

2006

CALGARY ARTS DEVELOPMENT

# intersections

moving forward together



# Calgary Arts Development + Calgary Region Arts Foundation

## Grants Committee

Community volunteers play a vital role in the allocation of funding for the arts. Our Grants Committee is made up of 50 volunteer members (previously members of CRAF) who serve as liaisons to the arts community and have direct input into the allocation of municipal funding for the arts. We are consistently amazed by their dedication and commitment, and we would like to thank them for the valuable role they play as ambassadors for the arts in Calgary.

## Executive

Jerry Callaghan, Chair  
Marilyn Conley,  
Past-Chair  
Trudy Gahlinger,  
Vice-Chair  
Scott Phillips,  
Membership Leader  
Erika Pochailo,  
Secretary  
Bruce Symbalysty,  
Liaison Leader

## Category Leaders

Gary Agnew  
(Theatre - Small)  
Christina Arthur  
(Music - Choral)  
Paula Dozois  
(Music - Mixed)  
Lori Farley  
(Special Projects)  
Elizabeth Galatiuk  
(Major)  
Morley Hirsch  
(Theatre - Large)  
Mike Landry  
(Visual Arts)  
Erika Pochailo  
(Music -  
Instrumental)  
Louida Selgensen  
(Literary Arts)  
Alane Smith  
(Major II)  
Collette Trifan  
(Dance)  
Jennifer Willans  
(Festivals)

## Membership

Shelley Alexander  
Maureen Armitage  
Karen Atwell  
Andrew Blanchard  
Lorne Bogdon  
John Burns  
Dave Casey  
Jennifer Caswell  
Bob Corrigan  
Karen Crocker  
Kerry Forgeron  
Margaret Grabowski  
Toni Guffei  
Kari Hass  
Alistair Henning  
Yvonne Hinks  
Patrick Hlavac-Winsor  
Emlyn Jessop  
Mansoor Ladha  
Patricia Lee  
Sue Lee  
Colleen Lister  
Paije McGrath  
Ken McGuire  
Kevin Milner  
Anoush Newman  
Karen Radke  
George Ross  
Heather Simonds  
Wilma Slenders  
Jean Wiseman  
Tammy Wong

Our most significant milestone in 2006 was the merger between Calgary Arts Development and the Calgary Region Arts Foundation (CRAF). The 2004 Civic Arts Policy called for all municipal arts funding to be allocated through a single arm's-length arts authority. After jointly examining the opportunities to better serve the community's growing needs through enhanced arts granting in Calgary, including extensive research on granting, a merger agreement between Calgary Arts Development and the Calgary Region Arts Foundation was proposed to better meet the needs of Calgary's growing arts community. On September 26, at CRAF's Annual General Meeting, a unanimous vote approved the motion to dissolve the legal entity of CRAF in favour of a merged entity with Calgary Arts Development. The effective date of the dissolution was October 31, 2006, and since then all operations and programs have been assumed by Calgary Arts Development.

We've been working hard to combine the best of both organizations to provide excellent service to the arts in Calgary. The merger aligns the granting of municipal funds with the strategic direction for arts development in Calgary, and through this new structure, our goal is to develop arts investment programs that are among the best in Canada.

stronger  
together

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# Report from the Board Chair

I am pleased to report on the significant progress made by our organization this past year. Our strategic plan has been updated, and we continue to develop and implement our governance processes. After appropriate review of our human resource policies, the Board unanimously decided to permanently hire our CEO, Dr. Terry Rock, just prior to the end of his secondment term from the City of Calgary.

At the same time, Calgary Arts Development completed a successful merger with the civic granting agency, Calgary Regional Arts Foundation. We're pleased to be moving forward with a strong, unified voice for the arts community, with Calgary Arts Development positioned to support a vibrant cultural community for the citizens of Calgary. I would like to thank Kathryn Hartley, Executive Director of CRAF, for her many dedicated years of service, and her help during this transition. Sincere thanks also go to Marilyn Conley, former chair of CRAF and to Jerry Callaghan, current chair of our new grants committee for their ongoing wisdom in this transitional year.

