures were \$5 per capita in 2009, representing a major increase from the levels in prior years (\$2 in both 2006 and 2007, and \$1 in 2008). The main reason for the increase was the relocation of the City of Ottawa Archives.

The City of Ottawa’s capital expenditures ranked fourth among the five cities in 2007 and 2009. Ottawa ranked last in 2006 and 2008.

The City of Calgary’s net cultural capital expenditures were \$20 per person in 2009, representing a very large increase from prior years (\$2 in 2006 and 2007, and \$4 in 2008). The key reason for the increase in 2009 was the substantial investment in culture-related infrastructure through the Municipal Sustainability Initiative.

Calgary’s net cultural capital expenditures per resident ranked first among the five cities in 2009, up from fourth in 2006 and third in 2007 and 2008.

In the Ville de Montréal, net cultural capital expenditures were \$11 per resident in 2009. This is an increase from 2008 (\$8) and a much larger increase from prior years (\$4 in 2006 and \$2 in 2007). A new cultural development agreement was agreed upon by the city and the Quebec

government in 2008, which led to additional capital investment in many facilities. The enhanced provincial funding is included in the gross investment figures only.

Montréal ranked second among the five cities' capital expenditures in 2006 and 2009. Montréal's ranking was fifth in 2007 and first in 2008.

In the City of Toronto, net cultural capital expenditures were \$3 per person in 2009. Toronto's cultural capital expenditures remained relatively stable during the study period (\$2 in 2006 and 2008, and \$3 in 2007 and 2009).

The 2009 level of net capital expenditures ranked Toronto last among the five cities. Toronto ranked third in 2006, second in 2007 and fourth in 2008.

In the five cities combined, cultural capital expenditures averaged \$9 per resident in 2009, which represents a substantial increase from the levels in prior years (\$3 in 2006 and 2007, and \$4 in 2008).

Total municipal cultural investment

Figure 5 compares the overall net cultural investment in the five cities between 2006 and 2009. The statistics in the chart show that, in the City of Vancouver, a net amount of \$47 per person was invested in the cultural sector in 2009. The level of investment in Vancouver increased steadily between 2006 and 2009 (\$33 in 2006, \$38 in 2007, \$42 in 2008 and \$47 in 2009). While this increase is in part due to Olympic-related cultural spending, the City of Vancouver's investment increased in all areas between 2006 and 2009 (i.e., operating, grants and capital).

Compared with the other cities in this study, Vancouver ranked second in each year from 2006 to 2009, behind only Montréal.

The City of Ottawa's net cultural investment was \$28 per capita in 2009, the highest level of investment in Ottawa in the four years included in this study. Ottawa had invested \$15 per capita in both 2006 and 2007, and \$19 in 2008. The City of Ottawa's investment increased in all three areas (operating, grants and capital) between 2006 and 2009.

Among the five cities' cultural investments, Ottawa ranked fourth in 2008 and 2009, ahead of Toronto. Ottawa ranked last in 2006 and 2007.

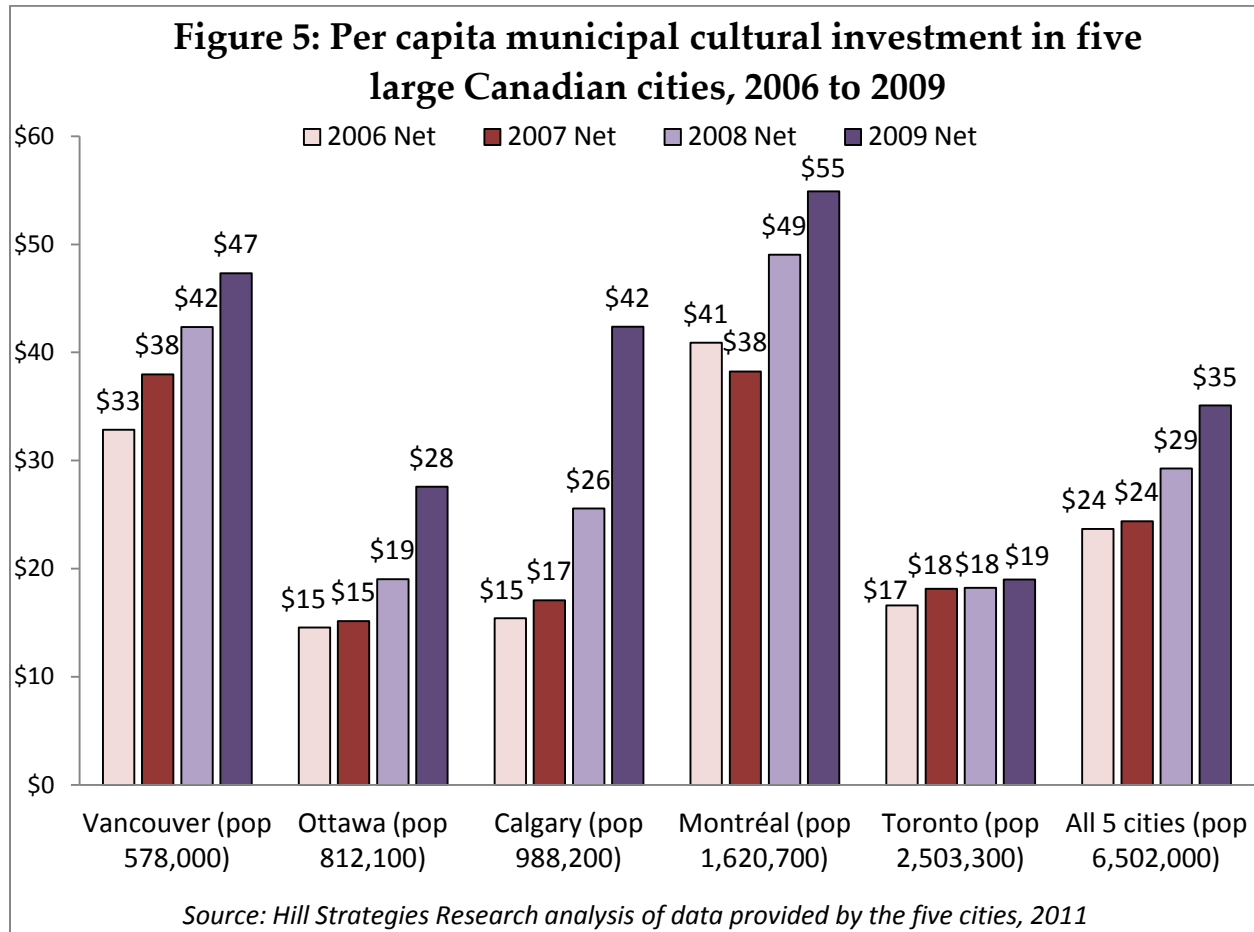
The City of Calgary's net cultural investment was \$42 per capita in 2009, a substantial increase from the levels in prior years (\$15 in 2006, \$17 in 2007 and \$26 in 2008). A key reason for the increase in Calgary in 2009 was the substantial capital investment in culture-related infrastructure through the Municipal Sustainability Initiative. Calgary's cultural granting also increased between 2006 and 2009.

Calgary's net cultural investment per capita ranked third among the five cities in 2008 and 2009, behind Montréal and Vancouver but ahead of Ottawa and Toronto. Calgary ranked fourth among the five cities in 2006 and 2007.

In the Ville de Montréal, a net amount of \$55 per person was invested in the cultural sector in 2009. Montréal's per capita investment level was \$41 in 2006 and \$38 in 2007, before increasing substantially to \$49 in 2008. This increase was due in part to the new cultural development agreement between the city and the Quebec government, which led to an increase in the contributions of both parties. The provincial funding is included in the gross investment figures only, while the enhanced municipal funding is the key reason for the increases in net spending in 2008 and 2009.

Among the five cities, Montréal's cultural investment ranked first in each year from 2006 to 2009. The Ville de Montréal has some unique cultural elements that have led to this high ranking: 1) its more than 30-year history of cultural development agreements with the Quebec government, which have led to significant new investments by both parties; 2) its Municipal Cultural Presenting Network ("Réseau Accès culture"), which includes facilities and staff

dedicated to cultural dissemination in Montréal’s different geographic areas; 3) its four nature museums (Botanical Garden, Insectarium, Biodôme and Planetarium); and 4) an active cultural policy and plan, which is led by a high-level steering committee including the mayor, Quebec and federal government ministers, as well as local cultural workers.



In the City of Toronto, a net amount of \$19 per person was invested in the cultural sector in 2009. The level of investment in Toronto increased slightly during the study period (\$17 in 2006, \$18 in 2007 and 2008, and \$19 in 2009).

These levels of net cultural investment ranked Toronto last among the five cities in 2008 and 2009. Toronto ranked third in 2006 and 2007.

In the five cities combined, the average net cultural investment was \$35 per resident in 2009, which represents an increase from the levels in prior years (\$24 in 2006 and 2007, and \$29 in 2008).

Table 4 provides per capita comparisons of gross and net operating, grant, capital and total expenditures in each of the five cities in 2006, 2007, 2008 and 2009.

Table 4: Municipal cultural investment in five large Canadian cities, 2006 to 2009
Per capita comparisons of operating, grant, capital and total expenditures
Dollars per city resident (2006 census population figures)

Operating expenditures	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<i>\$ per capita</i>								
Vancouver (pop 578,000)	\$14	\$6	\$14	\$7	\$17	\$9	\$13	\$9
Ottawa (pop 812,100)	\$9	\$5	\$12	\$5	\$14	\$9	\$17	\$13
Calgary (pop 988,200)	\$4	\$2	\$4	\$3	\$6	\$4	\$6	\$3
Montréal (pop 1,620,700)	\$46	\$23	\$47	\$22	\$51	\$25	\$52	\$26
Toronto (pop 2,503,300)	\$23	\$8	\$23	\$8	\$18	\$9	\$16	\$9
5-city average (pop 6,502,000)	\$23	\$10	\$24	\$10	\$24	\$12	\$23	\$13

Grants	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<i>\$ per capita</i>								
Vancouver (pop 578,000)	\$22	\$22	\$25	\$25	\$27	\$27	\$28	\$28
Ottawa (pop 812,100)	\$7	\$7	\$8	\$8	\$9	\$9	\$10	\$10
Calgary (pop 988,200)	\$11	\$11	\$12	\$12	\$18	\$18	\$18	\$18
Montréal (pop 1,620,700)	\$17	\$14	\$17	\$15	\$18	\$16	\$21	\$17
Toronto (pop 2,503,300)	\$7	\$7	\$7	\$7	\$7	\$7	\$8	\$8
5-city average (pop 6,502,000)	\$11	\$11	\$12	\$11	\$14	\$13	\$15	\$14

Capital expenditures	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<i>\$ per capita</i>								
Vancouver (pop 578,000)	\$6	\$5	\$6	\$5	\$8	\$6	\$11	\$10
Ottawa (pop 812,100)	\$2	\$2	\$2	\$2	\$1	\$1	\$29	\$5
Calgary (pop 988,200)	\$2	\$2	\$2	\$2	\$4	\$4	\$20	\$20
Montréal (pop 1,620,700)	\$6	\$4	\$3	\$2	\$11	\$8	\$14	\$11
Toronto (pop 2,503,300)	\$4	\$2	\$5	\$3	\$4	\$2	\$6	\$3
5-city average (pop 6,502,000)	\$4	\$3	\$4	\$3	\$5	\$4	\$13	\$9

Total (operating + grants + capital)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<i>\$ per capita</i>								
Vancouver (pop 578,000)	\$42	\$33	\$45	\$38	\$53	\$42	\$51	\$47
Ottawa (pop 812,100)	\$18	\$15	\$22	\$15	\$24	\$19	\$57	\$28
Calgary (pop 988,200)	\$17	\$15	\$19	\$17	\$28	\$26	\$45	\$42
Montréal (pop 1,620,700)	\$69	\$41	\$67	\$38	\$80	\$49	\$88	\$55
Toronto (pop 2,503,300)	\$33	\$17	\$34	\$18	\$29	\$18	\$30	\$19
5-city average (pop 6,502,000)	\$38	\$24	\$40	\$24	\$43	\$29	\$52	\$35

Source: Hill Strategies Research analysis of data provided by the five cities, 2011

Section 2.2: Overall municipal cultural investment figures

This section provides the overall dollar value of the financial support for the cultural sector among the five large cities, rather than per capita calculations. Table 5 shows that the City of Vancouver invested a net amount of \$27.4 million in the cultural sector in 2009. Vancouver's net investment in the cultural sector in 2009 includes:

- \$5.4 million in operating expenditures (20% of the total)
- \$16.0 million in grants (58%)
- \$6.0 million in capital expenditures (22%).

