



2011

# ACCOUNTABILITY REPORT

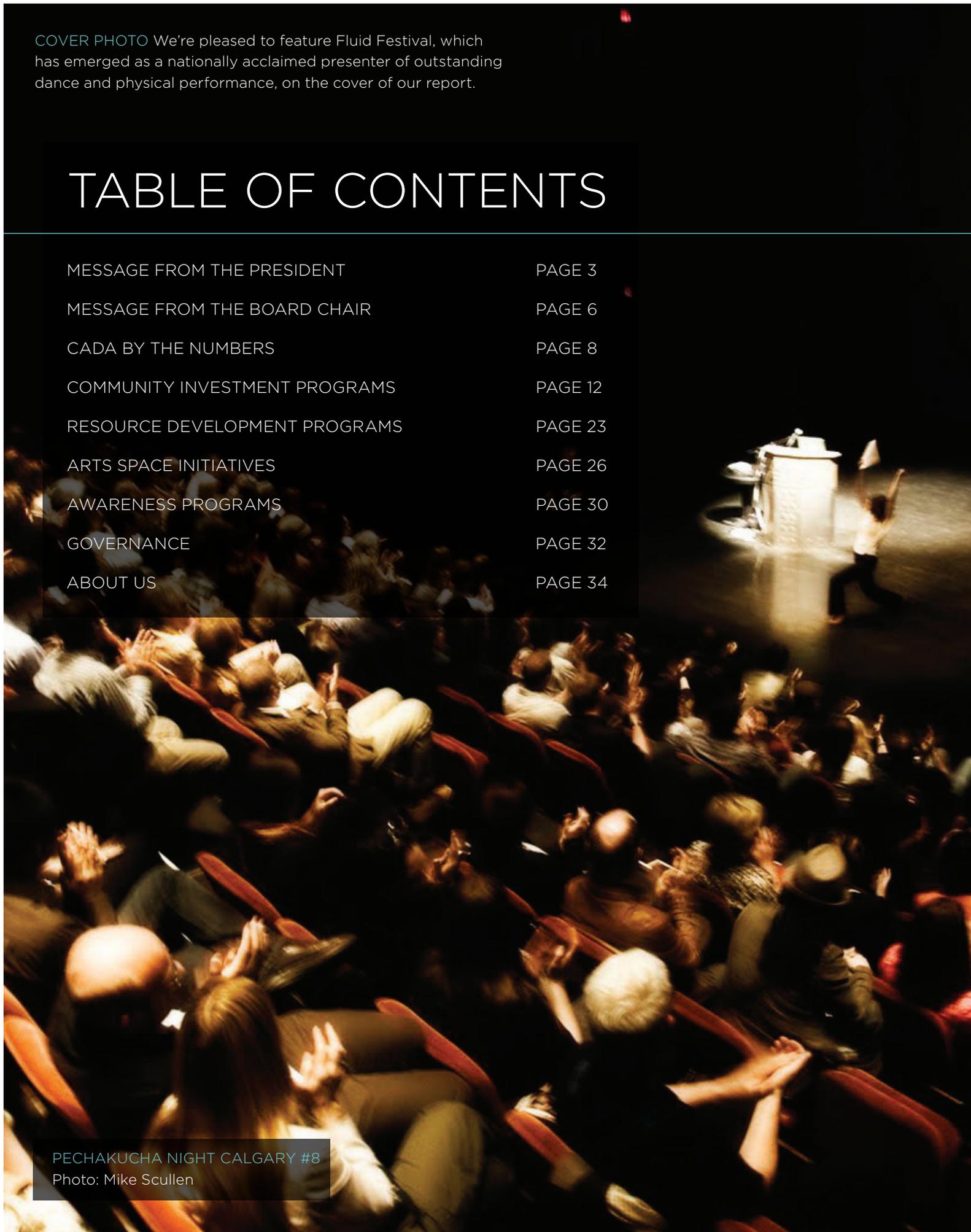
JENNIFER CLARKE,  
FLUID MOVEMENT ARTS FESTIVAL 2011  
Photo: Kimberly French

COVER PHOTO We're pleased to feature Fluid Festival, which has emerged as a nationally acclaimed presenter of outstanding dance and physical performance, on the cover of our report.

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PECHAKUCHA NIGHT CALGARY #8  
Photo: Mike Scullen





# MESSAGE FROM THE PRESIDENT

Calgary's bid for 2012 Cultural Capital of Canada was submitted in February, 2011. It would be eight long months before we learned of the official decision, but planning and work had to begin, so our gaze shifted to 2012 and beyond.

2011 marked the final year of a three-year plan intended to transition Calgary Arts Development from startup/restructure mode to a new trajectory of growth. The plan had three main thrusts: establish an entrepreneurial multi-tenant arts space development initiative, cultivate new resources outside the municipal tax base, and promote the value of the arts to the citizens of Calgary. We made significant progress in each area.

Establish an entrepreneurial multi-tenant arts space development initiative:

After two years of hard work, cSPACE Projects was officially incorporated in October, 2011. This milestone was reached thanks to the tireless dedication of CADA's board and staff and a significant vote of confidence from City Council with three years of startup costs provided in the 2012-2014 budget. Calgarians will experience the benefits of this non-profit real estate enterprise as it carries out a mandate dedicated to developing a network of multi-disciplinary creative workspaces across the city.

The first multi-tenant arts space development got underway in 2011 thanks to a pioneering partnership with The Calgary Foundation. cSPACE purchased King Edward School from the Calgary Board of Education in December, 2011. Buying an eight million

## MESSAGE FROM THE PRESIDENT

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dollar school is no easy task, and we had our share of adventures, but thanks to The Calgary Foundation, the Marda Loop Communities Association and residents, City Council and Calgary Arts Development's board, Calgarians are soon going to benefit from an exciting new multi-disciplinary community hub.

Speaking of new partnership models, 2011 saw a fruitful collaboration between Calgary Arts Development and the Calgary Municipal Land Corporation continue as we administered the final full year of a pilot project enabling Calgary artists to utilize the East Village Seafood Market.

Cultivate new resources outside the municipal tax base:

In 2011, we completed our first year of full-time commitment to Resource Development activities. We were the first municipality outside of Ontario to launch artsVest, a sponsorship training and matching incentive program. And our new partnership with the Calgary Hotel Association will result in increased sector capacity to deliver remarkable experiences in Calgary.

November 2011 also saw a significant show of support from City Council. Council responded to Calgary Arts Development's request to deal with unprecedented demand from new clients representing diverse and emerging organizations through an increase to our annual base funding, to be distributed in 2012 through the New Client Induction Grant Program.

Promote the value of the arts to the citizens of Calgary:

In order to continue the trajectory of expanding resources for the sector, we have to be better at telling our collective story of impact. 2011 saw progress as we worked to lay the foundation for the launch of Calgary 2012 as an independent, non-profit organization that will showcase Calgary's culture on a wider scale than we have ever seen.

We also enjoyed new partnerships with private organizations like the seven Poet Laureate Ambassadors. These Ambassadors are enabling us to tell Calgary's story through poetry with the launch of Calgary's first Poet Laureate.

And we had success bringing more people together to share stories in new ways through our first annual Arts Champions Congress, which brought together 300 Calgarians working for and in the arts every day. Additionally, through an ever-expanding audience at our PechaKucha Night events, we are contributing to a continuing dialogue on the arts, creativity and connecting communities in Calgary and beyond.

Our 2011 accomplishments are thanks to the tireless efforts of a dedicated staff that cares deeply about their city and the vital role the arts play in our quality of life. Our team evolved this year with secondments to Calgary 2012, the transition of others to cSPACE and the involvement of numerous contractors who lent their talents and passions. I am eternally grateful to all for their time and ideas. We have also said hello to an expanded full-time leadership team that will work with me in the years ahead as we secure the legacy of 2012.

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# “2011 MARKED THE FINAL YEAR OF A PLAN TO TRANSITION FROM RESTRUCTURE MODE TO A NEW TRAJECTORY OF GROWTH.”

I'd also like to shine a light on some of our stalwart civic partners and champions. Tourism Calgary has taken the vital role that the arts play in Calgary to its core and we will continue to strengthen our partnership with them to tell our story outside of Calgary. The Calgary Foundation, an organization dedicated to making powerful connections in our city, has made a commitment to the long-term benefit that artists can bring to Calgary and we are looking forward to more work together. The City of Calgary's Arts & Culture division and Calgary Arts Development have made tremendous strides in streamlining our work to ensure we have the strongest combined impact, specifically in the area of festival and event support. Calgary's festivals, and those who attend, are the beneficiaries of these efforts.

The work that we do is always within the context of the leadership and support of our Mayor and City Council. They have pushed us to dream big about our vision for the future and the creative energy for which Calgary is increasingly known.

Finally, to our volunteer board of directors, I offer my heartfelt thanks. Our organization is now seven years old. In our history, there hasn't been a year that we didn't undertake some major project or significant change. 2011 may have seen the most significant changes yet. A board has to balance the need to trust and support a management team with the due diligence necessary to fulfill its fiduciary responsibility. This balancing act isn't always easy, but when it works, as it has at Calgary Arts Development, exciting things are unlocked.