Apart from these internal accomplishments, Calgary Arts Development completed an extensive research project in 2006 to develop an arts spaces strategy and capital plan, as requested by City Council. As well, following a research study into municipal arts funding, we presented a granting renewal proposal that will see an extra \$502,500 in funding for granting and programs to support local arts organizations. We believe the strategies within both plans represent real shareholder value, and serve to further strengthen the arts community.

As our second year of operations is concluding, I would like to recognize the contributions of retiring Board members Brian Felesky and Jake Louie. We also look forward to working with four new Board members in 2007. This upcoming year will bring the exciting challenge of raising the profile of the arts sector, advancing the capital infrastructure plan, improving support systems for artists and arts organizations and continuing to provide strategic leadership for arts and culture in Calgary.



**Mary Rosza de Coquet**  
Board Chair

# Report from the President

Intersections. The places we come together. *The* theme of 2006 for Calgary Arts Development. Intersections mean partnerships. And partnerships – especially great partnerships – call for thanks.

We merged with the Calgary Region Arts Foundation. Thanks to tireless work of the boards of both organizations. Immediately following the merger, City Council agreed to increase annual program and grant funding by \$502,500.

We strengthened our relationship with The City of Calgary's Arts & Culture Division. Thanks to the arrival and enthusiastically open approach of Beth Gignac, the first Manager of Arts & Culture at The City in many years. Great strides have already been taken to enhance the City's Public Art Program and to provide better service to our community's special events and festivals.

We engaged the community in deep conversation about how great spaces for the arts contribute to our quality of life. Thanks to the members of our Steering Committee and the over 350 Calgarians who contributed their time and ideas to this important work. Thanks also to the Calgary Foundation and the University of Calgary (through the Urban Campus Partnership) for their moral and financial support, allowing us to engage so directly with the communities we serve.

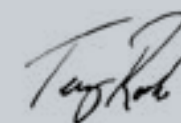
We worked closely with Tourism Calgary to help Calgary win the bid for the 2008 Juno Awards, and we were a proud participant in the Building Connections tour, led by Calgary Economic Development. It was great to see the arts take a prominent role in the branding of our city. Thanks to our colleagues at these sister agencies for playing a vital role in helping us learn the ropes as the newest member of the team.

Of course, none of what we do would be possible without the combined support of our shareholder, the City of Calgary, our dedicated Board of Directors and our talented staff. Thanks to all of you for a great year.

But the biggest thanks go to the incredible work of Calgary's artists and arts organizations. Thanks for providing endless inspiration to drive our actions and motivate our work.

From world-class music, dance and theatre to experimental performance, puppetry, spoken word and a truly stellar visual arts scene, Calgary's commitment to innovation and artistic excellence is increasingly evident as a trademark of our great city. We are excited and privileged to serve Calgary through this community of artists and creative organizations as we move onward to forge new intersections where the arts meet the life of our city.

Thanks.



**Terry Rock, PhD**  
President & CEO

# A New Era of Investment in a Growing Cultural Capital

“Investments made in the arts are focused on long term growth and sustainability of the sector”

—2004 CIVIC ARTS POLICY

*On November 28, 2006, City Council voted in favour of increasing Calgary Arts Development's annual granting and programs budget by \$502, 500 — approximately \$0.50 per capita — to a total of \$3,090,500.*

Calgary Arts Development's research into the city's system of arts granting commenced in late 2005 and culminated in a set of recommendations delivered to Calgary City Council in October 2006. Benchmarking comparisons of arts funding systems in Vancouver, Edmonton, Winnipeg and Toronto indicated several critical shortfalls in Calgary's investment in the arts. In particular, Calgary's levels of per capita funding captured the attention of civic leaders and the media, with 2005 data showing that Calgary's investment in the arts is well behind those of other major Canadian cities, due in part to the city's phenomenal population increases, as well as funding increases that have not met the rate of inflation.

Calgarians take arts and culture seriously. That's why we weren't surprised when a poll conducted by Leger Marketing and Calgary Arts Development found 67 per cent of Calgarians were in support of their city being ranked among the top three in Canada when it comes to the amount of funding provided for arts and culture.