Total gross investment in the cultural sector in Vancouver was \$29.7 million in 2009. (Gross investment includes funds transferred from other levels of government as well as other sources of revenue.) The gross investment amount excludes an exceptional capital investment in the Vancouver Civic Theatres. The theatres underwent a major refurbishment in preparation for the 2010 Olympics. Because the financing for the civic theatre improvements was not completed during the timeframe of the study, no net investment figures are available.

Net cultural investment increased from \$19.0 million in 2006 to \$27.4 million in 2009, a 44% increase (not adjusted for inflation or population growth). The increase in Vancouver's net investment in the cultural sector between 2006 and 2009 was:

- 69% for operating expenditures
- 25% for grants
- 98% for capital expenditures

Gross cultural investment in Vancouver increased from \$24.5 million in 2006 to \$29.7 million in 2009, a 21% increase.

Table 5: Cultural investment by the City of Vancouver, 2006 to 2009								
<i>Millions of dollars</i>								
Vancouver (population 578,000)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Operating expenditures	\$8.3	\$3.2	\$8.2	\$4.1	\$10.0	\$5.3	\$7.6	\$5.4
Grants	\$12.8	\$12.8	\$14.7	\$14.7	\$15.7	\$15.7	\$16.0	\$16.0
Capital expenditures	\$3.4	\$3.0	\$3.4	\$3.2	\$4.8	\$3.5	\$6.1	\$6.0
All culture (operating + grants + capital)	\$24.5	\$19.0	\$26.2	\$22.0	\$30.5	\$24.5	\$29.7	\$27.4
Exceptional capital investment: Civic Theatre improvements	\$5.8	n/a	\$17.1	n/a	\$18.0	n/a	\$22.3	n/a
<i>Source: Hill Strategies Research analysis of data provided by the City of Vancouver, 2011</i>								

The City of Ottawa invested a net amount of \$22.4 million in the cultural sector in 2009. As shown in Table 6, the City of Ottawa's investment in the cultural sector in 2009 includes:

- \$10.2 million in operating expenditures (46% of the total)
- \$8.4 million in grants (37%)
- \$3.8 million in capital expenditures (17%)

Total gross investment in the cultural sector in Ottawa was \$46.1 million in 2009.

Net cultural investment increased from \$11.8 million in 2006 to \$22.4 million in 2009, a 90% increase (not adjusted for inflation or population growth). The increase in the City of Ottawa's net investment in the cultural sector between 2006 and 2009 was:

- 138% for operating expenditures
- 40% for grants
- 147% for capital expenditures

Gross cultural investment in Ottawa increased from \$15.0 million in 2006 to \$46.1 million in 2009, a 208% increase.

Table 6: Cultural investment by the City of Ottawa, 2006 to 2009								
<i>Millions of dollars</i>								
Ottawa (population 812,100)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Operating expenditures	\$7.4	\$4.3	\$9.5	\$4.0	\$11.3	\$7.0	\$14.1	\$10.2
Grants	\$6.0	\$6.0	\$6.7	\$6.7	\$7.6	\$7.6	\$8.4	\$8.4
Capital expenditures	\$1.6	\$1.6	\$1.8	\$1.7	\$0.9	\$0.9	\$23.6	\$3.8
All culture (operating + grants + capital)	\$15.0	\$11.8	\$18.0	\$12.3	\$19.7	\$15.5	\$46.1	\$22.4

Source: Hill Strategies Research analysis of data provided by the City of Ottawa, 2011

Table 7 shows that the City of Calgary invested a net amount of \$41.9 million in the cultural sector in 2009. Calgary's investment in the cultural sector in 2009 includes:

- \$3.5 million in operating expenditures (8% of the total)
- \$18.2 million in grants (43%)
- \$20.2 million in capital expenditures (48%)

Total gross investment in the cultural sector in Calgary was \$44.6 million in 2009.

Net cultural investment increased from \$15.2 million in 2006 to \$41.9 million in 2009, a 175% increase (not adjusted for inflation or population growth). The increase in Calgary's net investment in the cultural sector between 2006 and 2009 was:

- 66% for operating expenditures
- 64% for grants
- 891% for capital expenditures (i.e., nearly a ten-fold increase)

The main factor in the capital increase was Calgary City Council's allocation of \$165 million from a Municipal Sustainability Initiative Fund Province of Alberta grant, to be used exclusively to fund cultural infrastructure projects. This funding started in 2008 (\$2.0 million) and increased to \$18.2 million in 2009.

Gross cultural investment in Calgary increased from \$16.6 million in 2006 to \$44.6 million in 2009, a 168% increase.

Table 7: Cultural investment by the City of Calgary, 2006 to 2009								
<i>Millions of dollars</i>								
Calgary (population 988,200)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Operating expenditures	\$3.5	\$2.1	\$4.3	\$2.7	\$5.7	\$3.7	\$6.1	\$3.5
Grants	\$11.1	\$11.1	\$12.1	\$12.1	\$17.5	\$17.5	\$18.2	\$18.2
Capital expenditures	\$2.0	\$2.0	\$2.0	\$2.0	\$4.0	\$4.0	\$20.2	\$20.2
All culture (operating + grants + capital)	\$16.6	\$15.2	\$18.5	\$16.9	\$27.3	\$25.3	\$44.6	\$41.9

Source: Hill Strategies Research analysis of data provided by the City of Calgary, 2011

The Ville de Montréal invested a net amount of \$89.0 million in the cultural sector in 2009. Table 8 shows that Montréal's net investment in the cultural sector in 2009 includes:

- \$42.3 million in operating expenditures (47% of the total)
- \$28.2 million in grants (32%)
- \$18.5 million in capital expenditures (21%)

Total gross investment in the cultural sector in Montréal was \$141.8 million in 2009. This excludes an exceptional capital investment in the development of the Quartier des spectacles (Performing arts district). Substantial amounts were invested in the Quartier des spectacles in 2008 (\$34.8 million gross spending) and 2009 (\$32.4 million). Because the financing for this project was not completed during the timeframe of the study, no net investment figures are available.

Montréal's net cultural investment increased from \$66.3 million in 2006 to \$89.0 million in 2009, a 34% increase (not adjusted for inflation or population growth). The increase in Montréal's net investment in the cultural sector between 2006 and 2009 was:

- 16% for operating expenditures
- 21% for grants
- 191% for capital expenditures

Gross cultural investment in Montréal increased from \$111.6 million in 2006 to \$141.8 million in 2009, a 27% increase.

Montréal (population 1,620,700)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Operating expenditures	\$75.2	\$36.5	\$76.1	\$35.7	\$82.2	\$40.5	\$84.6	\$42.3
Grants	\$26.9	\$23.4	\$26.9	\$23.8	\$30.0	\$25.5	\$34.8	\$28.2
Capital expenditures	\$9.5	\$6.4	\$5.6	\$2.4	\$17.0	\$13.5	\$22.5	\$18.5
All culture (operating + grants + capital)	\$111.6	\$66.3	\$108.6	\$62.0	\$129.2	\$79.5	\$141.8	\$89.0
Exceptional capital investment: Quartier des spectacles	\$3.1	n/a	\$5.3	n/a	\$34.8	n/a	\$32.4	n/a

Source: Hill Strategies Research analysis of data provided by the Ville de Montréal, 2011

Table 9 shows that the City of Toronto invested a net amount of \$47.5 million in the cultural sector in 2009. Toronto's investment in the cultural sector in 2009 includes:

- \$21.3 million in operating expenditures (45% of the total)
- \$18.8 million in grants (40%)
- \$7.4 million in capital expenditures (16%)

Total gross investment in the cultural sector in Toronto was \$74.2 million in 2009.

Toronto's net cultural investment increased from \$41.5 million in 2006 to \$47.5 million in 2009, a 14% increase (not adjusted for inflation or population growth).

The increase in Toronto's net investment in the cultural sector between 2006 and 2009 was:

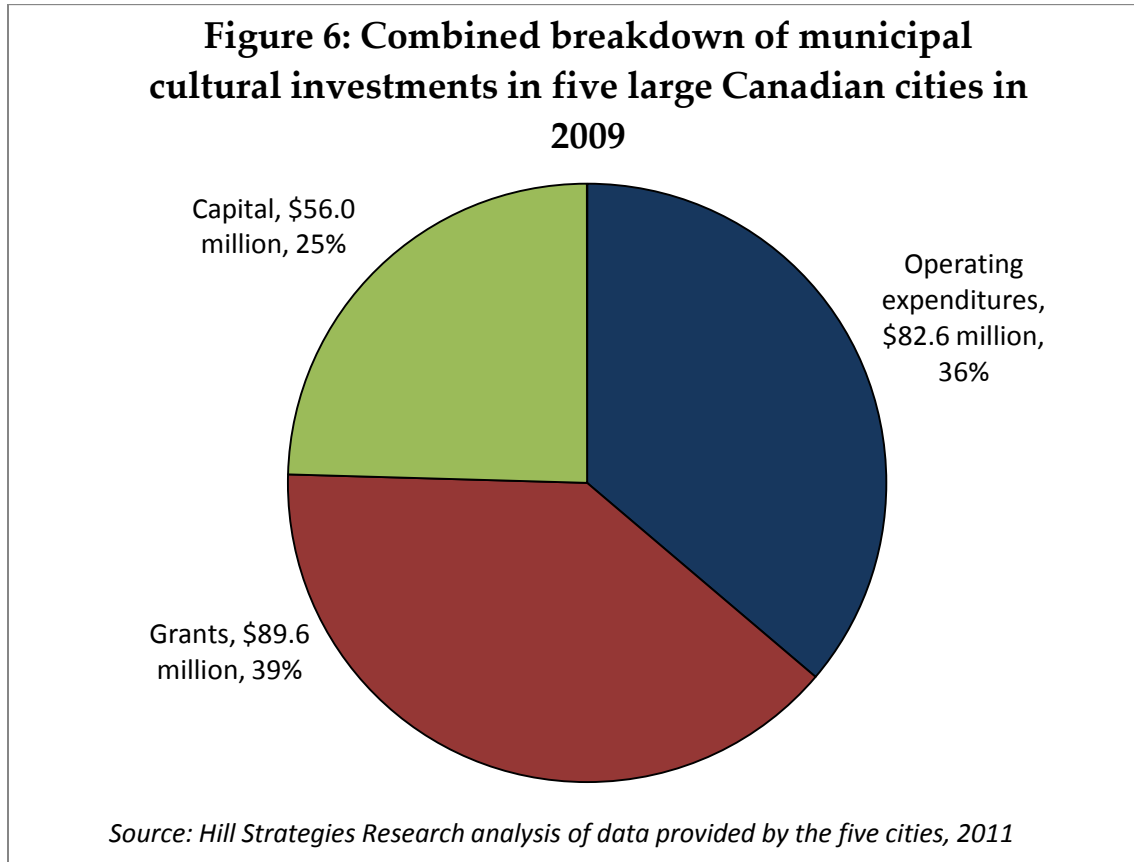
- 10% for operating expenditures
- 15% for grants
- 26% for capital expenditures

Gross cultural investment in Toronto decreased from \$82.4 million in 2006 to \$74.2 million in 2009, a 10% decrease. A significant factor in this decrease was the renovation-related closure of the Sony Centre for the Performing Arts, a major civic theatre in Toronto. The Sony Centre typically generates substantial revenues from box office, rental fees, and other non-City of Toronto revenues. These revenues were lost during the closure.