Terry Rock  
President & CEO

# MESSAGE FROM THE CHAIR

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It's 2012, Calgary's year as a Cultural Capital of Canada. A year to celebrate culture, a year to create together as a community and a year to look forward and imagine our future. 2011 saw the Calgary Arts Development Board of Directors work toward the adoption of a Strategic Plan for 2012 that will guide us toward a new vision together.

The board of Calgary Arts Development has adopted a plan entitled "Expand the Circle." In it, we have renewed our commitment to:

- increasing the amount and expanding the type of resources for the arts;
- cultivating and equipping champions for the value of the arts to our city; and
- enhancing the impact of what we do by creating new programs for individual artists while we refine and launch new programs to support organizations.

Our priority is to define the future. The board believes there will be tremendous value to creating an integrated and robust Arts Development Strategy for Calgary in the next 12 months. With the leadership of the board, Calgary Arts Development will lead a public consultation and vision-setting process. We envision 2012 as a launch pad for critical reflection and sober thought about the value of the arts to civic life, the valued role of artists in our city and an inspiring vision for the arts sector's future.

With this Accountability Report, the Calgary Arts Development Board of Directors affirms its commitment to effective and transparent governance practices. Our top priority as a board

is to provide the fiduciary oversight required by our shareholder, The City of Calgary. We take great pride in our record as a financially stable organization that builds sufficient reserves that enable us to take appropriate risks (such as underwriting the Calgary 2012 bid), while growing our internal capacity to better serve the community. Through this report, I'm confident you'll find evidence that Calgary Arts Development is a fiscally responsible organization, and one that is generating an impressive ROI that we intend to sustain year over year.

I would like to thank Paul Dornian for his significant contribution to the Calgary Arts Development Board over the last four years. Paul's leadership and perspectives from the music community have been extremely valuable. Mount Royal Conservatory and its future concert hall are a great Calgary success story. Thanks, Paul!

I would also like to recognize our highly motivated and inspired staff. In 2011 our team challenged the board, in the most positive way, to advance the vision of Calgary Arts Development through initiatives like the King Edward School project and Calgary 2012. Our team loves what they do and it shows. Keep up the extraordinary work!

Finally, I gratefully acknowledge the leadership and support of our Mayor and City Council and the leadership team at The City of Calgary.

The development of the arts in Calgary is a work in progress. I challenge Calgarians to choose to be champions of the arts with the expectation that we should aspire to nothing less than leading our nation in arts support on a per capita basis. With the resources within our city, there is simply no reason that we cannot be the most culturally vibrant city in our country.

Peter D. Boyd,  
Chair



A young person with dark hair is shown in profile, focused on painting. They are wearing a grey hoodie and holding a paintbrush. The scene is dimly lit, with warm light highlighting the person's face and the paint palette on the table. The background is dark and out of focus, suggesting an art studio environment.

“IT’S 2012, CALGARY’S YEAR  
AS A CULTURAL CAPITAL  
OF CANADA.”

IMMIGRANT YOUTH OUTREACH  
PROGRAM PARTICIPANT AT STUDIO C  
Photo: Amanda Koyama

# CADA BY THE NUMBERS

Calgary Arts Development collects data on a yearly basis from our Operating Grant Program clients. In April 2011, we produced our first-ever White Paper summarizing Calgary's arts data, *A View of Calgary's Arts Organizations*. In 2011 we also provided our first-ever organizational reports to individual clients to benchmark their activities against those of their peers. We are excited to share snapshots from the 2010/2011 granting cycle to demonstrate tangible evidence of return on investment through Calgary Arts Development to arts organizations.

The strength of Calgary's arts sector is rooted in the diversity of its organizations. A healthy ecosystem of the arts in Calgary is also dependent on this diversity. We need all the players - small and big - to be healthy. The following charts visualize the diversity of arts organizations from small to big across some primary descriptive metrics.

## ANNUAL SPENDING

**\$2,472**  
LOWEST

**\$10,862,234**  
HIGHEST

- Median spending was \$165,041
- The highest-spending 10% of organizations accounted for almost 70% of total sector spending (68%)

## FULL-TIME EMPLOYMENT

**0.1**  
LOWEST

**105**  
HIGHEST

- Nearly 3 out of 10 arts organizations are purely volunteer-run (29%)
- Of the organizations that have full-time staff, the 10% that employ the most staff account for 58% of total sector full-time employment

## PUBLIC ACTIVITIES

**1**  
LOWEST

**402**  
HIGHEST

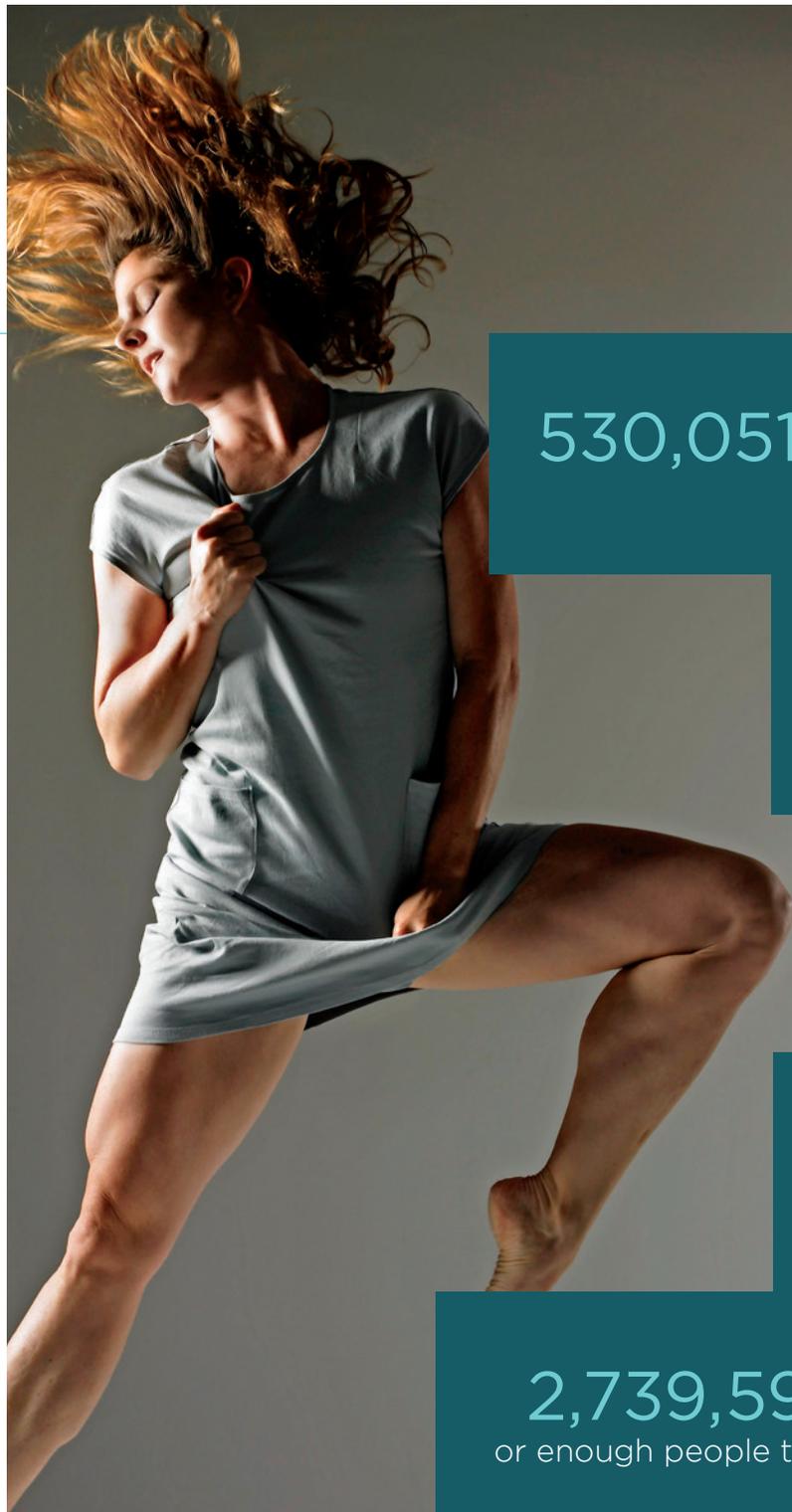
- The median level of public activities was 28
- The top 25% most active organizations accounted for almost 70% of all activity in 2010/11 (69%)

## EDUCATIONAL ACTIVITIES

**1**  
LOWEST

**1928**  
HIGHEST

- Nearly 7 out of 10 arts organizations actively host educational activities (67%)
- The top 2.5% most active organizations account for 58% of the sector's educational activity



**530,051** Children and youth in education activities...  
enough to fill the Saddledome 27.5 times!

**8,218** Arts education activities...  
just over 43 activities for every school day

**7,321** Public activities in Calgary...  
or 20 a day!

**864** Activities outside of Calgary...  
sharing the Calgary brand 2.4 times a day

**2,739,590** Attendees at Calgary public activities...  
or enough people to fill the grounds for 23 days of Stampeding!

**601,246** Hours volunteered...  
providing a 50% labour boost to full-time employment in the sector

*WILDS, DECIDEDLY JAZZ DANCEWORKS*  
Photo: Trudie Lee

While generating economic impact of its own, arts and cultural activity energizes many other sectors of our economy. In 2011, The City of Calgary invested nearly \$3.8 million in 162 local arts organizations through Calgary Arts Development's Operating Grant Program. Calgary Arts Development's Operating Grant Program investment has a ripple effect on the evolution of our city in supporting vibrant, thriving economies and quality of life in Calgary.