Calgary's City Council voted in favour of increasing Calgary Arts Development's annual granting and programs budget by \$502, 500 - or approximately \$0.50 per capita - to a total of \$3,090,500. With our population hitting one million in 2006 - and continuing to grow at a rate of almost 100 people a day - that amounts to appropriately \$3 per capita in direct funding for local artists and arts organizations.

Going forward in 2007, these funds will:

- **Enhance stability of arts organizations** through an increase in annual operational funding
- **Sustain and encourage the growth of arts and cultural festivals** through increased funding and alignment with City of Calgary services
- **Encourage and reward innovation** in the sector by increasing support for special projects and new organizations
- **Launch a strategic and cooperative marketing program** that provides resources to support new initiatives to increase awareness and participation in the arts.

## Cultural Space for the Arts

“A culturally vibrant city is one where all citizens are engaged by the arts on a daily basis, with many different sites of artistic energy and activity spread across the whole city...”

—DISCUSSION EXCERPT FROM DIALOGUE SERIES ON CULTURAL SPACE FOR THE ARTS

### “What does Calgary need to be an artistically vibrant city?”

Spaces where art is produced and presented are a vital part of our city's landscape. As Calgary grows, it is important for us to consider the facilities and public places available for artists, organizations and community members to share and enjoy.

Toward this end, Calgary Arts Development began a study on cultural space for the arts in 2006, including an inventory of existing spaces and a trends and needs analysis to support effective investment in arts facilities over the next seven years. As well, a community consultation process—*Dialogue Series: Cultural Space and the Arts*—consisted of 10 events over 5 months designed to engage a diverse range of Calgarians who value the arts and culture. The result was a meaningful conversation about the community's needs and aspirations for investment in cultural spaces now and into the future. And underlying this process was a dedicated steering committee of local experts representing a cross-section of stakeholders who provided guidance and public participation in each phase of the project, not to mention incredible passion and enthusiasm!

The examination of what spaces and venues signify for artistic creation along with input from Calgary's vibrant and diverse artistic community deepened our understanding of the significance of cultural space for the arts. Moving forward into 2007, we look forward to championing broad areas of opportunity for existing, new and re-defined cultural facilities to enhance the arts in Calgary.

60 per cent of Calgarians have attended at least one arts event over the last 12 months — IPSOS REID, 2006

## Expanding Audiences and Raising Awareness

### What are your ideas for making the arts more visible, accessible, meaningful and sustainable in Calgary?

Arts and culture benefit all Calgarians, and raising the profile of local artists and arts organizations is a priority for Calgary Arts Development.

Calgary Arts Development joined Calgary Economic Development and Tourism Calgary on their Building Connections tour to bring news of Calgary's vibrant arts scene to eastern Canada and showcase the work of artists including Chris Cran and the Alberta Ballet. Our biggest surprise? It was the Calgarians on tour with us — not the folks from Ottawa or Toronto — who were really amazed at the depth and quality of Calgary's arts scene!

When we weren't building connections, we were building knowledge. In partnership with several major performing arts organizations, we commissioned an Ipsos Reid study measuring attitudes of Calgarians toward the arts, as well as their attendance patterns and ticket purchasing preferences. Key findings indicate that an overwhelming majority of Calgarians — between two-thirds to three-quarters — are interested in and enjoy the arts, with the majority attending at least one



arts event in a 12-month period. Only 9 per cent of Calgarians attend arts events on a regular basis, with most attending only occasionally or infrequently, suggesting lots of potential for growth. In 2006, we saw a 32 per cent increase in the subscriber base for ArtsMART. This permission based e-mail marketing service is now delivering weekly updates on arts events directly to the inboxes of over 7500 Calgarians. Our Theatre 6-Pack Pass brought together six different theatre companies to offer a diverse season of performances to local audiences. As well, we were pleased to acquire the LiveRush student ticket program from the National Arts Centre in Ottawa, and more pleased to watch its membership growing steadily.

2007 will be an exciting year for growth in awareness about the arts and increased attendance as we roll out new initiatives to support the work of local artists and arts organizations through our Strategic & Cooperative Marketing Program.