Table 9: Cultural investment by the City of Toronto, 2006 to 2009								
<i>Millions of dollars</i>								
Toronto (population 2,503,300)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Operating expenditures	\$56.7	\$19.3	\$56.6	\$21.0	\$44.4	\$22.0	\$40.3	\$21.3
Grants	\$16.3	\$16.3	\$17.2	\$17.2	\$18.3	\$18.3	\$18.8	\$18.8
Capital expenditures	\$9.3	\$5.9	\$11.8	\$7.2	\$8.8	\$5.4	\$15.1	\$7.4
All culture (operating + grants + capital)	\$82.4	\$41.5	\$85.6	\$45.4	\$71.4	\$45.6	\$74.2	\$47.5
<i>Source: Hill Strategies Research analysis of data provided by the City of Toronto, 2011</i>								

Overall, a net amount of \$228.2 million was invested in culture in the five cities in 2009. This “net” figure represents the amount invested from the cities' tax bases for that year. As shown in Figure 6, grants and operating expenditures comprise the largest portions of the overall cultural investment of the five cities:

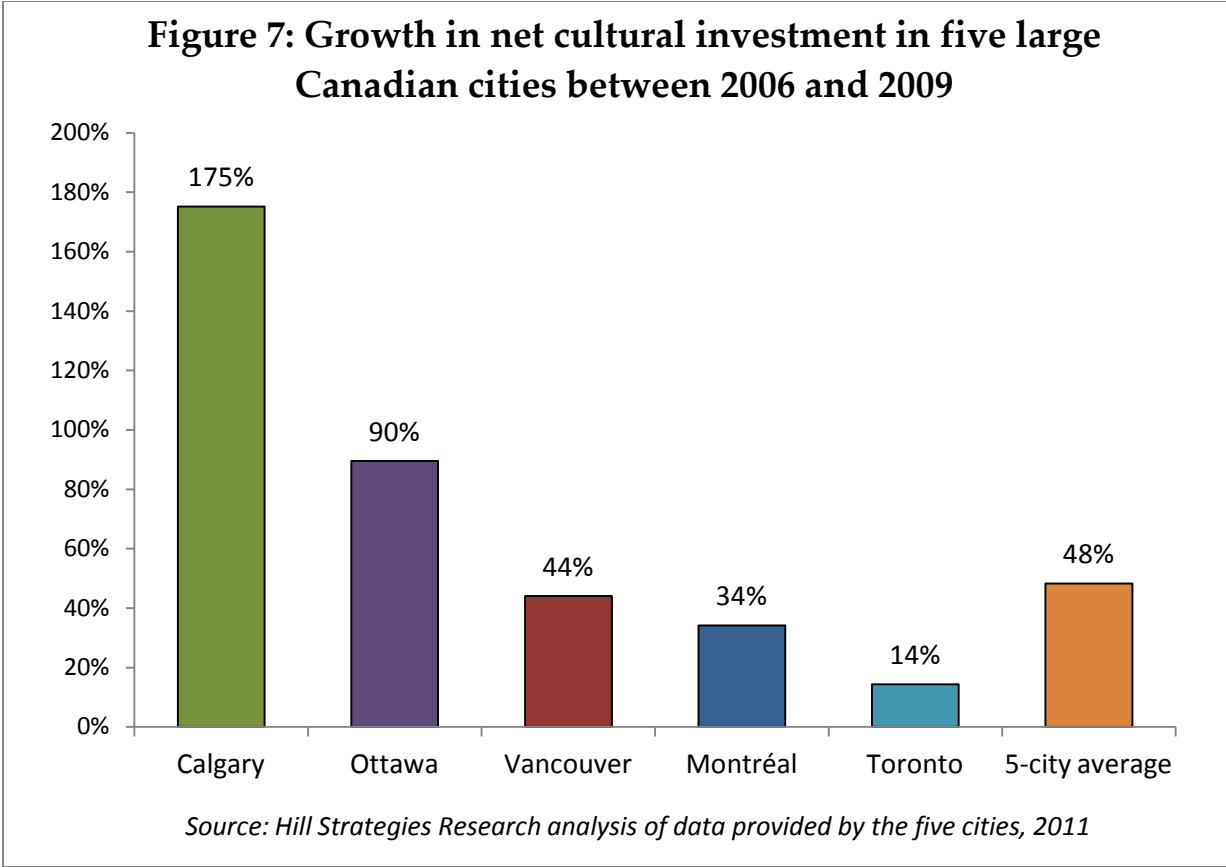
- \$82.6 million in operating expenditures (36% of the total)
- \$89.6 million in grants (39%)
- \$56.0 million in capital expenditures (25%)



Total gross investment, which includes funds transferred from other levels of government as well as other sources of revenue, amounted to \$336.4 million in 2009.⁷

⁷ Excluding libraries, Statistics Canada's most recent data indicates that municipalities invested \$833.6 million in culture in 2008. While there are some differences in what is included in the two datasets, a simple comparison of this report's data on the net cultural spending by the five large cities (\$190.3 million in 2008) and the Statistics Canada national data (\$833.6 million in 2008) would indicate that the five municipalities represent about 23% (or more) of all municipal spending on culture in Canada. The five cities represent 21% of the population of Canada (according to 2006 census data).

Net cultural investment increased from \$153.9 million in 2006 to \$228.2 million in 2009, a 48% increase (not adjusted for inflation or population growth). Figure 7 shows that Calgary’s growth in net cultural investment (175%) was much larger than any other city. Ottawa’s growth (90%) was also well above the five-city average (48%). The growth rates in Vancouver (44%) and Montréal (34%) fell somewhat below the five-city average. The growth in net cultural investment in Toronto (14%) was much lower than in the other cities.



In the five cities combined, the increase in each component of cultural investment between 2006 and 2009 was:

- 26% for operating expenditures
- 29% for grants
- 197% for capital expenditures

The large increase in capital expenditures reflects the growing need for capital refurbishment in the cultural sector. The growing need has been identified in reports such as *Under Construction: The State of Cultural Infrastructure in Canada*.⁸

Gross cultural investment increased from \$250.0 million in 2006 to \$336.4 million in 2009, a 35% increase.

Table 10 contains a detailed summary of the combined municipal cultural investment in the five cities in 2006, 2007, 2008 and 2009.

Table 10: Cultural investment by all five cities combined, 2006 to 2009								
<i>Millions of dollars</i>								
All 5 cities (population 6,502,000)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Operating expenditures	\$151.1	\$65.4	\$154.7	\$67.5	\$153.5	\$78.4	\$152.8	\$82.6
Grants	\$73.1	\$69.6	\$77.6	\$74.5	\$89.1	\$84.6	\$96.1	\$89.6
Capital expenditures	\$25.8	\$18.9	\$24.6	\$16.5	\$35.5	\$27.3	\$87.6	\$56.0
All culture (operating + grants + capital)	\$250.0	\$153.9	\$256.9	\$158.5	\$278.1	\$190.3	\$336.4	\$228.2

Source: Hill Strategies Research analysis of data provided by the five cities, 2011

⁸ Duxbury, Nancy (Ed.). (2008). *Under Construction: The State of Cultural Infrastructure in Canada*. Vancouver: Centre of Expertise on Culture and Communities, Simon Fraser University.

Funds leveraged by municipal cultural investment

While a thorough analysis of the impacts of municipal cultural investments is beyond the scope of this study, the five cities did provide some figures regarding the funds leveraged by their grant investments in the cultural sector.

The funds leveraged calculations compare the other funds generated by recipients of cultural grants to the level of municipal grants. The municipalities indicate that their funding often constitutes "first in" dollars that organizations can use to leverage other revenues, such as ticket sales, investment income, sponsorship dollars and funding from various levels of government. Data is available for four of the five cities.

A recent Ottawa *Revenue-Income Study*, which analyzed the 2007-2008 audited financial statements of the 72 arts and festival organizations that applied for 2009 municipal operating funding, showed that municipal grant recipients generated \$9.98 for every \$1 in municipal grant funding.

In its 2011 report entitled *A View of Calgary's Arts Organizations*, Calgary Arts Development Authority (CADA) prepared a snapshot of data collected from 161 arts organizations in Calgary. In terms of funds leveraged, the report indicates that the 161 operating grant recipients generated about \$26 from other sources for every \$1 in CADA operating funding.

The CADA report also indicates that "the data shows how dollars invested in arts organizations 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. The data shows conclusively that by investing in arts organizations, citizens are contributing to the city's economic and social well-being and its overall vibrancy."

In Montréal, statistics from the Conseil des arts de Montréal show that, in 2009, 230 operating grant recipients generated \$27 from other sources for every \$1 in operating funding from the Conseil des arts de Montréal.

In Toronto, municipal grant recipients generated \$17 for every \$1 in municipal grant funding. This calculation includes Toronto Arts Council recipients, local arts service organizations and major local arts organizations (but excludes Economic Development and Culture Division grants).

Part 3: Municipal investment in libraries

This section of the report examines the operating support for libraries in the five large cities. In four of the five cities (the exception being Montréal), public libraries are managed by a separate library board. In addition, library expenditures are much higher than all other cultural expenditures. For these reasons, library expenditures are included in the study but are reported separately from other cultural investments.

The public library data was collected and compiled through the Canadian Urban Libraries Council. Because of data availability and comparability during the study years, only the municipal operating expenditures on libraries are included in the study.

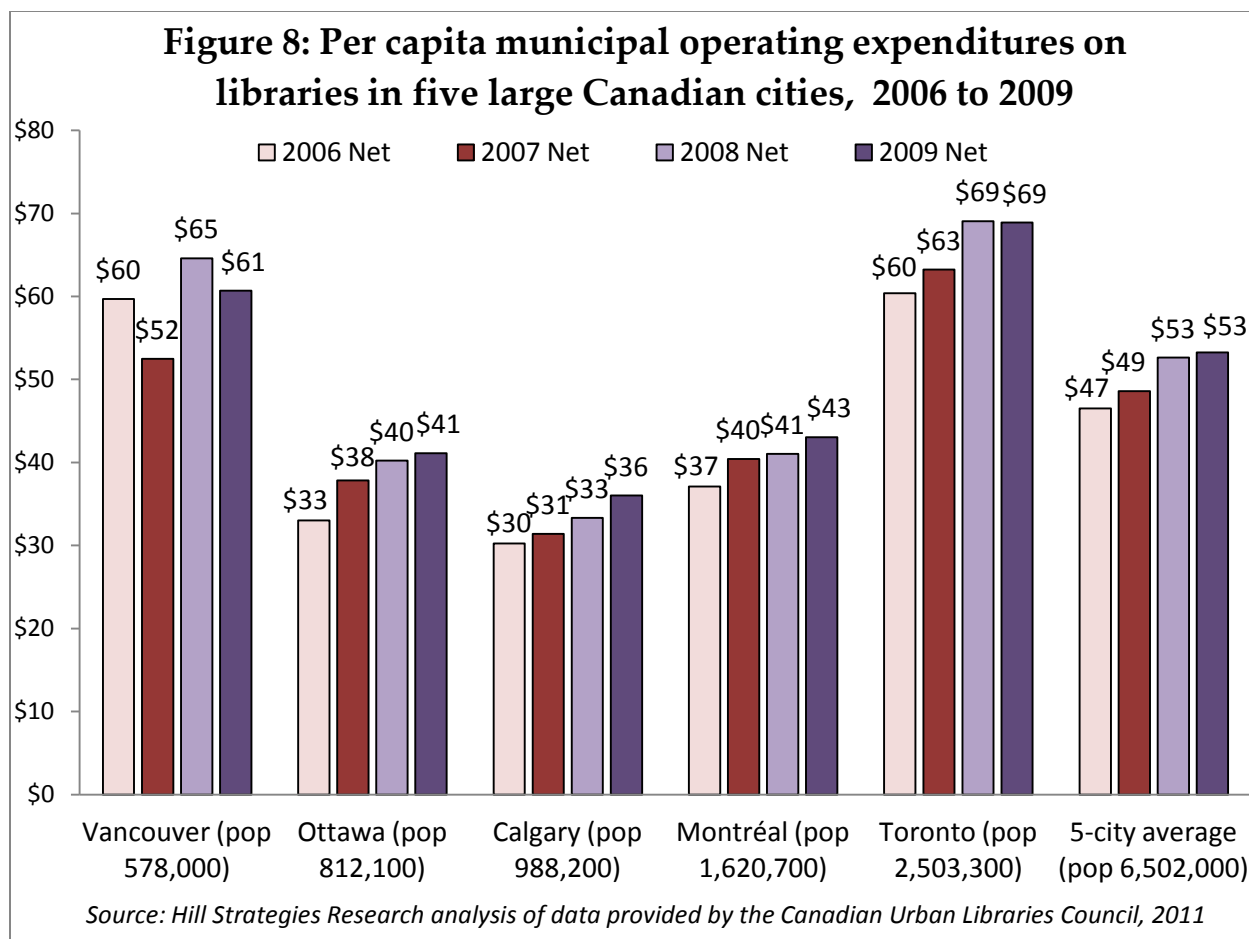
The library data includes both “gross” and “net” expenditures. The gross expenditure data represents the overall operating revenues of the libraries, including user charges, grants from other levels of government and other sources of revenue. The net investment figures provide estimates of operating spending that was provided from the municipal tax base.