## VITAL SIGNS

26

26% of organizations grew attendance  
Growth rates ranged from 1% - 2,451%

22

22% of organizations increased their public activity  
Growth rates ranged from 3% - 439%

18

18% of organizations increased the number of  
artist opportunities  
Growth rates ranged from 1% - 850%

12

12% of organizations increased the number of  
educational opportunities  
Growth rates ranged from 1% - 450%

8

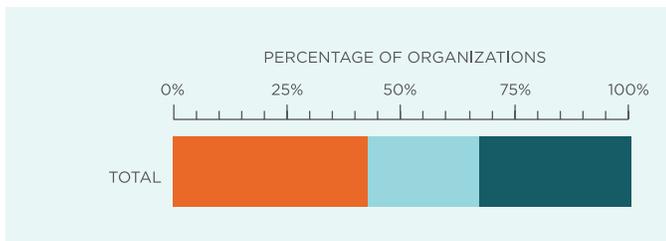
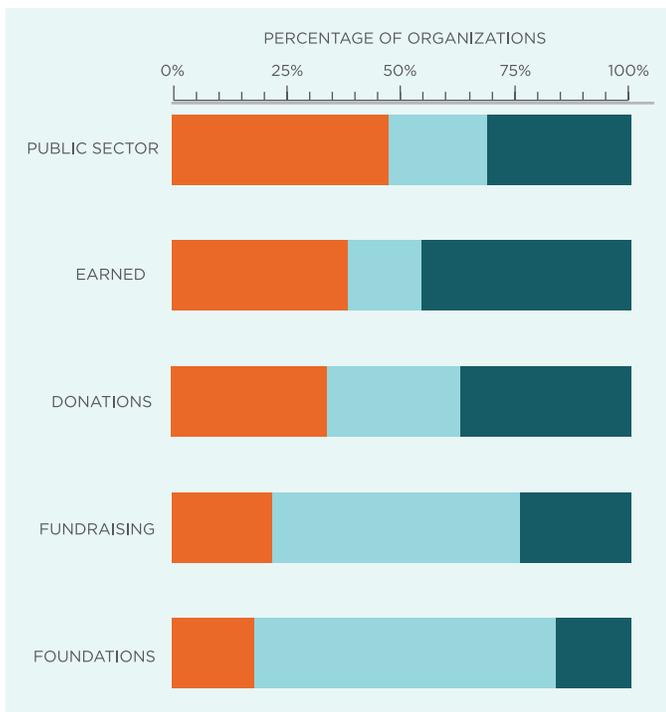
8% of organizations increased their full-time  
employment levels  
Growth rates ranged from <1% - 553%

\*Statistics shared in this report are based on preliminary 2010/11 granting cycle data from organizations that Calgary Arts Development supports through our Operating Grant Program, and from organizations participating in our ancillary Resource Development programs. Some data has been estimated based on historic trends due to incomplete form submissions. Calgary Arts Development has not independently verified the source data.

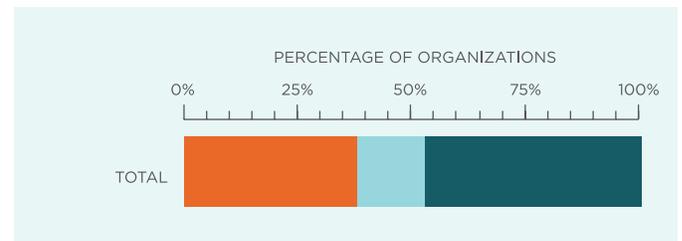
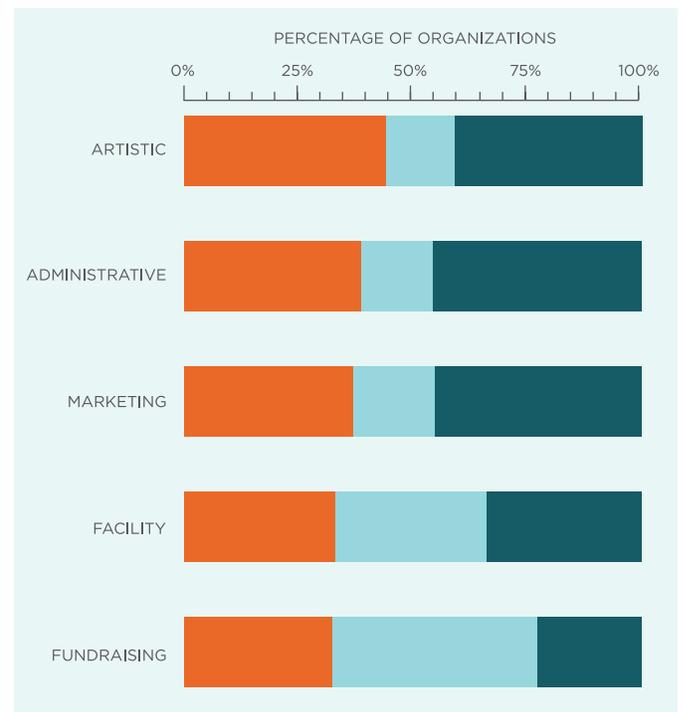
Calgary Arts Development's Operating Grant Program is one source of public sector revenue for arts organizations. In 2011, our Operating Grant Program was equivalent to 3.8% of total spending in the arts sector.

The charts below provide a view of how arts organizations' sources of revenue and types of spending changed from the 2009/10 to the 2010/11 season. For each revenue or spending category, the rows illustrate the percentage of organizations that had gains, losses or were relatively unchanged from one season to the next.

## REVENUE



## EXPENSES



■ Gain of 1% or more    
 ■ Less than 1% change    
 ■ Loss of 1% or more

# COMMUNITY INVESTMENT PROGRAMS



MOBY DICK, CALGARY OPERA  
Photo: Trudie Lee

Calgary Arts Development provides funding and other resources to the community as one means of realizing its mission. In line with the 2004 Civic Arts Policy, Calgary Arts Development has the responsibility to provide advice to City Council for the prioritization of capital projects, to establish arts investment programs for annual operations of organizations, and to provide programs for individual artists and other special purposes that meet Calgary Arts Development's strategic objectives to grow the capacity of Calgary's arts sector.

## OPERATING GRANT PROGRAM

While generating economic impact of its own, arts and cultural activity energizes many other sectors of our economy. In 2011, The City of Calgary invested nearly \$3.8 million in 162 local arts organizations through Calgary Arts Development's Operating Grant Program. This investment has a ripple effect on the evolution of our city in supporting vibrant, thriving economies.

The investment of The City of Calgary has been an important stimulus for this kind of expansion of our city. The number of organizations supported by Calgary Arts Development's Operating Grant Program in 2011 has grown 36% since 2008. The program is guided by three main criteria: organizational resiliency, artistic impact and public impact, and utilizes a peer-based assessment panel to make informed investments into the arts sector. Assessors participate in a unique learning program designed to provoke discussion and dialogue about the value of the arts in our community. We are grateful to the individuals who help us prioritize artistic and public impact and build understanding about the long-term value of municipal investment in the arts.

## 2011 OPERATING GRANT ASSESSORS

LISE BEAULIEU	BRENDA LIEBERMAN
DJAKA BLAIS-AMARE	ELIZABETA LIGURIC
KERRY CLARKE	TYLER LOS-JONES
COL CSEKE	ANDREW MACNIVEN
JOHANNE DELEEUW	TAMMY MCGRATH
ZOE FREEMAN	SANDRA NEILL
JOANNE GIESBRECHT	EMMY OKAZAWA-BORTOLIN
ANNE GREEN	CATHY OSTLERE
BIL HETHERINGTON	JOHN RUTHERFORD
CAROL JOHNSON	MIEKA WEST
ANNA-MARIE KOSZARYCZ	MELANIE WILMINK
DUVAL LANG	TARA WILSON

“WHILE GENERATING ECONOMIC  
IMPACT OF ITS OWN, ARTS AND  
CULTURAL ACTIVITY ENERGIZES  
MANY OTHER SECTORS OF OUR  
ECONOMY.”



ASH RIZIN, ENBRIDGE PLAYRITES  
FESTIVAL OF NEW CANADIAN PLAYS  
Photo: Trudie Lee



THE CITY OF CALGARY INVESTED  
NEARLY \$3.8 MILLION IN 162 LOCAL  
ARTS ORGANIZATIONS THROUGH  
CALGARY ARTS DEVELOPMENT'S  
OPERATING GRANT PROGRAM

*M-BODY IN RESIDENCE, DANCERS' STUDIO WEST*  
Photo: Dancers' Studio West



# OPERATING GRANT PROGRAM

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The investments made through the Operating Grant Program contribute to the operations of local non-profit arts organizations, large and small, with a range of artistic disciplines including theatre, music, dance, visual arts, media arts, film and literary arts.

The Program provides “first in” dollars that are further leveraged by organizations through earned as well as private and public sector revenues.

Expenses for organizations in the Operating Grant Program in 2011 were over \$99 million. These expenses translated into wages for thousands of artists and cultural workers as well as thousands of performances, exhibitions, events, educational activities and festivals. Dollars are also spent on the creation of new artworks that contribute to advancements in artistic innovation and provide resources that encourage the participation of local arts groups in a national and international artistic dialogue.