In the five cities, \$346.3 million was invested in library operating support in 2009. This is the “net” figure from the municipal tax base for that year. In each city, the net investment in library operating support in 2009 was:

- \$35.1 million in Vancouver
- \$35.6 million in Calgary
- \$172.5 million in Toronto
- \$33.4 million in Ottawa
- \$69.8 million in Montréal

The libraries’ gross operating revenues, including user charges, grants from other levels of government and other sources of revenue, were \$385.9 million in 2009.

On a per capita basis, \$53 was invested in library operating support in the five cities in 2009. This is the “net” figure from the municipal tax base for that year. As shown in Figure 8, Toronto has the highest level of per capita investment in library operations (\$69), followed by Vancouver (\$61). The other three cities are below the combined average of \$53: Montréal (\$43), Ottawa (\$41) and Calgary (\$36).



Gross revenues, including user charges, grants from other levels of government, and other sources of revenue, were \$59 per person in 2009.

The increase in the five cities' net investment per capita in library operations between 2006 and 2009 was:

- 2% in Vancouver
- 19% in Calgary
- 14% in Toronto
- 25% in Ottawa
- 16% in Montréal
- an average of 14% for all five cities⁹

Table 11 provides further details about the municipal investment in library operating support between 2006 and 2009, and Table 12 provides per capita investment figures.

⁹ As was the case with the cultural investment figures in Part 2, the library data has not been adjusted for the 5% inflation between 2006 and 2009. In addition, because the 2006 census population estimates were used, population growth has not been factored into the changes over time. As such, the percentage change in per capita library investments equals the percentage change in actual dollar values.

Table 11: Municipal library operating investment in five large Canadian cities

Millions of dollars

City (2006 census population)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Vancouver (578,000)	\$40.4	\$34.5	\$36.1	\$30.3	\$43.7	\$37.3	\$40.6	\$35.1
Ottawa (812,000)	\$30.7	\$26.8	\$34.7	\$30.7	\$37.0	\$32.7	\$37.8	\$33.4
Calgary (988,000)	\$39.6	\$29.9	\$42.9	\$31.0	\$44.5	\$32.9	\$45.8	\$35.6
Montréal (1,621,000)	\$66.0	\$60.1	\$71.4	\$65.5	\$72.0	\$66.5	\$75.5	\$69.8
Toronto (2,503,000)	\$164.8	\$151.2	\$171.7	\$158.3	\$185.9	\$172.9	\$186.2	\$172.5
5-city total (6,502,000)	\$341.5	\$302.5	\$356.8	\$315.9	\$383.1	\$342.3	\$385.9	\$346.3

Source: Data provided by the Canadian Urban Libraries Council, 2011

Table 12: Per capita library operating investment

Dollars per city resident

City (2006 census population)	2006		2007		2008		2009	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Vancouver (578,000)	\$70	\$60	\$62	\$52	\$76	\$65	\$70	\$61
Ottawa (812,000)	\$38	\$33	\$43	\$38	\$46	\$40	\$47	\$41
Calgary (988,000)	\$40	\$30	\$43	\$31	\$45	\$33	\$46	\$36
Montréal (1,621,000)	\$41	\$37	\$44	\$40	\$44	\$41	\$47	\$43
Toronto (2,503,000)	\$66	\$60	\$69	\$63	\$74	\$69	\$74	\$69
5-city average (6,502,000)	\$53	\$47	\$55	\$49	\$59	\$53	\$59	\$53

Source: Hill Strategies Research analysis of data provided by the Canadian Urban Libraries Council, 2011

Appendix 1: Definition of municipal cultural investments

Division of cultural investments into gross and net expenditures

The data in this report captures both “gross” and “net” investments for operating, grant and capital expenditures on culture. The text of the report focuses on the net cultural investments, while detailed tables in the report also contain the gross investment figures.

Gross expenditures

Gross expenditures include investments from the municipal tax base as well as all other sources of funds that are used for cultural investments, including transfers from other levels of government for cultural projects or programs, revenues from ticket sales for city-owned or operated cultural spaces, rental revenues for city-owned cultural spaces, and sponsorships of city-managed cultural programs and events.

Net expenditures

In general, net investments represent what is spent on cultural programs and services from the municipal tax base. For the most part, net investments exclude all other sources of funding or revenue.

However, net expenditures also include some exceptional items related to discretionary municipal cultural investments. Because the decision-making process for investing the funds is at the discretion of the local city council (or individual local politicians) and is similar to the process of directing municipal tax revenues, these exceptional items are included in the net investment figures even though they do not come from regular tax revenues.

The first example of discretionary municipal cultural investments is the Municipal Sustainability Initiative Fund Province of Alberta grant. This grant was a non-specific transfer for capital purposes. Calgary City Council decided to allocate a portion of these funds toward cultural infrastructure. Calgary City Council also decides which cultural projects receive funding through this initiative. The allocation of these funds to cultural infrastructure was a major local decision, and one that was not made by other Alberta cities.

Another example of discretionary municipal cultural investments relates to funds received in Ontario via “Section 37” negotiations with developers. These private funds, negotiated between the developer, the local councillor and city staff, are directed toward community benefits in return for higher density. In cases where these community benefits are allocated to cultural spaces and activities, these funds would be included in net municipal investments in culture. During the period of this study, neither Toronto nor Ottawa allocated Section 37 funds for cultural projects.

Inclusions in the definition of cultural investments

Operating

Expenditures from the municipal operating budget on the following items:

Live performing arts

- City-owned and/or city-operated theatres

Visual and media arts, crafts, and design

- Art purchases paid through the operating budget
- Public art development (Public art purchases should be included in the capital section.)
- Urban planning involvement in cultural programs such as public art or design
- Awards for urban design
- Most urban design expenditures are excluded from the study. However, Montréal's Design Office is included, as its activities are closely integrated with the city's cultural development policy.

Museums and heritage

- Museum and heritage services
- Science-related museums
- Historic sites and heritage buildings that are used for cultural purposes (if city-owned or city-funded)
- Heritage planners or other similar staffers (who may work outside of the cultural services department but are dedicated to culture/heritage work).
- Heritage or historical archives (excluding archives related solely to city decision-making)

Cultural development, special events and multidisciplinary activities

- Cultural development
- Community arts / "Cultural mediation"
- Culture-dedicated centres (such as Shenkman Arts Centre in Ottawa or "Maisons de la culture" in Montréal)
- Special projects (time-limited)
- Cultural festivals and special events (If these include cultural and non-cultural elements, only the cultural portion of these expenditures was included.)
- Cultural awards
- Parks board arts and culture program (only if a specific budget line identifies arts and cultural program expenditures within the Parks and Recreation budget, a parks agency or board of the municipality, or a parks arm's-length organization)

Creative and cultural industries

- Film and TV development and support / film or screen-based media office (including arm's length organizations)
- Support to creative and cultural industries (animation, publishing, music, etc.)

General administration related to municipal cultural service delivery

- Management and administrative expenses related to the cultural services department's programs and services (such as wages, salaries, benefits and purchases of goods and services)
- Utility expenses for city-owned cultural facilities paid through the operating budget
- Consultants' fees for cultural projects

Grants

Expenditures from the municipal operating and/or capital budget on the following items:

Live performing arts

- Funding of individuals and organizations in circus, dance, music, opera, and theatre. Includes grants administered by the municipal government and those administered by an arm's length organization.

Visual and media arts, crafts, and design

- Funding of individuals and organizations in visual and media arts, crafts, and design. Includes grants administered by the municipal government and those administered by an arm's length organization.

Museums and heritage

- Funding of individuals and organizations involved in museums, archives and built heritage. Includes grants administered by the municipal government and those administered by an arm's length organization.

Cultural development, special events and multidisciplinary activities

- Funding of individuals and organizations involved in multidisciplinary arts activities, cultural festivals and events, community arts (cultural mediation), arts education and leisure-time non-professional arts activities. Includes grants administered by the municipal government and those administered by an arm's length organization.

Creative and cultural industries

- Funding for interactive digital media was included by those municipalities that fund this type of activity through their cultural services department, typically via a screen-based media office.
- Funding of individuals and organizations involved in writing, publishing, radio, TV, broadcasting and sound recording. Includes grants administered by the municipal government and those administered by an arm's length organization.

Capital improvement grants

- Grants for capital improvements by cultural organizations in all disciplines. Includes grants administered by the municipal government and those administered by an arm's length organization.

General administration related to arm's length delivery of cultural grants

- Funding for the administrative expenses related to the arm's length delivery of cultural grants (such as arts councils).

Capital

Expenditures from the municipal capital budget on the following items:

City-owned cultural facilities

- Direct expenditures on capital items such as city-owned cultural facilities
- Annual maintenance and repair of city-owned cultural facilities
- Major renovations of city-owned cultural facilities
- One-time or emergency capital expenditures on city-owned cultural facilities
- Capital expenditures related to historic / heritage buildings that have a cultural use

Cultural districts

- Development and revitalization of cultural districts. Excluded are any costs for revitalization of historic neighbourhoods or squares.

Public art, other art purchases, and maintenance costs

- Purchase or development of public art that resides on public spaces
- Other art purchases
- Plaques and statues maintained by the city's cultural services department

Exclusions from the definition of cultural investments

All other city expenditures are excluded from the study. In particular, expenditures on the following items are excluded.

Exclusions from operating and grant expenditures

Inter-departmental costs such as finance, human resources and corporate marketing

- Operating 'overhead' or costs associated to the running of the office that are paid by other departments such as Finance, Human Resources, Corporate Marketing, etc.
- Operating expenditures from other city-run departments, boards, agencies or commissions such as economic development, social services, planning, transportation, water, fire, police, public transit, etc., unless there is a line item for arts and cultural expenditures (as may be the case with public art or heritage planning).

Zoos and aquariums

- Zoos and aquariums were excluded from the study frame because they are typically managed by a separate entity that does not have a close link with the cities' cultural services departments.

Recreation, nature parks, horticulture and agriculture

- Nature parks
- Community or recreational centres offering cultural leisure / sports programs (other than the culture-dedicated centres noted above in the inclusions)
- Agricultural exhibitions, centres and fairs
- Horticultural societies

Other exclusions

- Tax exemptions and in-kind services
- Religious organizations
- Language training
- Development and promotion of languages
- Non-cultural Aboriginal activities

Exclusions from capital expenditures

Exceptional capital investments

- Large capital investments for which a full accounting of the net costs was not available during the timeframe of the study.
- Exceptional capital investments meet the following criteria: 1) The net expenditure for the cultural capital project is at least as large as the city's other net capital expenditures for cultural purposes within the same fiscal year; 2) Financing for the capital project is complex and occurs over more than one fiscal year; and, most importantly, 3) Financing for the capital project was not finalized within the timeframe of the fiscal years analyzed in the study.
- The two cities with exceptional capital investments during the timeframe of the study are Vancouver, where a major refurbishment of their civic theatres took place in preparation for the 2010 Olympics, and Montréal, where major investments were made in the Quartier des spectacles (Performing arts district).

Certain expenditures on historic or heritage buildings, facilities, neighbourhoods or squares

- Capital expenditures related to historic or heritage buildings with a non-cultural use
- Costs for revitalization of historic neighbourhoods or squares
- *Note: While these items could certainly be considered cultural expenditures, there were significant disparities between Montréal and the four other cities in terms of expenditures on these items, partly because Montréal is a much older city than the four others.*

Public art on privately-owned spaces

- Capital expenditures related to public art that resides on private spaces (typically purchased by private developers through a municipal requirement or incentive policy). However, the gross spending figures include some rare cases where privately-commissioned public art works reside on public spaces.

Plaques and statues maintained by other city departments

- Capital expenditures related to plaques and statues maintained by other city departments

Appendix 2: Policies, plans and non-financial supports for the cultural sector in each city

This appendix contains a general overview of the supports provided to the cultural sector in each of the five cities, with an emphasis on non-financial supports. This information provides context for the analysis of financial supports for the cultural sector provided in the body of the report.

The five cities created a brief summary of their non-financial support for the cultural sector, including items such as:

- Policy development and planning
- Facilities / cultural spaces
- In-kind supports
- Financial supports not covered in the main data tables for this project

The cities also provided Kelly Hill with a number of documents describing their plans, policies, organizational structure and support for the cultural sector. Kelly Hill reviewed this information and created the following descriptions of municipal cultural support, which were vetted by the five cities.

Vancouver

Policy and planning

In 2008, Vancouver City Council affirmed its commitment to a diverse and healthy creative sector through the adoption of the *Cultural Plan for Vancouver 2008 - 2018*. Led by a community-based task force, the Culture Plan is based upon significant public input and was accompanied by four specific plans: Grant Review, Facilities Priority Plan, Public Art Program Review and Cultural Tourism Strategy.

The cultural plan aimed “to develop, enliven, enhance and promote arts, culture, and cultural diversity in the City of Vancouver to the benefit of [its] citizens, [its] creative community, [its] business sector and [its] visitors”. Six core values informed the planning process: creativity, excellence, diversity, openness, accessibility, and collaboration.

Cultural Plan for Vancouver 2008 – 2018
<http://vancouver.ca/commsvcs/cultural/policy/plan/index.htm>

The strategic themes and key goals of the cultural plan relate to:

- Innovation (supporting “the incubation of cultural ideas and expression”)
- Learning (embedding “cultural awareness, instruction and programming within all our institutions and systems”)
- Connecting People, Ideas and Communities (“finding practical ways to create an environment of collaboration, to create opportunities for continuing dialogue among cultural partners and to invite citizens to engage and participate in cultural activities”)
- Neighbourhoods (supporting “neighbourhoods to develop their own cultural plans by seeking new partnerships and collaborations and by encouraging new initiatives and activities that make neighbourhood cultures a central facet of Vancouver’s cultural life”)
- Valued and Valuable (working with partners “to develop new and innovative ways to highlight and profile the creative sector to the citizens of Vancouver and promote Vancouver’s reputation as a Creative City”)

Grant review

Part of the Cultural Plan, the Grant Review marks a fundamental shift in Vancouver’s delivery of cultural grants. The shift involves focusing on the City’s leadership role, enabling risk taking and innovation, placing cultural diversity at the forefront of services, and fostering a responsive and flexible process.

Grant assessment committees deliver operating, project-based, infrastructure and theatre rental grants (allowing access to Vancouver’s civic theatres). Annual funding is also reviewed and provided to five major exhibiting and collecting institutions, three of which hold in trust for the City an extensive collection of art and artifacts. In 2009, the City awarded over \$10 million in cash or theatre rental grants to over 225 non-profit arts and cultural organizations.

The City works with strategic partners in many grant programs. As one example, *Arts Partners in Creative Development* (APCD) was a strategic partnership of the Province of British Columbia, the City of Vancouver, the Canada Council for the Arts, the Vancouver Foundation, VANOC and 2010 Legacies Now. In the APCD program, the City's investment of \$500,000 over three years was leveraged into a \$6.5 million commissioning program. Other strategic partnership programs include the *Arts Partners in Organizational Development* program and the *Next Generation of New Leadership Program*.

Community planning

Culture is also integrated into Vancouver's community development plans, major projects and neighbourhood plans, in order to ensure places and spaces for the creative sector. Examples include the *Great Beginnings Program*, the planning of new developments such as Northeast False Creek, and the Mount Pleasant neighbourhood visioning.

Facility support

The Facility Priority Plan, part of the Cultural Plan, articulated the cultural space priorities for the next fifteen years and focused the City's role on enabling and partnering in the development of cultural spaces. The City provides several kinds of assistance, including a *Cultural Infrastructure Grant Program* that supports not-for-profit cultural organizations in their pre-planning, feasibility, purchase or renovation of capital projects. The City also owns and leases to independent not-for-profit cultural societies over 27 facilities for a nominal rent of \$1 per year and tax-free occupancy.

For many years, several new cultural facilities have been developed in part by an innovative density bonusing program. Recent cultural amenities arising from this program include the Orpheum expansion and rehearsal hall/the Vancouver Symphony Orchestra Music School, the CBC Plaza and festival production space, the Vancouver Art Gallery-curated sculpture garden *Offsite*, and the Woodward's building redevelopment (which includes the Simon Fraser University School for the Contemporary Arts, W2 Community and Media Arts, and co-location office spaces for 17 other independent non-profit social and cultural tenants).

Cultural infrastructure in Vancouver
<http://vancouver.ca/commsvcs/cultural/facilities/index.htm>

In 2008, City Council allocated a \$10 million heritage density bonus towards the \$13 million York Heritage Theatre project, a theatre that would have otherwise been lost to residential re-development. In 2009, the Vancouver East Cultural Centre opened its completely restored heritage theatre, funded in part by a \$1.5 million civic capital investment that also created a brand-new and much-needed flexible studio space.

The City also secures community-use agreements as a condition of certain re-zonings in order to allow cultural use of private space at a nominal rent. Examples include the new CBC Plaza and the Woodward's atrium.

In-kind support

A number of other support programs have also been created and delivered through strategic partnerships. The *Transit Shelter Advertising* Program provides more than 5,660 annual shelter spaces, worth approximately \$3.5 million yearly, in collaboration with CBS Outdoor JC Decaux. Since 2008, the *Vancouver Live!* Program has provided access to free airtime on two video screens at Granville and Robson in an on-going partnership with Tourism Vancouver, Bonnis Properties and CoreVision Media. The CBC plaza will host the latest screen added to the *Vancouver Live!* Program.

The Film and Special Event Office coordinates the use of services and spaces for public events and the FEST committee enhances event producers' access to logistical support.

Vancouver is also leading a review to modernize its regulatory systems to make it easier for arts organizations and facilities to navigate civic regulations.

Other City programs and services

Public art

Vancouver's *Public Art Program* has been recognized nationally and internationally for incorporating contemporary art practices into city planning and development through private developments and a civic program. The 2008 Public Art Program Review significantly renewed the program, including developing an innovative commissioning process in which artists are invited to submit their ideas for public art projects. The Program has two components: the *Private Sector Public Art Program* requires developers to commission public art for major private rezoned developments; and the *Civic Public Art Program* commissions public art to be installed permanently or temporarily as part of civic infrastructure projects such as parks, libraries and community centres. A Council-appointed voluntary Public Art Committee provides advice on the programs and reviews private sector project plans. Civic commissions are selected by independent peer panels and funded through a three-year capital budget allocation.

The Public Art Program's most complex and ambitious program was the \$5.95 million *Olympic and Paralympic Public Art Program*, which commissioned and installed more than 25 permanent and temporary public artworks for the 2010 Winter Games.

Public art in Vancouver

<http://vancouver.ca/commsvcs/cultural/publicart/index.htm>

Awards

Vancouver administers and produces a series of cultural and civic awards which are designed to recognize, support and promote Vancouver-based professional artists for their work. Awards include the *City of Vancouver Heritage Awards*, the *City of Vancouver Book Award*, the *City of Vancouver Cultural Harmony Awards*, the *City of Vancouver Artist Live/Work Studio Awards*, the *Mayor's Arts Awards* (celebrating honourees and emerging artists at an annual gala), and the *Poet Laureate Award*.

Civic Theatres

Vancouver operates three civic theatres: the Vancouver Playhouse, the Orpheum and the Queen Elizabeth Theatre. All have undergone extensive renovation and revitalization in time for the 2010 Cultural Olympiad, at a combined cost of \$65 million over a seven year period. These expenditures are noted as “exceptional capital expenditures” in the main data tables for this project.

Heritage

In 1986, City Council initiated a *Heritage Conservation Program* to identify and inventory the City's heritage resources, develop incentives to assist in heritage conservation, and create a greater awareness and understanding of built heritage.

Park Board

Vancouver Park Board has three arts-focused community centres: Moberly Arts Centre, Jericho Arts Centre and the Roundhouse Community Arts and Recreation Centre. These centres feature purpose-built performance and exhibition spaces as well as community arts programs. The Park Board also operates an *Artists in Communities Program* in which artists or artist-intern teams establish a presence at a sponsoring community centre and work with the community on a unique art project. The Park Board also funds various community-based art projects through its *Neighbourhood Matching Fund*.

In addition, various City departments provide unique arts programs, such as community art at the Mountain View Cemetery and a commissioning program for community-engaged anti-graffiti murals coordinated by the engineering department.

Pacific National Exhibition

Vancouver owns the Pacific National Exhibition (PNE) and grounds, which are home to Vancouver's largest annual festival. The PNE is stewarded by a non-profit organization governed by a board comprised of city representatives as well as other stakeholders. Recently, the City passed the Hastings Park/PNE Master Planning Process that re-envisioned Hastings Park and the PNE as a greener, more active, year-round destination, better connected to the waterfront and the surrounding community.

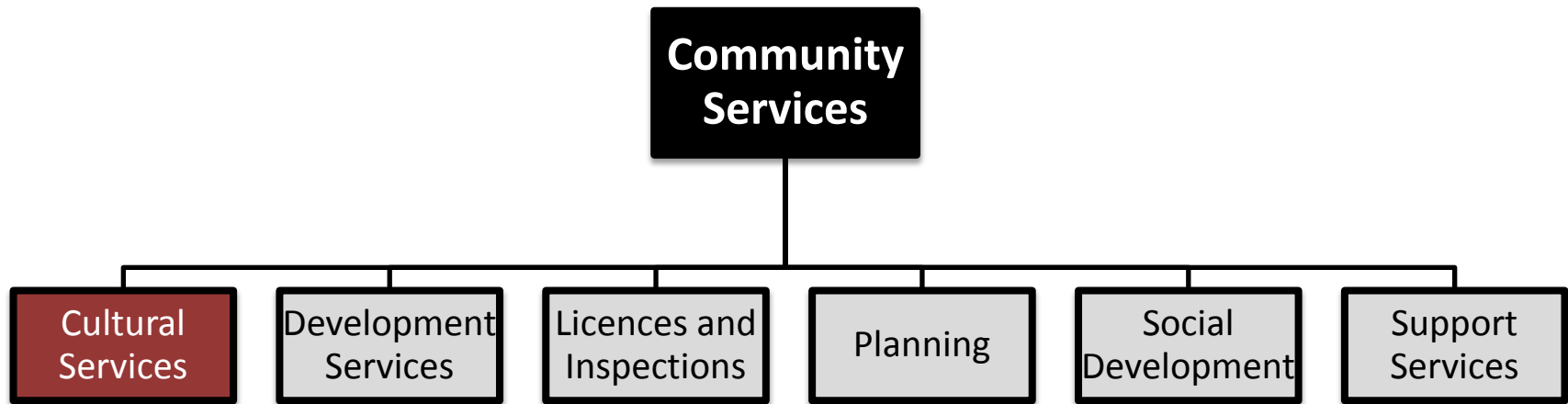
Olympics

In 2010, Vancouver built and activated two distinct outdoor Olympic Live Sites that programmed 291 artist performances, employed 375 volunteer staff and attracted 613,083 visitors during the Games.

Vancouver 125

Vancouver was named as a *Cultural Capital of Canada* for 2011 to celebrate Vancouver's 125th anniversary. Celebrations include a year-long program of anniversary initiatives and events showcasing Vancouver's vibrant arts scene, including *Birthday Live* with a free party at Jack Poole Plaza and *Summer Live*, a free, three day multi-stage celebration in Stanley Park.

Vancouver 125 will support other civic events and the work of dozens of cultural organizations presenting events, exhibitions, festivals and other artistic projects throughout the city and throughout the anniversary year. These activities will explore Vancouver's history, diversity and innovative cultural scene.



Ottawa

Policy and planning

Ottawa 20/20 Arts and Heritage Plan Renewal

In April 2003, City Council adopted the *Ottawa 20/20 Arts and Heritage Plan (AHP)*, within the broader context of the Ottawa 20/20 initiative. The basic premise of Ottawa 20/20 was to balance the four interconnected pillars of community sustainability (social, environmental, economic and cultural) so that Ottawa could grow in a way that served current residents while being responsible to future generations.

The *Ottawa 20/20 Arts and Heritage Plan* was one among five Council-approved growth management plans. Together with the Economic Strategy, the Environmental Strategy, the Human Services Plan and the Official Plan, the Arts and Heritage Plan provided long-term strategic direction and formed a comprehensive blueprint for the future of Ottawa and its communities.

The Ottawa 20/20 Arts and Heritage Plan included strategic directions, policy statements and specific actions. A detailed 5-year action plan (2003-2008) was approved along with medium and longer-term actions. The Arts and Heritage Plan was to be reviewed and renewed for relevancy every five years, as were the other Ottawa 20/20 plans.

Discussion and planning around an Ottawa 20/20 Arts and Heritage Plan renewal process that would result in a second AHP 5-Year Action Plan (2012-2017) began in August 2009. A high-level renewal process was crafted in full partnership with the local cultural community.

The goal is to have a new 5-year Culture (Arts and Heritage) Action Plan completed by December 2011, for submission to City Council in January 2012.