Following is a list of the organizations funded and dollars received through the Operating Grant Program in 2011. For profiles of these recipients, please visit [CalgaryArtsDevelopment.com/ClientProfiles](http://CalgaryArtsDevelopment.com/ClientProfiles).

ACOUSTIC MUSIC SOCIETY OF CALGARY  
\$3,000

ADULT RECREATIONAL CHOIR SOCIETY OF CALGARY  
\$4,500

AFRIKADEY ARTS & CULTURE SOCIETY  
\$22,000

ALBERTA BALLET  
\$204,000

ALBERTA CRAFT COUNCIL  
\$8,000

ALBERTA MEDIA ARTS ALLIANCE SOCIETY  
\$5,500

ALBERTA PLAYWRIGHTS' NETWORK  
\$10,000

ALBERTA PRINTMAKERS' SOCIETY  
\$15,500

ALBERTA THEATRE PROJECTS  
\$309,000

ALEXANDRA WRITERS' CENTRE SOCIETY  
\$5,400

ALLIANCE FRANÇAISE OF CALGARY  
\$7,000

ALTIUS BRASS SOCIETY  
\$2,100

AMICI STRING PROGRAM ASSOCIATION  
\$5,000

ANTYX COMMUNITY ARTS SOCIETY  
\$12,500

ART GALLERY OF CALGARY, THE  
\$75,000

ARTPOINT GALLERY & STUDIOS SOCIETY  
\$5,000

ASSOCIATION FOR NON-PROFIT ARCHITECTURAL  
FIELDWORK (ALBERTA)  
\$6,000

ASSOCIATION OF THE INSIDE OUT INTEGRATED  
THEATRE PROJECT  
\$5,000

BLUE COLLAR DANCE COMPANY  
\$7,200

BOOK PUBLISHERS ASSOCIATION OF ALBERTA  
\$4,500

BRAZILIAN COMMUNITY ASSOCIATION OF ALBERTA  
\$5,000

BROAD MINDS PRODUCTIONS FOUNDATION  
\$6,000

BURC INTERCULTURAL CENTRE (CALGARY  
TURKISH FESTIVAL)  
\$4,000

C.A.K.E. YOUNG ARTISTS' SOCIETY  
\$2,000

CALGARY ANIMATED OBJECTS SOCIETY  
\$50,000

CALGARY ARAB FILM FESTIVAL SOCIETY OF ALBERTA  
\$1,000

CALGARY ARTS RESOURCE SOCIETY  
\$2,500

CALGARY ARTWALK FESTIVAL SOCIETY  
\$2,500

CALGARY BACH FESTIVAL SOCIETY  
\$2,500

CALGARY BLUES MUSIC ASSOCIATION  
\$45,000

CALGARY CHAPTER OF BARBERSHOP  
HARMONY SOCIETY  
\$1,000

CALGARY CHILDREN'S CHOIR ASSOCIATION  
\$3,600

CALGARY CHINESE ORCHESTRA  
\$1,800

CALGARY CINEMATHEQUE  
\$9,000

CALGARY CONCERT BAND  
\$2,000

CALGARY CONTEMPORARY ARTS SOCIETY  
\$20,000

CALGARY FIDDLERS ASSOCIATION  
\$3,980

CALGARY FIREWORKS FESTIVAL SOCIETY  
(GLOBALFEST)  
\$32,000

CALGARY FOOTHILLS BARBERSHOP CHORUS SOCIETY  
\$3,600

CALGARY GIRLS CHOIR SOCIETY  
\$8,800

CALGARY INTERNATIONAL CHILDREN'S FESTIVAL  
\$100,000

CALGARY INTERNATIONAL FILM FESTIVAL SOCIETY  
\$60,300

CALGARY INTERNATIONAL FRINGE FESTIVAL SOCIETY \$30,000	CJSW RADIO (THE UNIVERSITY OF CALGARY STUDENT RADIO SOCIETY) \$20,000
CALGARY KIWANIS MUSIC FESTIVAL \$10,000	CLASSICAL GUITAR SOCIETY OF CALGARY \$6,200
CALGARY MEN'S CHORUS \$5,000	CLOUDS 'N' WATER VISUAL PRODUCTION SOCIETY (THE NEW GALLERY) \$35,500
CALGARY MULTICULTURAL CHOIR SOCIETY \$2,400	COMIC & ENTERTAINMENT EXPO COMMITTEE \$15,000
CALGARY OPERA ASSOCIATION \$204,000	CORPS BARA DANCE GUILD OF CALGARY \$3,400
CALGARY PHILHARMONIC ORCHESTRA \$290,000	CURIOSLY CANADIAN IMPROV GUILD \$4,000
CALGARY PRO MUSICA SOCIETY \$15,000	DANCERS' STUDIO WEST SOCIETY \$31,000
CALGARY REGGAE FESTIVAL SOCIETY \$22,000	DANDELION MAGAZINE SOCIETY \$2,000
CALGARY RENAISSANCE SINGERS AND PLAYERS \$4,200	DECIDEDLY JAZZ DANCEWORKS \$89,000
CALGARY ROUND-UP BAND ASSOCIATION \$3,000	DOWNSTAGE PERFORMANCE SOCIETY \$10,000
CALGARY SKETCH CLUB \$3,700	EARLY MUSIC VOICES CONCERT SOCIETY \$4,800
CALGARY SOCIETY OF INDEPENDENT FILMMAKERS \$34,000	EMMEDIA GALLERY & PRODUCTION SOCIETY \$38,000
CALGARY SOCIETY OF ORGANISTS \$1,700	ENCHOR CHORAL SOCIETY \$1,800
CALGARY SPOKEN WORD SOCIETY \$16,000	EVERGREEN THEATRE \$2,000
CALGARY UNDERGROUND FILM FESTIVAL SOCIETY \$22,000	EXPOSURE: CALGARY BANFF PHOTOGRAPHY FESTIVAL \$17,500
CALGARY YOUNG PEOPLE'S THEATRE \$7,000	FAIRYTALES PRESENTATION SOCIETY \$22,500
CALGARY YOUTH ORCHESTRA \$10,000	FESTIVAL CHORUS \$7,000
CANADIAN MUSIC CENTRE, PRAIRIE REGION ASSOCIATION \$15,000	FILLING STATION PUBLICATIONS SOCIETY \$6,505
CANTARE CHILDREN'S CHOIR SOCIETY \$5,500	FIRE EXIT THEATRE SOCIETY \$4,000
CANTOS MUSIC FOUNDATION \$55,000	FISH CREEK CONCERT AND CULTURAL SOCIETY: \$3,500
CARIBBEAN COMMUNITY COUNCIL OF CALGARY, THE \$5,000	FOLK FESTIVAL SOCIETY OF CALGARY \$90,000
CENTRE STAGE THEATRE COMPANY \$2,000	FOOTHILLS BLUEGRASS MUSIC SOCIETY \$3,500
CHINOOK MUSICAL SOCIETY \$2,400	

FOOTHILLS BRASS SOCIETY	\$5,000	MOMO MULTI-ABILITY MOVEMENT ARTS SOCIETY OF CALGARY	\$6,000
FREEFALL LITERARY SOCIETY OF CALGARY	\$5,775	MORPHEUS THEATRE	\$8,500
FRONT ROW CENTRE PLAYERS SOCIETY	\$8,000	MOUNT ROYAL CHORAL ASSOCIATION	\$3,600
GHOST RIVER THEATRE SOCIETY	\$16,500	MOUNTAIN STANDARD TIME PERFORMATIVE ART FESTIVAL SOCIETY	\$15,000
GLENBOW-ALBERTA INSTITUTE	\$135,000	NEW WORKS OF ART CALGARY SOCIETY	\$7,000
GLI AZZURRI-CALGARY ITALIAN FOLK DANCERS:	\$1,200	OLD TROUT PUPPET WORKSHOP SOCIETY	\$27,000
GREEN FOOLS THEATRE	\$10,000	ONE YELLOW RABBIT THEATRE ASSOCIATION	\$75,000
GROUND ZERO THEATRE SOCIETY	\$13,500	ORCHESTRA SOCIETY OF CALGARY	\$9,000
HIDDEN GEMS FILM SOCIETY	\$1,000	POLANIE POLISH SONG AND DANCE ASSOCIATION:	\$1,200
HISPANIC ARTS SOCIETY	\$17,000	PRO ARTS SOCIETY	\$4,000
HONENS	\$60,000	PUMPHOUSE THEATRE SOCIETY	\$52,500
ILLINGWORTH KERR GALLERY AT ACAD	\$10,000	QUEST THEATRE SOCIETY	\$30,500
IN-DEFINITE ARTS	\$9,000	QUICKDRAW ANIMATION SOCIETY	\$34,500
INSTRUMENTAL SOCIETY OF CALGARY	\$2,000	REVV52 (FORMERLY CALGARY CHORAL SOCIETY)	\$5,200
INTERNATIONAL FESTIVAL OF SONG AND CHAMBER MUSIC SOCIETY	\$7,800	ROCKY MOUNTAIN CONCERT BAND	\$1,200
JAZZ IS SOCIETY OF ALBERTA	\$2,000	SAGE THEATRE SOCIETY	\$21,000
JEUNESSE CLASSIQUE BALLET SOCIETY	\$6,000	SAVRIDI SINGERS ASSOCIATION	\$2,000
KANTOREI CHORAL SOCIETY	\$4,800	SECOND STORY ART SOCIETY (TRUCK CONTEMPORARY ART IN CALGARY)	\$45,000
KENSINGTON SINFONIA SOCIETY	\$6,300	SHAKESPEARE COMPANY, THE	\$4,500
LAND'S END CHAMBER MUSIC SOCIETY	\$8,000	SILVER STARS MUSICAL REVUE SOCIETY	\$2,000
LEIGHTON FOUNDATION AND ART CENTRE	\$14,000	SINGLE ONION	\$3,600
LOOSE MOOSE THEATRE	\$11,700	SLED ISLAND ARTS FELLOWSHIP	\$52,700
LUNCHBOX THEATRE	\$58,000		



CHILDREN AT CANTOS MUSIC FOUNDATION  
Photo: Cantos Music Foundation

SOCIETY OF ALBERTA DANCE THEATRE  
FOR YOUNG PEOPLE  
\$3,200

SOULCENTRIC PERFORMING ARTS SOCIETY  
\$6,000

SOUTHERN ALBERTA WOODWORKERS SOCIETY  
\$1,000

SPIRITUS CHAMBER CHOIR AND PERFORMING ARTS  
ENSEMBLE SOCIETY  
\$3,600

SPRINGBOARD DANCE COLLECTIVE  
CALGARY SOCIETY  
\$12,500

STAGE LEFT PRODUCTIONS THEATRE ASSOCIATION:  
\$9,000

STORYBOOK THEATRE SOCIETY  
\$20,000

STRIDE ART GALLERY ASSOCIATION  
\$33,000

STUDIO C, A PROSPECT PROJECT  
\$7,000

SUZIRYA UKRAINIAN DANCE THEATRE  
\$2,400

SWALLOW-A-BICYCLE THEATRE SOCIETY  
\$4,500

SYKOTIK MASQUERADE CLUB OF CALGARY  
\$1,000

THEATRE ALBERTA SOCIETY  
\$8,000

THEATRE CALGARY  
\$307,000

THEATRE ENCOUNTER PERFORMANCE SOCIETY  
\$1,000

THEATRE JUNCTION SOCIETY  
\$77,000

TRICKSTER THEATRE  
\$11,500

TRYZUB UKRAINIAN DANCE SOCIETY  
\$3,000

UNTITLED ART SOCIETY  
\$7,500

VERB THEATRE SOCIETY  
\$1,720

VERTIGO THEATRE SOCIETY  
\$90,000

VISUAL ARTS WEEK SOCIETY  
\$12,500

VOICESCAPES MUSIC COLLECTIVE SOCIETY  
\$3,000

W & M DANCE PROJECTS OF CALGARY ASSOCIATION  
\$7,000

W.P. PUPPET THEATRE SOCIETY  
\$1,000

WESTWINDS MUSIC SOCIETY  
\$5,000

WORDFEST: BANFF-CALGARY INTERNATIONAL  
WRITERS FESTIVAL  
\$60,000

WORKSHOP THEATRE SOCIETY  
\$9,120

WRITERS' GUILD OF ALBERTA  
\$5,500

YOUTH SINGERS OF CALGARY  
\$17,500

# EVENT STIMULUS PROGRAM

In 2011, Calgary Arts Development administered the last intake of the Event Stimulus Program on behalf of The City of Calgary, representing a total investment of \$900K into 20 organizations over the two years of the program. The program recognized that festivals and events enhance quality of life in Calgary and are an essential element in creating complete communities, as outlined in The City of Calgary's Festival and Event Policy.

Of the 20 organizations that The City of Calgary invested in, several festivals can consistently report a measured tourism impact. For example, the Calgary Folk Music Festival drew 64,000 in attendance for their 2010/11 programming, and of that, 12,800 attendees came from out of town, demonstrating almost 20% direct impact on Calgary's tourism sector.

Though funding for the Event Stimulus Program was not continued in The City of Calgary's 2012-2014 budget, the total amount of City funding to support festivals and events has not diminished due to significant increases in City service subsidies that equal the investment made via the Event Stimulus Program.

## 2011 PROGRAM ASSESSORS

FRASER ABBOTT  
TINA ALFORD  
YOERI GEERTIS  
WAYNE LEONG

SHAWN PETSCHÉ  
SHAUNA QUINN  
BILL STAMILE

## 2011 EVENT STIMULUS PROGRAM

- AFRIKADEY! ARTS AND CULTURE SOCIETY OF CALGARY \$26,000
- ALBERTA CHESS ASSOCIATION \$20,000
- ALBERTA RUGBY FOOTBALL UNION \$25,000
- C.A.K.E. EMERGING ARTISTS SOCIETY \$10,000
- CALGARY ANIMATED OBJECTS SOCIETY \$26,000
- CALGARY CENTRE FOR PERFORMING ARTS \$30,000
- CALGARY OPERA ASSOCIATION \$50,000
- CALGARY UNDERGROUND FILM FESTIVAL SOCIETY \$15,000
- CALGARY UNITED SCOTTISH GAMES ASSOCIATION \$85,000
- CARIBBEAN COMMUNITY COUNCIL OF CALGARY, THE \$20,000
- CHOOSE YER OWN FESTIVAL \$8,000
- COMIC & ENTERTAINMENT EXPO COMMITTEE \$40,000
- ESTHER HONENS INTERNATIONAL PIANO COMPETITION FOUNDATION, THE \$85,000
- FAIRYTALES PRESENTATION SOCIETY \$40,000
- L'ASSOCIATION CANADIENNE-FRANÇAISE DE L'ALBERTA RÉGIONALE DE CALGARY \$20,000
- NUIT BLANCHE CALGARY SOCIETY \$75,000
- ONE YELLOW RABBIT THEATRE ASSOCIATION \$125,000
- QUICKDRAW ANIMATION SOCIETY \$15,000
- SLED ISLAND ARTS FELLOWSHIP \$110,000
- WINSPORT CANADA; CALGARY OLYMPIC DEVELOPMENT ASSOCIATION \$75,000

JUSTIN TOWNES EARLE AT SLED ISLAND 2011  
Photo: Doug Springer





**\$825,000** partnership over three years with the Calgary Hotel Association to invest in remarkable experiences.

**\$226,315** cash and in-kind sponsorships attained through artsVest.

**133%** increase in sponsorship revenue for artsVest participants.

## KRIS DEMEANOR

Calgary's first Poet Laureate.

**400+** artists and arts administrators connecting and building capacity through the Arts Champions Congress, Peer Networks and Executive in Residence programs.



# RESOURCE DEVELOPMENT PROGRAMS

In 2011, Calgary Arts Development undertook its first complete year of a full-time commitment to Resource Development activities. These activities are focused on generating new investments in Calgary's arts sector and providing capacity-building opportunities for artists and arts organizations. During 2011, we identified additional possibilities for networking and collaboration and introduced two new investment programs and partnerships.

## REMARKABLE EXPERIENCE ACCELERATOR

Calgary Arts Development and the Calgary Hotel Association were pleased to launch the Remarkable Experience Accelerator (REA) in December, 2011. This innovative new partnership will invest up to \$825,000 over three years to accelerate organizations whose proposed activities are high-calibre, cultural experiences that enhance Calgary's reputation. This unique funding model will nurture relationships with applicants that demonstrate a proven track record and a strong capacity and readiness for producing remarkable experiences that give rise to a remarkable Calgary.

*"Our partnership with Calgary Arts Development is a fantastic way to leverage Calgary Arts Development's knowledge and expertise to help increase the quality of arts and culture in Calgary, in turn, increasing the perception of Calgary as a culturally vibrant tourism destination." -JOSEPH CLOHESSY, PRESIDENT, CALGARY HOTEL ASSOCIATION*

## RESOURCE DEVELOPMENT PROGRAMS

### ARTSVEST CALGARY

artsVest Calgary is a sponsorship training and matching incentive program originally conceived by Business for the Arts and delivered in Calgary in partnership with Calgary Arts Development. Funding is provided by The City of Calgary through Calgary Arts Development and Canadian Heritage. The goal of artsVest Calgary is to encourage and help develop new, mutually beneficial partnerships between businesses and arts organizations. Calgary was the first municipality outside of Ontario to adopt the program once it was launched nationally. In 2011, artsVest Calgary received 34 applications, 13 of which were pre-approved for matching funds, totaling \$150,000 and participation in four intensive sponsorship training workshops. The cash contributions will be leveraged by corporate sponsorships of the participating organizations that will result in a total impact of over \$300K on Calgary Arts Development's \$100K cash investment.

*"We are delighted with the response to the first year of artsVest Calgary. The program and participants point to the powerful impact of private sector support of the arts as well as the importance of giving arts organizations the tools to generate business investment and create long-lasting partnerships."* -NICHOLE ANDERSON, PRESIDENT & CEO, BUSINESS FOR THE ARTS

To date, eight artsVest participants have confirmed cash and in-kind sponsorships. Here are their results:

- Confirmed cash and in-kind sponsorships attained through artsVest are valued at \$226,315. Prior to artsVest, those groups had sponsorship revenues of \$169,650 for a combined new total of \$395,965, representing an increase of 133% in sponsorship revenue.

- Participants are eligible for matching funds totalling \$62,350, making the total dollar impact \$288,665.
- The dollar impact of artsVest represents 7.4% of participants' total operating budgets for 2011/12, compared to their prior sponsorship revenue, which would have amounted to only 4.3% of their 2011/12 budgets.