Arts and Heritage Plan Renewal
http://www.ottawa.ca/rec_culture/arts/plan_fund/plan_renewal/index_en.html

Municipal Cultural Planning and Mapping

The *Ottawa 20/20 Arts and Heritage Plan Renewal* process is employing cultural planning and cultural mapping approaches/tools to implement a renewal that engages broader and wider collaboration.

Creativity and culture build local economies. Across Ontario, municipalities are turning to municipal cultural planning (MCP) to support culture-led economic and community development. MCP is a tool for identifying what is unique about a community and using it for economic prosperity and improved quality of life. With the aim of being an effective tool for development and planning, cultural mapping describes the cultural resources and assets of a

specific community and the relationships between them, thereby promoting connectivity and community development.

The City of Ottawa received funding from the Ontario Ministry of Culture's Creative Communities Prosperity Fund to initiate its first-ever cultural mapping initiative. This project has brought together cultural community leaders (aboriginal, francophone and anglophone), municipal cultural staff, municipal economic development representatives, City information technology and geographic information system experts, Ottawa Public Library representation, Ottawa Tourism and Business Improvement Association representatives to map, build and develop together.

Other City planning initiatives

The Arts and Heritage (Culture) Plan remains connected to several other municipal planning initiatives, including *Choosing Our Future* (a joint planning initiative of the City of Ottawa, the City of Gatineau, and the National Capital Commission), municipal community and corporate sustainability initiatives (recognizing culture as one of the four interconnected pillars of sustainability), the *Economic Strategy* (recognizing culture as a driver in the knowledge-based economy), the *Environmental Strategy*, the *Human Services Plan* and the *Parks and Recreation Master Plan*. Since March 2009, the Cultural Services branch has been a part of the Parks, Recreation, and Cultural Services department, enabling cultural personnel to be active participants in the Parks and Recreation Master Plan process.

Cultural Funding

Through its Cultural Funding and Awards Programs, the City of Ottawa annually supports the creation, production and presentation of arts, festivals, fairs and heritage activities undertaken by individuals, professional organizations, community and amateur groups. The wide range of programs funded by the city creates opportunities for awareness and appreciation of the arts, heritage and culture in the community for everyone.

The Cultural Funding and Awards programs are generally assessed through a peer review process. Professionals representing specific disciplines and other individuals who are knowledgeable and active in the arts heritage, festivals or fairs community are involved in the peer review.

In 2009, the Cultural Funding team managed 415 funding and awards submission and held 30 juries that resulted in 314 funding allocations being awarded in the following programs:

- Arts Funding Program
- Arts Service Agreement Program
- Arts Capacity Building Program
- Ethno-Cultural Performing Arts and Multidisciplinary Events
- Heritage Funding Program

- Museum Service Agreement Program
- Heritage Service Agreement Program
- Partnership Program for Major Festivals and Fairs
- Festival Service Agreement Program
- Rural Arts Initiative
- Cultural Facilities – Minor Capital Funding Program
- Firestone Collection of Canadian Art Management Agreement
- Shenkman Arts Centre Start-Up Funding
- Ottawa Book Awards and Prix du livre d’Ottawa
- Karsh Award
- Rich Little Endowment Fund for the Performing Arts

Facilities

The Cultural Services branch directly operates 21 facilities across the City, including: two mainstage theatres, two studios, three museums, seven art galleries, one archive, two instructional art centres, two artist studios, and two multi-disciplinary facilities (Arts Court and the Shenkman Arts Centre).

Cultural Spaces and Places in Ottawa
http://www.ottawa.ca/rec_culture/arts/plan_fund/plan_renewal/discussion_papers/places_spaces_en.html

In-kind support

The City’s *Events Central* office supports over 200 special events, festivals, fairs, community, sporting, heritage and cultural celebrations by acting as a first point of contact and a one-stop shop for organizers of events in Ottawa. This enhances community relations and helps eliminate confusion for event organizers, allowing for events to be planned more efficiently.

Other City initiatives

Public Art

The City of Ottawa develops, exhibits and manages work by local visual artists. Art in public places makes the city a canvas for everyone to enjoy.

The *Percent for Art* commissioning program integrates permanent, site-specific art by regional, professional artists into municipal capital development projects, such as transit ways, roadways, parks, buildings and more. In 2010, over 100 permanent, site-specific works of art were commissioned in the City of Ottawa.

Public Art in Ottawa
http://ottawa.ca/rec_culture/arts/public/index_en.html

The City's Fine Art Collection, composed of approximately 1,764 contemporary works by 565 local artists, is acquired by purchase or commission and is displayed throughout the community. The acquisition process is organized once a year, using a peer jury.

Heritage Programs

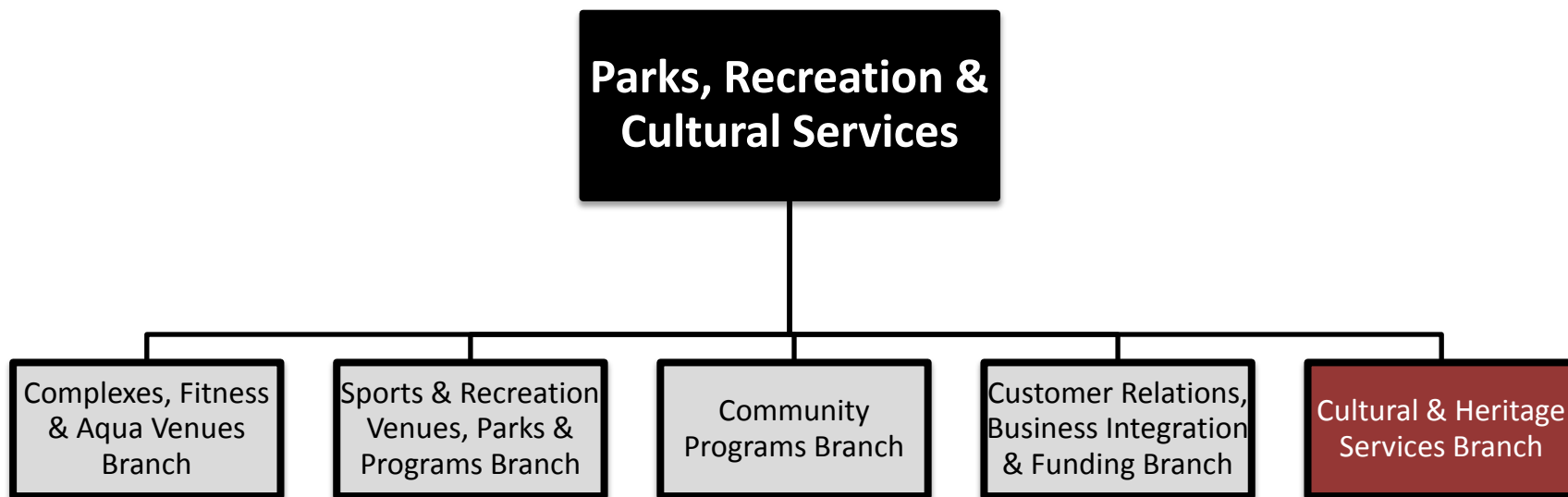
The City's extensive heritage programs include the delivery of major city-wide heritage events, including Doors Open Ottawa, Museum Day and Heritage Day. The heritage events attract more than 56,000 people per year.

City Archives

As a source of enduring knowledge accessible to all, the City Archives contains one of Ottawa's oldest and most valuable archival collections related to the City of Ottawa and its historical predecessor municipalities. The archives program is accountable for identifying and preserving the City's corporate memory and for documenting the City's history and the enduring legacy of its citizens. It is responsible for acquiring, preserving and providing access to records that reflect Ottawa society and document significant interactions between citizens and the City.

Creative Arts Unit

The City's Creative Arts Unit offers arts instructional programs for all ages, skill levels and arts disciplines in the areas of theatre, dance, drama, music, drawing, painting and pottery. The unit also manages the operation of community-based exhibit spaces, events, artist studios and multi-disciplinary arts centres. This unit provides developmental support to more than 50 partner art organizations regarding program development.



Calgary

The main data tables in this report reflect the actual cash expenditures made by the City of Calgary to support the cultural sector between 2006 and 2009.

The City, in collaboration with the cultural sector, has been on an assertive campaign to re-dress historical investment patterns in the following areas: policy and planning; facilities / infrastructure; in-kind support; and administrative supports.

Policy and planning

Since 2004, there have been 20 stand-alone and integrated policies and plans to support the growth of the cultural sector. These include the Civic Arts Policy, a Public Art Policy, a Festival and Event Policy, a Recreation Master Plan, Calgary Arts Development's strategic plan and business plan, a Heritage Strategy, the Cultural Infrastructure Funding Framework, and many more.

Calgary's current Civic Arts Policy dates to 2004. The policy aims to ensure that:

- Calgary's citizens have a multitude of opportunities to engage in creative pursuits as artists, students and audience members;
- Calgary's artists thrive in an open and encouraging environment that places high value on their contributions to the community; and
- Calgary's reputation as an inclusive, innovative and culturally vibrant city is broadly recognized.

The development of a cultural master plan is scheduled for 2012 with preliminary scoping being undertaken by the City and Calgary Arts Development in mid-2011. It is the intention that this will be a 10-year plan that will respond to other significant planning documents such as ImagineCalgary, Plan It, Centre City Plan, and the Recreation Master Plan. The Recreation Master Plan, in particular, integrates and includes "cultural literacy" as a cornerstone for developing complete communities in Calgary.

Festival and Event Policy

Oversight of the Festival and Event Policy, which was developed in 2010, is provided by a community-led Event Advisory Committee. This group reviews and recommends festivals and events for subsidy based on a Merit Review Application process. The City of Calgary created a new temporary grant for festivals and events as part of the implementation of the new policy. The total investment was \$1.9 million in 2010/2011. This grant program started after the timeframe covered in the main data tables in this report.

Heritage planning

The Heritage Planning group within the Planning Department is responsible for the Calgary Heritage Plan. This plan is mostly concerned with the preservation and designation of the built environment. Other staff within the Land Use Policy and Planning Division is responsible for the urban realm (architecture/lighting). In addition, staff in Parks Planning, Centre City Implementation, Clean to the Core and Social Planning also works very closely with staff in the Arts and Culture Division when re-developing open spaces (events/public art) or other items.

Public art

The public art strategic framework document guides the evolution of a distinct and vibrant artistic character for the city's public places. Through public art, the City of Calgary contributes to a visually rich environment, attracts creative businesses and workers, provides art opportunities that are freely accessible to all, recognizes the City's diverse cultural character, celebrates living heritage, and contributes to the growth of a culturally-informed public.

Public Art in Calgary
<http://www.calgary.ca/CSPS/Recreation/Pages/Public-Art/Mandate-and-funding.aspx#funding>

Calgary's public art program is the largest municipally-funded program in Canada. The "1%" policy was renewed in 2009 and is currently working on 32 projects.

Forthcoming policies

There are several new policies in development to address the short-term cultural use of City-owned buildings destined for demolition, improvements to the cultural density bonus policy, the cultural use of the "Plus15" inter-building navigation system, and a cultural economic exchange policy.

Calgary Arts Development Agency (CADA)

The Arts and Culture Division works closely with Calgary Arts Development, an organization that was established by the City of Calgary as part of the implementation of the Civic Arts Policy in 2004. This organization, a wholly-owned subsidiary of the City of Calgary, provides operating funding and develops strategy, marketing and community feedback. CADA is the first and only development authority focused exclusively on the arts in North America. CADA aims to ensure that Calgary arts organizations and artists have the opportunity to flourish in an environment with a stable base of resources and infrastructure and that the arts are widely recognized and strongly supported as a public good for all Calgarians. Over time, there have been small funding increases to CADA.

Calgary Arts Development Authority
<http://www.calgaryartsdevelopment.com>

Facilities / Infrastructure

In 2007, the City of Calgary commissioned a study on cultural infrastructure from Calgary Arts Development. The report, entitled *Reclaiming Calgary's Cultural Identity: Arts Spaces Strategy and Capital Plan*, has resulted in a Calgary City Council allocation of \$165 million, representing 5% of \$3.3 billion from the Municipal Sustainability Initiative Fund Province of Alberta grant, to be used exclusively to fund cultural infrastructure projects. The allocation of these funds to cultural infrastructure was a major decision, and one that was not made by some other Alberta cities.

In 2008, the first 14 projects were presented to Calgary City Council. Funded projects include: Canada's Sports Hall of Fame; Canada's National Music Centre; Folk Festival Hall; the Conservatory at Mount Royal University; the Nickel Arts Museum at the University of Calgary; Pumphouse Theatres Society; and other smaller projects. The total value of investments to date has been \$72 million. In 2011, the expanded Cultural Spaces Investment Program will provide an additional roster of projects. Projects currently under review include: the Alberta Creative Hub for Film, Television and New Media; the International Museum of Contemporary Art; King Edward School Arts Incubator; and others.