### CALGARY POET LAUREATE



The Calgary Poet Laureate composes and presents poetry for official City of Calgary occasions, raises awareness of local issues through commissioned works and acts as an ambassador for the arts in Calgary. Following a City

Council motion in the fall of 2011 to establish a Poet Laureate for the city, a volunteer selection committee reviewed 14 nominations received from a public call culminating in the announcement of Kris Demeanor as Calgary Poet Laureate in March 2012. The two-year appointment is funded by seven Poet Laureate Ambassadors: The Calgary Foundation, Calgary Chamber of Commerce, First Calgary Financial, FirstEnergy Capital Corp., Hotel Arts, TransCanada Corporation and an anonymous supporter.

### ARTS CHAMPIONS CONGRESS



The first annual Arts Champions Congress was held on September 29, 2011. The Congress attracted the participation of over 300 artists, arts administrators, board members, volunteers, corporate supporters, elected

officials and public funders. It featured an inspiring keynote address by Ben Cameron of the Doris Duke Charitable Foundation, five moderated round tables

and nine sessions designed to spark conversation and build connections between the attendees. Recurring themes of “Convene,” “Advocate,” “Collaborate” and “Innovate” emerged throughout the many diverse conversations that took place; leading and influencing Calgary Arts Development as it refines its Strategic Plan for 2012-2015.

## PEER NETWORKS

A clear outcome of the Arts Champions Congress was the desire to create a series of peer networks to be facilitated by Calgary Arts Development. The Individual Artist, Festival and Arts Marketing Networks embrace new, emerging and established artists and professionals. They allow members to meet and socialize, find opportunities for collaboration and peer mentorship and discuss topics and initiatives that are of importance to them. Network meetings range from round table conversations about collaborative arts marketing initiatives to speed networking events.

## EXECUTIVE IN RESIDENCE

The Executive in Residence pilot program was also developed out of the Arts Champions Congress. The Executive in Residence provides knowledge and expertise to Calgary arts organizations and artists in key areas. The first two Executives in Residence are Dale Turri (Fundraising & Resource Development Executive) and Bradley Walker (Arts Marketing Executive). Calgary arts organizations and artists have access to the Executives for feedback on ideas, initiatives and issues they face and are seeking input on. The Executives do not undertake any project or program work directly. Rather, they are available to offer expertise, insight and a different perspective to organizations and individuals.



ARTS MARKETING NETWORK MEETING,  
CALGARY CULTURE ROUND TABLE  
Photo: JoAnn Reynolds

# ARTS SPACE INITIATIVES



Calgary Arts Development's strategy for arts facilities focuses on transforming our city with a cluster of flagship facilities and incubators defining the downtown, while ensuring citizens have access to artistic experiences in purpose-built facilities in all quadrants of the city.

Calgary Arts Development has identified the need for an entrepreneurial approach to space development and for investigating the feasibility of developing multi-tenant arts spaces. 2011 saw continued progress towards meeting these needs after laying the groundwork in prior years.



FIVE YEARS OF RESEARCH, ADVOCACY  
PLANNING, cSPACE PROJECTS HAS BEEN  
FUNDED AS A NON-PROFIT REAL ESTATE  
ENTERPRISE DEDICATED TO DEVELOPING A  
WORK OF MULTIDISCIPLINARY CREATIVE  
WORKSPACES ACROSS THE CITY”.



KING EDWARD SCHOOL INTERIOR  
Photo: Hiroaki Kobayashi

## ARTS SPACE INITIATIVES



### cSPACE PROJECTS

cSPACE Projects was officially incorporated on October 27, 2011. Formed as a subsidiary of Calgary Arts Development in partnership with The Calgary Foundation, cSPACE was created as a non-profit real estate enterprise dedicated to developing a network of multi-disciplinary creative workspaces across the city. cSPACE will own, develop and manage King Edward School as well as other multi-tenant spaces that enable creative communities to thrive.

### KING EDWARD SCHOOL

King Edward School is a distinctive heritage building located on a three-acre site in South Calgary at 1720 30th Ave. SW. Built as one of nineteen sandstone schools between 1894 and 1914, the School is centrally located in the community of South Calgary. A unique partnership between The Calgary Foundation and Calgary Arts Development formed to advance a vision for the historic school and site as an innovative arts hub and incubator. As funders working across Calgary to build capacity and vibrancy in the arts and culture sector, Calgary

Arts Development and The Calgary Foundation mobilized to address a critical deficit of stable, affordable and compelling workspaces to create, rehearse, produce and collaborate in Calgary. King Edward School was formally transferred from the Calgary Board of Education to cSPACE Projects on December 2, 2011 for a purchase price of \$8.027 million. The land purchase was supported by a loan from The Calgary Foundation, along with a commitment of \$5 million from The City of Calgary through the Municipal Sustainability Initiative. The Foundation also granted \$3 million in multi-year funding toward the development of the project.

### CULTURAL SPACE INVESTMENT PROCESS

2011 saw the third year of applications from arts organizations to the Cultural Space Investment Process (CSIP). CSIP is a capital project evaluation process established by Calgary Arts Development to inform The City of Calgary of priorities for community-led, cultural infrastructure projects. The process is open to stand-alone capital projects

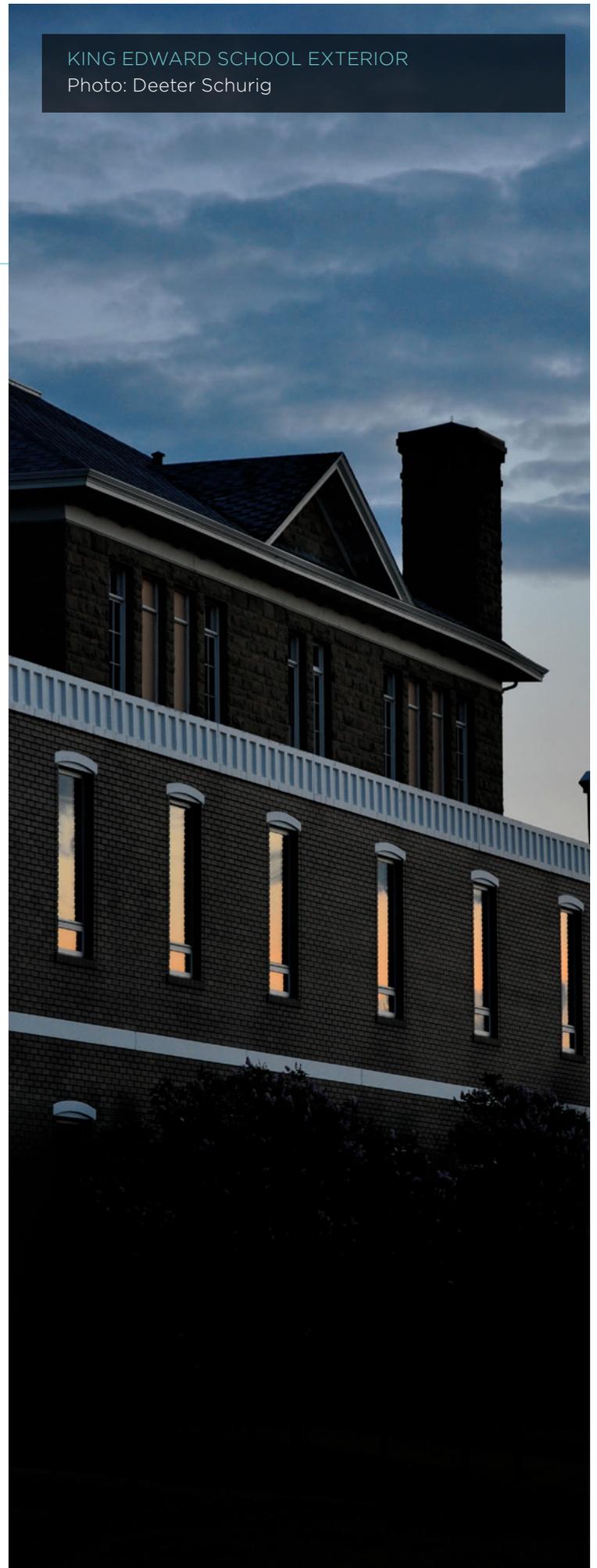
or portions of larger capital projects that create or renovate purpose-built arts or cultural space that will be operated through a non-profit model.

In 2011, Calgary Arts Development's Board of Directors and an arms-length volunteer citizen assessment team forwarded the following applicants to City Council as priority projects for funding consideration:

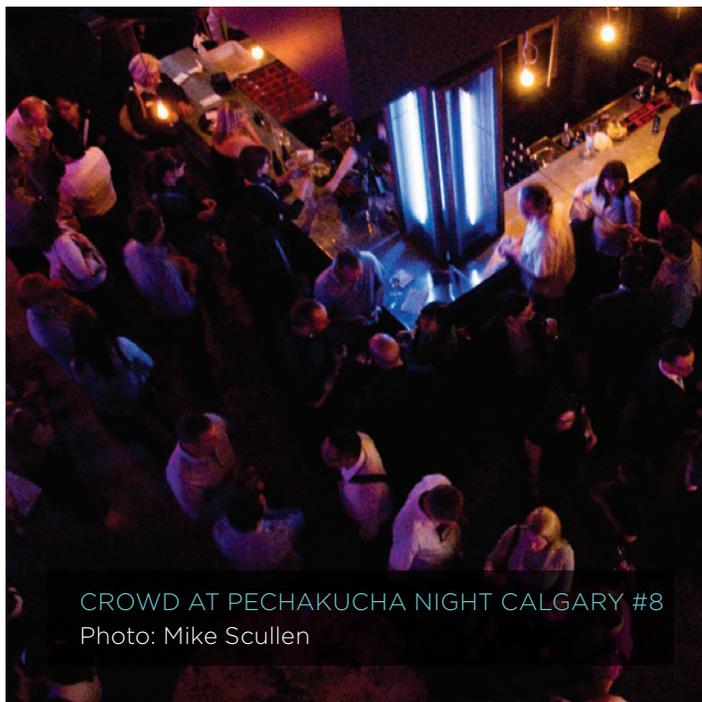
- King Edward School Arts Incubator
- In-Definite Arts Society
- Institute of Modern & Contemporary Art
- Calgary Youth Singers
- Calgary Economic Development's Alberta Creative Hub

## SEAFOOD MARKET STUDIOS - TEMPORARY ARTS SPACE PILOT PROJECT

The Calgary Municipal Land Corporation and Calgary Arts Development continued to steward a pilot project in 2011 that provides Calgary-based artists and non-profit arts organizations or collectives the ability to use space in the vacant Seafood Market in East Village (630 7th Ave. SE) at an affordable rent. The pilot project, first planned to run for three months, has been thriving for over a year and has seen Calgary artists continually utilize the 24,000 sq. ft. space for a variety of programming including theatre, music, visual arts and new media. While the Seafood Market is slated to close for demolition in late 2012, the creative use of an existing vacant building is part of a long-term initiative to integrate the arts community into East Village. Calgary Arts Development and cSPACE will be working with current tenants to ensure their transition out of this temporary space is positive.



# AWARENESS PROGRAMS



CROWD AT PECHAKUCHA NIGHT CALGARY #8  
Photo: Mike Scullen

Calgary Arts Development continues to work to raise the profile of artists, arts organizations and arts events in Calgary. Although there is still significant work to be done to better tell the stories of Calgary's dynamic and vibrant arts sector, our audience engagement initiatives saw continued success in 2011.

## CALGARY CULTURE

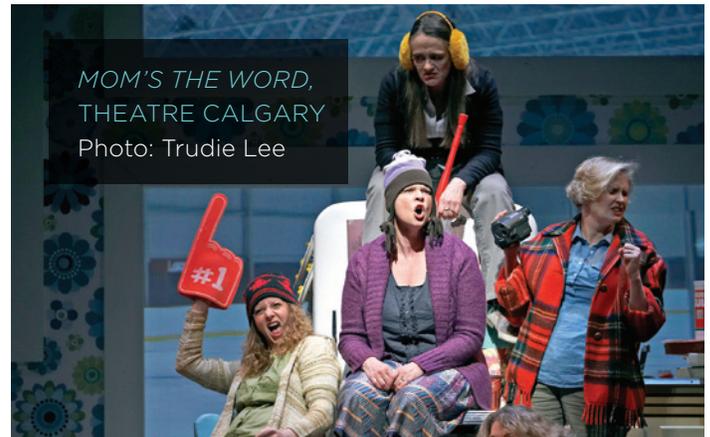
CalgaryCulture.com has been operating since 2009 as a one-stop source for information on Calgary's arts and culture scene. It is a free, self-serve promotional channel for arts organizations and artists. The site celebrates and raises awareness of Calgary's arts scene through comprehensive online listings, a weekly newsletter that boasts an opt-in subscriber base of over 6,000 people as well as a strong presence on Twitter and Facebook, with several thousand followers and counting. The site engaged 80,000+ visitors in 2011 and is currently in the process of a community engagement exercise to elevate and expand the scope of the site.

## PECHAKUCHA NIGHTS

Devised in Tokyo in 2003, PechaKucha Nights are based on a simple presentation format: speakers present 20 slides each, for only 20 seconds per slide. Calgary Arts Development has an agreement to host PechaKucha Nights in Calgary and hosted four of the events in 2011, with themes including "Love," a special Valentine's Day event; "Inspire," part of a global fundraiser for Architecture for Humanity's efforts to rebuild Japan; "Verge," held on the eve of the first annual Arts Champions Congress; and "Reclaim," part of the Calgary Public Library's "One Book, One Calgary" program. Calgary Arts Development hosts PechaKucha Nights because the arts are a key pillar of quality of life in Calgary and can act as a catalyst to engage, connect and foster collaboration between communities. The exchange of ideas at a PechaKucha Night is an example of the ripple effect that can happen when we bring together passionate Calgarians and ideas that otherwise wouldn't be in the same room. PechaKucha Nights are free and attract over 300 people each, contributing to a continuing dialogue on the arts, creativity and community in Calgary and beyond.

# OVER 130,000

unique visitors to the site since  
its launch in September 2009  
(as of May 2012)



# 6,500+ TWITTER FOLLOWERS

(and counting)

# FREE LISTINGS

for artists and arts  
organizations

# 6,000+

weekly  
newsletter  
subscribers



# GOVERNANCE

## A. OVERVIEW OF GOVERNANCE MODEL

Calgary Arts Development was formed to deliver on the 2004 Calgary Civic Arts Policy and is an arm's length arts authority providing the creation, maintenance and implementation of a long-term strategic plan for the arts in Calgary. Calgary Arts Development is governed by a board of directors, appointed by and directly accountable to its Shareholder, The City of Calgary, via City Council. The Board of Directors governs lawfully, observing the principles of the policy governance model, with an emphasis on strategic leadership and clear distinction of board and CEO roles. The Board also identifies the principal risks of Calgary Arts Development's business, achieves a proper balance between risks incurred and potential returns and oversees the development of policies and the implementation of appropriate systems to manage the risks. In 2011, there were nine board meetings scheduled (plus a two-day retreat), with an attendance record of 84%.

## B. BOARD OF DIRECTORS COMMITTEES

The Calgary Arts Development Board of Directors carries out its responsibilities using the following committee structures:

### FINANCE AND AUDIT

The purpose of the Finance and Audit Committee is to assist the Board of Directors in fulfilling its oversight responsibilities by reviewing and making recommendations to the Board of Directors regarding:

- Financial information, including audited financial statements, that will be provided to the Board of Directors and other stakeholders;
- Systems of internal controls;
- Internal audit processes; and
- Investment management activities.

The committee met six times in 2011. Committee members include:

PAUL DORNIAN  
GREG LINDSEY  
BRENT PICKERL (CHAIR)  
HANNAH STILWELL

### GOVERNANCE AND HUMAN RESOURCES

The Governance and Human Resources Committee has three areas of responsibility:

- Governance matters, including management of the relationships between the Board of Directors and the CEO and between Calgary Arts Development and the Shareholder, all as defined in the governance policy manual approved by the Board of Directors on May 20, 2009;
- Human resources policy development and oversight, including review of CEO performance, compensation and development; and
- Board of Directors recruitment, development and evaluation.

The committee met seven times in 2011. Committee members include:

COL CSEKE  
PATTI DIBSKI  
LINDA HOHOL  
JUDY MACLACHLAN  
PAT SCHNEIDER (CHAIR)

### ARTS SPACES

The Arts Spaces Committee was dissolved in May 2011 following a decision to pursue the incorporation of cSPACE Projects. The Committee existed to:

- Recommend board policy as it related to strategies, tactics and risks associated with the execution of Calgary Arts Development's Arts Spaces Strategy, while maintaining alignment with City of Calgary policies;
- Advise management as requested on matters pertaining to arts space development; and
- Assist the Board in fulfilling its fiduciary responsibilities by exercising due diligence on issues related to arts space development that carry a higher than normal level of risk to the corporation.

The committee met four times in 2011. Committee members included:

PAUL BATTISTELLA (ADVISORY, NON-BOARD MEMBER)  
JOE CECI (CHAIR)  
HANNAH STILWELL  
JEREMY STURGESS  
MEG VAN ROSENDAAL

## STRATEGY & PUBLIC POLICY COMMITTEE

The Strategy & Public Policy Committee's mandate is as follows:

- Provide the Board of Directors with guidance for the development, implementation and evaluation of Calgary Arts Development's strategic plan in alignment with our mission and vision and to facilitate the strategic planning process and board engagement;
- Consider and make recommendations to the Board of Directors on matters affecting Calgary Arts Development's strategic plan, strategic policy and positions on issues related to the development of the arts in Calgary, as set out in the City of Calgary's Civic Arts Policy and/or as requested by our shareholders.

The Committee was struck in November 2011, with its inaugural meeting in December 2011. Committee members include:

JOE CECI (CO-CHAIR)  
DR. DANIEL DOZ (CO-CHAIR)  
BRENT PICKERL  
BRIAN PINCOTT  
PAT SCHNEIDER  
ANILA UMAR  
MEG VAN ROSENDAAL

## C. KEY POLICIES AND PROCESSES

### BOARD OF DIRECTORS POLICY ON CONFLICT OF INTEREST

A comprehensive policy exists for members of Calgary Arts Development's Board of Directors that sets the parameters around potential conflicts of interest. Calgary Arts Development aims to recruit Board of Directors members whose professional reputations and work in the community will

enhance Calgary Arts Development's impact. These individuals have a strong commitment to building the arts in Calgary, to making the arts central to the municipal decision-making process and to building relationships with other agencies from the public and private sectors.