There is also an unfunded list of future projects on the Culture, Recreation and Parks Infrastructure Plan. This comprehensive listing includes any and all lifecycle/maintenance requirements for City-owned facilities and all Civic Partners (Fort Calgary, Heritage Park, Epcor Centre for the Performing Arts).

*Calgary Capital Development Plan
(Culture, Recreation and Parks Infrastructure
Plan under the Community Development tab)*
http://www.calgaryinfrastructure.ca/capital_plan.html

In-kind support

Calgary City Council has committed to fully subsidizing those City services that are required to support 265 festivals and events in Calgary. This contribution is valued at \$1.5 million in 2011, and the only exclusion is for Pay Duty policing required to support beer tents. It is anticipated that, over the three-year business plan and budget cycle, this commitment will remain constant at \$1.5 million (for a total \$4.5 million over the three-year period). Further, the City provides event liaisons that manage a formal application-based "one-window in" system, which integrates all required permits and approvals for clients.

Planning festivals and events
<http://www.calgary.ca/CSPS/Recreation/Pages/Festival-planning/Planning-festivals-and-events.aspx>

In September 2009, the City of Calgary, via the Office of the Mayor, initiated *Culture Month*. This month-long marketing initiative aimed at increasing awareness and participation in cultural activities pre-dates the development of the Alberta and Canada-wide *Culture Days*. In September 2011, the Culture Month and Mayor's Arts Awards will be managed by Calgary Arts Development as part of their marketing and awareness activities.

Administrative supports

The City of Calgary provides dedicated administrative support to the cultural sector via the Arts and Culture Division. The Division support festivals and events, public art, community arts centres community cultural development and Civic Partners (Fort Calgary, Heritage Park, and Epcor Centre for the Performing Arts).



Toronto

Over and above the expenditures on culture captured in the main data tables for this report, the City of Toronto provides several other types of support: policy and planning, facility support, financing support and in-kind support.

Policy and planning

The City of Toronto has a strong tradition of using policy documents to strategically focus its work to support the cultural sector. For example, shortly after amalgamation, Toronto City Council commissioned a culture plan to guide cultural development in the city. The 2003 - 2013 *Culture Plan for the Creative City* continues to provide direction for Cultural Services.

Culture Plan for the Creative City

In 2003, the City of Toronto prepared the *Culture Plan for the Creative City*, a strategy that aimed to enhance Toronto's place as a leading international centre for culture and to increase the role of culture in the city's economic and social development.

Many enhancements to the sector stem from the Culture Plan's recommendations, such as increased funding to the Toronto Arts Council and major cultural organizations, a 1% for public art program and the establishment of a Cultural Facilities Capital Grant Program. Of the Plan's 63 recommendations, 87% have been fulfilled.

Cultural Plan for the Creative City, 2003-2013
<http://www.toronto.ca/culture/cultureplan.htm>

Highlighting the City's per-capita investment in culture, the Culture Plan targeted a municipal investment of \$25 per capita, which was a substantial increase from the estimate of \$14 per capita in 2003. (Readers should note that the previous City of Toronto figures were calculated somewhat differently than the statistics in this report and are therefore not directly comparable.) A progress report, produced in February 2008, indicated that the City's per-capita spending on culture had risen to \$18. Some of new investments went towards the arms-length Toronto Arts Council, as well as major cultural organizations in the city. However, the progress report notes that "Toronto has not caught up to its competitors" regarding municipal cultural investments.

The Culture Plan also led to the *Live With Culture* campaign, which helped establish major new events such as Scotiabank Nuit Blanche as well as a substantial marketing and programming campaign for the whole arts and cultural sector in Toronto.

Challenges highlighted in the 2008 progress report include a high dollar, which led to a decline in American tourism and decreases in film and television production.

Creative Capital Gains

During the preparation of this report (spring 2011), the City of Toronto produced *Creative Capital Gains: An Action Plan for Toronto*, which took up where the 2003 Culture Plan left off. Like the 2003 plan, the report's development involved public consultations and oversight by an advisory committee. Recognizing that "culture animates a city", this report focuses on three overarching themes: service; using the City's convening power; and making cultural investments where only the City can. The report recommends that the City:

- Ensure a supply of affordable, sustainable cultural space.
- Ensure access and opportunity for cultural participation to all citizens regardless of age, ethnicity, ability, sexual orientation, geography, or socioeconomic status.
- Support the development of creative clusters and emerging cultural scenes to capitalize on their potential as generators of jobs and economic growth.
- Promote its cultural institutions, festivals and other assets to enhance its position as a Creative City regionally, nationally, and internationally.
- Keep pace with international competitors by making a firm commitment to sustain Toronto's cultural sector and position Toronto as a leading, globally competitive Creative Capital.

The report also recommends that the mayor take a leadership role in Toronto's creative capital strategy.

Creative Capital Gains: An Action Plan for Toronto
<http://www.livewithculture.ca/category/creative-capital-initiative/>

Other City initiatives

Toronto's Cultural Services Department also creates policy documents in response to other City initiatives as a way to integrate Culture's goals with broader city objectives. A notable example is the *Creative City Planning Framework*, which was written to complement the former Mayor's 2008 economic development strategy, the *Agenda for Prosperity*.

Facility support

The City of Toronto leases city-owned space at below-market rent to not-for-profit organizations that deliver City programs and services or provide functions that are consistent with City Council's objectives. The cultural organizations' use of the city-owned space is over an extended period of time, typically 5 years with a renewal option. The space is provided at a cost less than the full market rental rate of the space, typically \$1 for net rent plus the actual operating costs of the space.

One successful partnership involved Toronto Artscape entering into a 50-year lease with the City for a nominal payment at the City-owned Wychwood Car Barns, which formerly operated as a Toronto Transit Commission streetcar maintenance facility. This arrangement allowed Artscape to redevelop and manage an arts-related centre on a cost-recovery basis.

Financing support

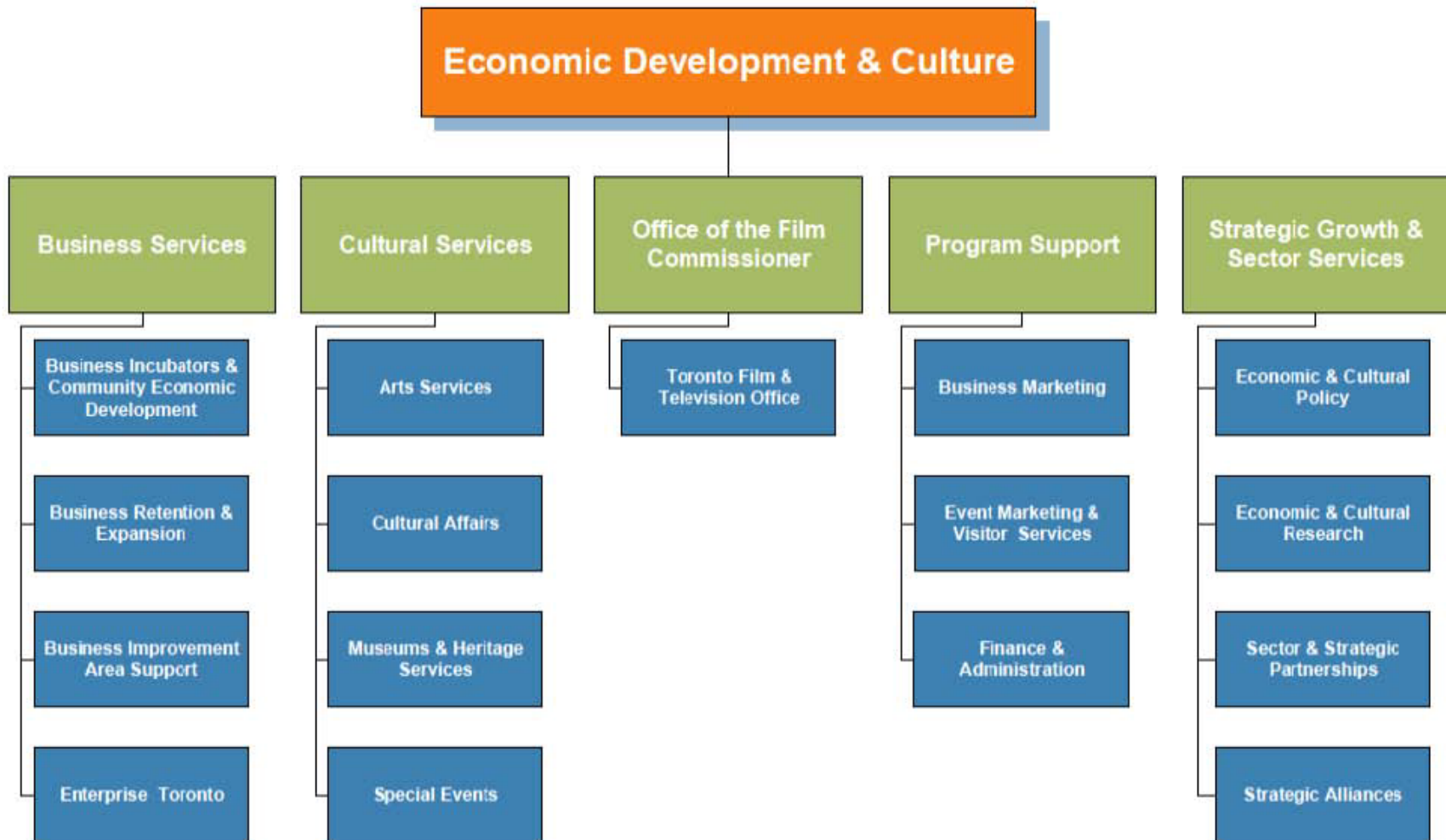
The City provides capital loan guarantees to cultural organizations seeking out loans from third-party lenders in cases where the cultural organizations have a direct financial relationship with the City and have been denied sufficient and reasonable funding from all other sources. Such cultural organizations are required to make payments on the loan in accordance with its terms, and there is no financial impact on the City unless the organization is unable to meet its obligations. Similarly, the City also provides line-of-credit guarantees to cultural organizations who qualify in order to help such organizations manage their cash flow inconsistencies. Typically, the cultural organization can secure a more advantageous interest rate and credit terms if they have obtained a guarantee from the City.

In-kind support

For City-produced events, including Nuit Blanche and the Cavalcade of Lights, several City service fees are waived. In-kind support for City-produced cultural events ranges from on-duty policing, waste management, “Green P” parking, EMS services, road closures and park & site permits. This represents a cost-savings for Cultural Services. For cultural events produced by other organizations, the City provides advisory services, helping connect organizers with the right people to obtain required permits and guiding them through the planning process.

Scotiabank Nuit Blanche
http://www.toronto.ca/special_events/snb/

Toronto Economic Development and Culture Division



Montréal

Policy and plans

Montréal, cultural metropolis – Cultural development policy of the Ville de Montréal 2005-2015

The need for a cultural development policy was one of a number of conclusions of the 2002 Montréal Summit, which was chaired by Mayor Gérald Tremblay. In addition, for elected officials and city employees, it was clear that the success of a cultural development policy would be linked to close collaboration

between the geographic regions of the city (called “arrondissements”), central city services, the Conseil des arts de Montréal, the Conseil du patrimoine de Montréal, the cultural milieu, other civic partners, and other governments.

Montréal, cultural metropolis
http://ville.montreal.qc.ca/portal/page?_pageid=4517,7008922&_dad=portal&_schema=PORTAL

The policy adopted in the fall of 2005 argues that “the arts and culture are above all a value unto themselves, an identity, a vital need”. Taking a broad view of the cultural development of the city, the policy relates to the city’s artistic development, heritage and knowledge. The policy highlights the links with land-use planning, leisure activities, sports, social values, the economy, and sustainable development.

The policy outlines a number of Montréal’s cultural strengths:

- Québécois cultural heritage, Aboriginal cultures, the historic anglophone presence, and Montréal’s cosmopolitan nature.
- The city’s vast, rich and diversified heritage.
- Its creators, artists and cultural entrepreneurs.
- Available resources in training, creation, production, dissemination and conservation.
- A highly-diversified supply of culture.
- A range of opportunities for amateur artistic practice.
- A curious and devoted public.
- A well-organized cultural sector.