Board of Directors members are conscious of the conflicts of interest that may arise in the normal course of business or as a result of a Board member being connected to an organization that may receive direct or indirect benefits from the activities of Calgary Arts Development. Each Board of Directors member shall disclose in writing all known real and potential conflicts upon appointment to the Board and on an annual basis, and otherwise in accordance with this policy.

### GRANTING AND RESOURCE ALLOCATION RECOMMENDATION PROCESSES

Terms of Reference (TOR) specifying objectives, decision-making processes and assessment criteria are designed for each arts investment program (including granting programs and recommendations to City Council on infrastructure investments). Along with program guidelines, the TOR provide direction to arms-length volunteer assessors who make recommendations to Calgary Arts Development. Staff communicate these recommendations and the process followed to reach them to the Calgary Arts Development Board of Directors. After reviewing the information made available by staff, the Finance and Audit Committee of the Board has the option to audit the process used to arrive at the recommendations. When satisfied that sufficient due diligence has been undertaken and the Terms of Reference have been followed, the Finance and Audit Committee presents the assessor's recommendations to the Board, who will either endorse the granting recommendations as presented, request additional information, or request that the process be revisited.

# CALGARY ARTS DEVELOPMENT

## STAFF AS OF DECEMBER 31, 2011

JULIE BARATTA  
EXECUTIVE ASSISTANT & OFFICE MANAGER

JORDAN BAYLON  
COMMUNITY INVESTMENT OFFICER  
(EFFECTIVE FEBRUARY 2011)

CHARIS BIRCHALL  
PROGRAM COORDINATOR,  
COMMUNITY INVESTMENT (ON LEAVE)

LINDSAY BOWMAN  
PROGRAM COORDINATOR, MARKETING &  
COMMUNICATIONS

TOM MCCARTHY  
GENERAL MANAGER  
(EFFECTIVE JUNE 2011)

EMIKO MURAKI  
PROGRAM & EVENT COORDINATOR, RESOURCE  
DEVELOPMENT  
(EFFECTIVE APRIL 2011)

PATTI PON  
DIRECTOR, RESOURCE DEVELOPMENT  
(EFFECTIVE SEPTEMBER 2011)

JOANN REYNOLDS  
COMMUNICATIONS MANAGER  
(EFFECTIVE SEPTEMBER 2011)

TERRY ROCK  
PRESIDENT & CEO

MIKE SCULLEN  
PROGRAM LEAD, INFORMATION  
& COMMUNICATION TECHNOLOGY

## STAFF ON SECONDMENT TO CALGARY 2012

KAREN BALL  
DIRECTOR, COMMUNITY INVESTMENT  
& RESOURCE DEVELOPMENT

LAUREN SIMMS  
PROGRAM LEAD, COMMUNITY INVESTMENT

## STAFF TRANSITIONED TO CSPACE PROJECTS IN DECEMBER 2011

REID HENRY  
DIRECTOR, ART SPACE INITIATIVES  
(NOW PRESIDENT & CEO, CSPACE PROJECTS)

DEETER SCHURIG  
COORDINATOR, ART SPACE INITIATIVES  
(EFFECTIVE MARCH 2011)

## CONTRACTORS AND INTERNS EMPLOYED IN 2011

JENNIFER AKKERMANS  
INTERN, MARKETING & COMMUNICATIONS  
(SPRING 2011)

SUZANNE BOSS  
PROJECT MANAGER, CALGARY 2012  
(CONTRACT, THROUGH MAY 2011)

JONI CARROLL  
CONSULTANT, ARTS SPACES  
(CONTRACT, EFFECTIVE FEBRUARY 2012)

KRISTIN KNUDSON  
INTERN, GRAPHIC DESIGN  
(FALL 2011)

ALIDA LOWE  
PROGRAM ASSISTANT  
(CONTRACT, THROUGH JANUARY 2011)

BECKY SCOTT  
PROJECTS & COMMUNICATIONS GENERALIST  
(CONTRACT, THROUGH AUGUST 2011)

## 2011 BOARD OF DIRECTORS

PETER BOYD (CHAIR)  
OWNER, GENIUS WINES LP

JOE CECI (VICE-CHAIR)  
POLITICAL & POLICY SPECIALIST

COL CSEKE  
CO-ARTISTIC DIRECTOR, VERB THEATRE;  
PROFESSIONAL THEATRE ARTIST

PATTI DIBSKI  
OWNER, GIBSON FINE ART

PAUL DORNIAN  
DIRECTOR, MOUNT ROYAL UNIVERSITY  
CONSERVATORY

DR. DANIEL DOZ  
PRESIDENT & CEO,  
ALBERTA COLLEGE OF ART + DESIGN

LINDA HOHOL  
COMMUNITY LEADER

GREG LINDSEY  
PARTNER, LEADER OF THE TAX  
PRACTICE GROUP, GOWLINGS

JUDY MACLACHLAN  
COMMUNITY LEADER

BRENT PICKERL  
MANAGING PARTNER/DIRECTOR & CO-FOUNDER,  
SANDSTONE ASSET MANAGEMENT INC.

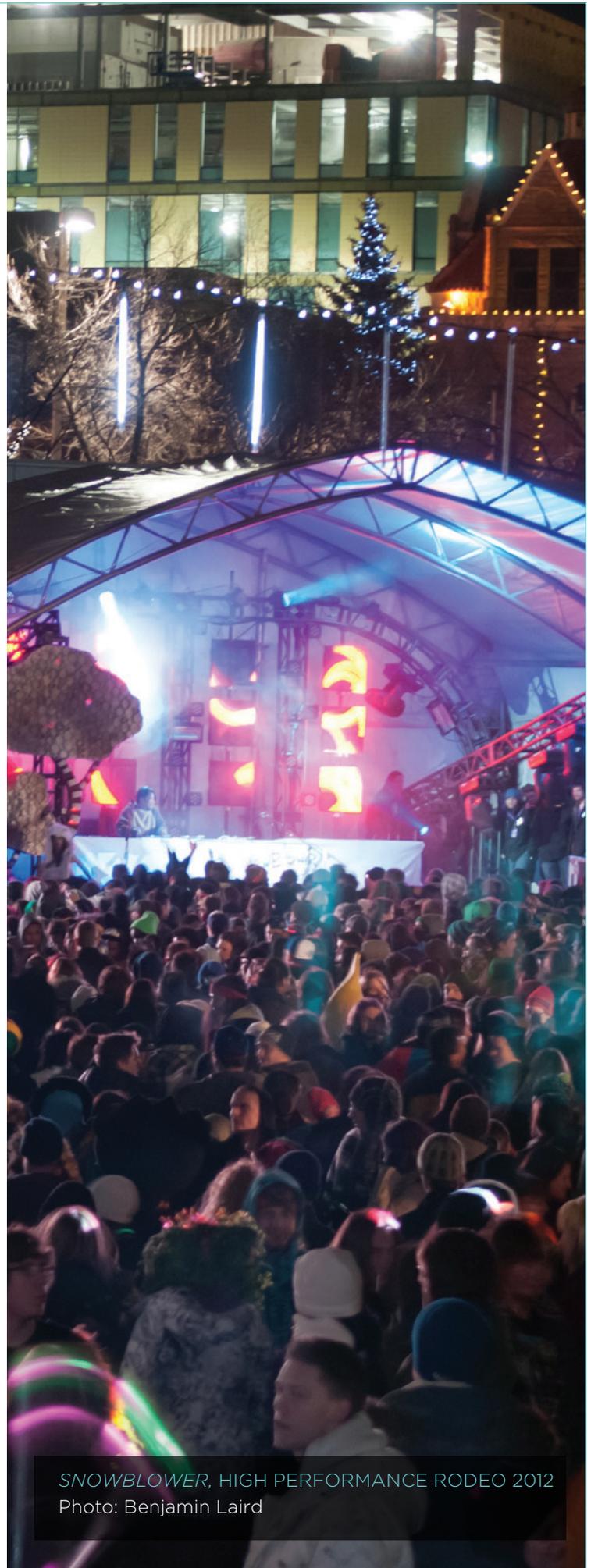
ALD. BRIAN PINCOTT  
ALDERMAN, WARD 11, CITY OF CALGARY

PAT SCHNEIDER  
FOUNDER, EMERGE LEARNING

HANNAH STILWELL  
CO-FOUNDER, DECIDEDLY  
JAZZ DANCEWORKS; PROFESSIONAL ARTIST

ANILA UMAR  
DIRECTOR, CAREER SERVICES, DEVRY INSTITUTE OF  
TECHNOLOGY

MEG VAN ROSENDAAL  
FORMER GENERAL MANAGER, OLYMPIC PLAZA  
CULTURAL DISTRICT (OPCD)



*SNOWBLOWER*, HIGH PERFORMANCE RODEO 2012  
Photo: Benjamin Laird

# CONTACT US

Calgary Arts Development  
Lower Level, Art Central (L12)  
100 7th Avenue SW T2P 0W4

403.264.5330  
[info@calgaryartsdevelopment.com](mailto:info@calgaryartsdevelopment.com)  
[CalgaryArtsDevelopment.com](http://CalgaryArtsDevelopment.com)



Calgary Arts Development is The City of Calgary's arts development authority.