The *November 2007 Summit: Montréal, cultural metropolis (Rendez-vous Novembre 2007 - Montréal, métropole culturelle)* welcomed 1,300 people and led to a ten-year Action Plan for Montréal, cultural metropolis (2007-2017). This action plan flows from the 2005 cultural development policy.

The Action Plan contains five key goals:

- Democratization of cultural access.
- Investment in the arts and culture.
- Cultural quality of life.

- Promotion of Montréal culture elsewhere.
- Providing the means for a cultural metropolis.

Numerous concrete actions flow from these key goals, including the promotion of the right to culture for all citizens, the development of community arts, libraries, museums and festivals, heritage preservation and promotion, promotion of architectural and design excellence, the development of the Performing Arts District and cultural zones throughout the city, improvement of spaces for creation, production and presentation, stimulating cultural tourism, branding Montréal as a cultural metropolis, and cultural collaboration between all partners in the process.

Quartier des spectacles (Performing Arts District)

<http://www.quartierdesspectacles.com/en/>

or

http://ville.montreal.qc.ca/portal/page?_pageid=7917_86039607&_dad=portal&_schema=PORTAL

One concrete action from the Action Plan was the public consultation led by the city in 2009 regarding its new Public Art Framework. The launch of this project coincided with the 20th anniversary of public art activities by the Ville de Montréal. On this occasion, the Office of Public Art:

- Produced an update on public art competitions undertaken by the city.
- Established a list of conservation work undertaken by the city since 1999.
- Documented some best practices in other large North American cities.

The new Public Art Framework was officially adopted early in 2010 (i.e., after the timeframe covered by this study).

Since the launch of Montréal, cultural metropolis (2005-2015), a high-level steering committee worked to organize the November 2007 summit and oversees the implementation of undertakings in the 2007 Action Plan. The steering committee, chaired by Simon Brault (President of Culture Montréal), is composed of elected officials, culture workers and businesspeople, including two provincial government ministers, two federal ministers, four business representatives, the Mayor, and the municipal councillor responsible for culture within Montréal's Executive Committee. The steering committee meets at least twice a year.

Annual updates on accomplishments related to the Action Plan have been published, and an assembly is being organized in 2012 in order to mark the half-way point of the 2007-2017 plan.

Cultural Development Agreement between Montréal and the ministère de la Culture, des Communications et de la Condition féminine du Québec

The Ville de Montréal has a 30-year history of collaborating with the Quebec culture ministry. This collaboration takes the form of the Montréal Cultural Development Agreement (Entente de développement culturel). The first such agreement was instituted in 1979, with the goal of revitalizing Old Montréal.

Over time, undertakings such as “Citizen access to culture” have been added to the contents of the agreement. The agreement has been enriched over the years and currently covers five areas (development and promotion of heritage, access to culture, development of libraries, cultural facilities and equipment, and development and promotion of Mount Royal).

The overall value of this agreement is approximately \$140 million between 2008 and 2011, an amount that is fairly equally split between the Ville de Montréal and the Quebec ministry. A portion of the \$140 million total goes toward operating expenses and grants, while the other component is for capital expenditures. The operating and grant funding is managed entirely by staff of the Ville de Montréal. As such, these amounts are included in the main tables for this report (gross expenditures).

*Cultural development agreements
(Entente de développement culturel)*
http://ville.montreal.qc.ca/portal/page?_pageid=4517_25_295559&_dad=portal&_schema=PORTAL

In-kind services

Property tax reductions for cultural organizations

Local cultural organizations that own property in Montréal pay a lower taxation rate. In 2009, this initiative represented more than \$4.4 million in foregone revenue for the Ville de Montréal.

Professional expertise offered to festival and event promoters holding events on public spaces

With hundreds of festivals annually in Montréal, the Office of cultural festivals and events coordinates the supports provided by various sections of the Ville de Montréal (public security, traffic, public works, parks, etc.). These supports are estimated to be worth nearly \$4 million each year.

Expert advice for cultural organizations

Many offices and teams from the Ville de Montréal offer expert advice to local cultural organizations, including equipment, cultural spaces and public art planning, and receive information requests from staff in various regions of the city, citizens, researchers, and organizations.

Facilities

Availability of municipal buildings for cultural purposes

The Office of cultural spaces and amenities is actively involved in various activities in an attempt to improve access for professional cultural organizations to municipal buildings and facilities on a temporary or permanent basis. These interventions flow from the cultural development policy and attempt to reinforce the status of Montreal as a cultural metropolis. These short-term or long-term “loans” of space include free or low-cost access.

One example is the Strathearn Centre. This four-storey building, owned by the city, is occupied by 10 cultural organizations, including Culture Montréal and Montréal, arts interculturels (MAI). In 2009, these 10 organizations benefitted from an indirect subsidy of \$370,700 (the market value rent of the occupied spaces).

The Office of cultural spaces and amenities encourages permanent cultural use of surplus municipal buildings.

For the past 12 years, the Office has made the former Saint-Michel public bath available to Montréal’s cultural milieu. The property now houses short-term cultural presentations. In 2009, the bath was occupied for free by eight cultural organizations or institutions. These activities resulted in 254 days of cultural use, as well as 89 performances with a total attendance of nearly 5,600 people.

Other infrastructure-related programs

- Subsidy program for the use of a non-residential building as studios for artists, artisans or craftspeople: In order to contribute to the stability of artists in Montréal neighbourhoods, the Ville de Montréal granted a total of \$223,171, which permitted about 400 artists to occupy 314 studios.
- Financial aid program to not-for-profit organizations renting taxable non-residential buildings: Through the arts and culture component of this program, the Ville de Montréal awarded a total of \$682,101 to qualified not-for-profit organizations in 2009.

Other municipal programs and services

Municipal Cultural Presenting Network (Réseau Accès culture)

The Municipal Cultural Presenting Network includes 22 municipal venues in the performing and visual arts, as well as the Chapelle historique du Bon-Pasteur (music) and the Théâtre de Verdure (seasonal presenter with an open-air stage in LaFontaine Park). While having many differences, these presenters share a common condition of being born of the political will of local elected officials who consider culture as an essential service for local citizens.

This municipal presenting network, which has a staff contingent equivalent to 80 person-years, is unique in North America. Present in the 19 regions of the Ville de Montréal, the municipal presenters offer Montréal citizens a multidisciplinary program of professional performances and exhibitions.

Each year, the network includes:

- 2,000 performances
- 200 exhibitions
- 450,000 attendees
- 150,000 exhibition visitors
- 70 artist residencies (allowing artists to work on creative projects)
- 50 community arts projects (resulting in about 1,500 guided activities)

*Municipal Cultural Presenting Network
(Réseau Accès culture)*
<http://www.accesculture.com>

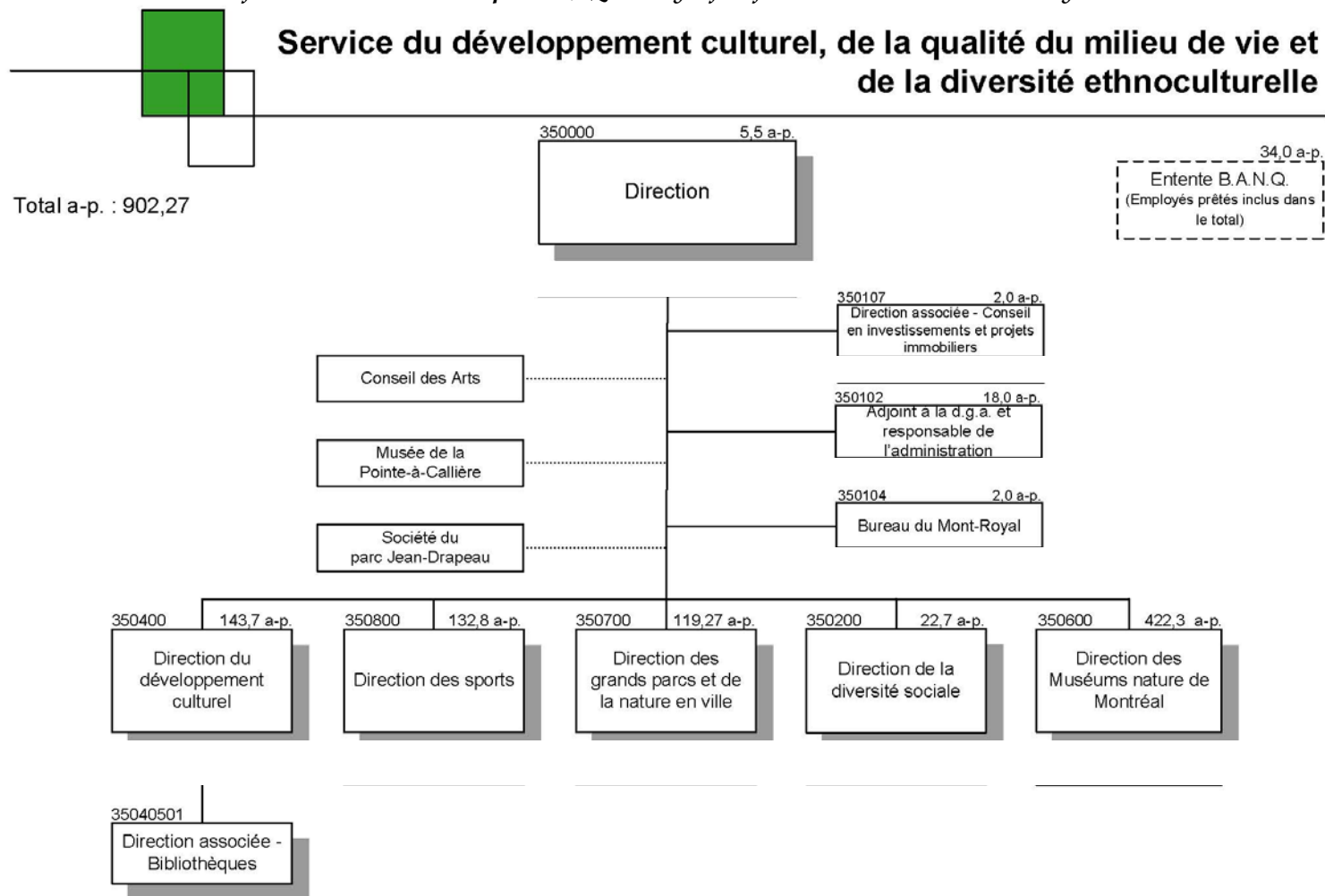
Cultural Access Award

The cultural presenting network, in collaboration with la Bourse RIDEAU (the network of Quebec arts presenters), presents the Cultural Access Award to an artist or arts organization from Quebec that is part of the official showcase selection at the Bourse RIDEAU event. The winner is awarded a tour of at least eight performances in various spaces forming part of Montréal's cultural presenting network.

Other achievements in 2009

- Update of the strategic plan in cultural tourism (in partnership with Tourism Montréal and the Quebec government).
- Active contributions to the cultural components of the "Montréal at Shanghai Expo 2010" project.
- Active contributions to preliminary work on the 375th anniversary of Montréal.
- Agreements with the cities of Luxembourg, Eindhoven and Toulon regarding their adoption of the Commerce Design Montréal concept. These cities were preceded by Trois-Rivières, Saint-Étienne, Marseille and Lyon (France), Brussels (Belgium) and Times Square New York (USA). Following the original Montréal concept, the various Commerce Design contests compensate businesses for the overall quality of their establishment's design and the high value placed on the work of architects and designers.

Montréal: Service Area for Cultural Development, Quality of Life and Cultural Diversity



Données fournies par le SDCQM/VE et la présentation validée par le Service du capital humain

Janvier 2008

Appendix 3: Project Steering Committee

This study was made possible by the hard work and time commitment of cultural staff in the five cities in the study. The Steering Committee included:



Richard Newirth
Managing Director of Cultural
Services
City of Vancouver

Alix Sales
Cultural Planner
Cultural Services
City of Vancouver



Beth Gignac
Manager
Arts and Culture
City of Calgary



Terry Nicholson
Manager of Cultural Affairs
Cultural Services
City of Toronto

Ben Macintosh
Cultural Affairs Intern
Cultural Services
City of Toronto



Debbie Hill
Manager of Cultural Services
Cultural Services
City of Ottawa

Cathy Sheperdycki
Co-ordinator
Cultural Development and
Initiatives
Cultural Services
City of Ottawa



Nicole Brien
Conseillère en planification
Direction de la culture et du
patrimoine
Ville de Montréal

Pierre Meunier
Conseiller en évaluation et
normalisation
Planification et
développement du réseau
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