## Granting Programs

Granting allocation decisions were made in the spring by the Calgary Region Arts Foundation before the merger with Calgary Arts Development. Decisions about funding allocation were made by a committee of 50 dedicated community volunteers, under the guidance of Kathryn Hartley, who was executive director of CRAF before its dissolution, and is the outgoing Granting Programs Consultant for Calgary Arts Development.

In 2006, \$2.542 million was allocated to 140 artists and organizations in Calgary through Operating Grant and Special Projects Grant programs. An increase of \$502,500 to Calgary Arts Development's 2007 granting and programs budget will form the beginning of a program of granting renewal that includes increased focus on organizational stability for local arts organizations, improved resources for festivals, additional dollars to support innovative new projects and programs to improve awareness of and access to Calgary's increasingly vibrant arts scene.

### Operating Grants 2006

ORGANIZATION	GRANT
Acoustic Music Society of Calgary	2,000
African Festival & Presentation Society (Afrikadey)	5,500
Alberta Ballet	150,000
Alberta Dance Theatre for Young People	2,700
Alberta Playwrights' Network	3,500
Alberta Printmakers Society	4,000
Alberta Theatre Projects	309,000
Alexandra Writers' Centre	3,000
All Nations	1,000
Altius Brass	1,250
Art Gallery of Calgary (The)	65,000
Brazilian Community Association	1,500
Broad Minds Productions Foundation	1,500
Bubonic Tourist Society	3,500
C-Jazz/The Calgary Jazz Association	20,500
C.S.I.F.	22,500
Calgary Animated Objects Society (CAOS)	3,000
Calgary Art Walk Festival Society	4,500
Calgary Bach Festival Society	1,000
Calgary Boys Choir	3,250
Calgary Childrens Choir	3,000
Calgary Chinese Orchestra	1,000
Calgary Concert Band	2,000
Calgary Contemporary Arts Society	20,000
Calgary Fiddlers Association	1,600
Calgary GlobalFest	20,750
Calgary Foothills Barbershop Chorus Society	1,000
Calgary Girls Choir	3,300

Images in these pages represent just a sampling of the many highlights from the 2006 / 2007 season. A whole book would be required to tell the story of all the activities going on in Calgary's bustling arts community, but we hope you'll enjoy this peek at some of the biggest milestones!



Calgary Folk Music Festival at Prince's Island Park

### Calgary Folk Music Festival

The Globe and Mail declared the Calgary Folk Music Festival to be "one of the seven musical wonders of the world." The 2006 Festival was a sold-out event, featuring 65 artists from 15 countries on 7 stages in a plethora of genres to 50,000 audience members. Featured artists included Kris Kristofferson, Macy Gray, Feist, Broken Social Scene, Ani DiFranco, Bedouin Soundclash, Dave Alvin and Dan Bern. New features included a secondary stage on Friday and Saturday night and Boot Camp, intensive master classes at Cantos Music Foundation.



Wen Wei Dance, Unbound



### Theatre Junction at The GRAND

Calgary's original culturehouse, The GRAND, was built in 1912 when Calgary had a population of only 50,000. Massive renovations to the tune of about \$12 million came to completion in 2006 and The GRAND has once again taken it's place as Calgary's culturehouse. Located in The Lougheed Building at 608 1st Street SW, The GRAND is the oldest theatre in Western Canada. But what goes on inside is anything but old fashioned. With resident company Theatre Junction and artistic director Mark Lawes at the helm, stirring contemporary performance is the order of the day. The 2007/08 season will continue to provoke and inspire with new creations by the Resident Company of Artists and some of best in contemporary performance from Canada and around the world.

ORGANIZATION	GRANT
Calgary International Children's Festival	80,000
Calgary International Film Festival Society	33,000
Calgary Men's Chorus Society	3,000
Calgary Multi-Cultural Choir Society	2,000
Calgary Opera Association	150,000
Calgary Philharmonic Orchestra Society	268,000
Calgary Pro Musica Society	8,500
Calgary Reggae Festival Society	3,500
Calgary Renaissance Singers & Players	2,600
Calgary Society of Organists	1,300
Calgary Spoken Word Society	3,000
Calgary Underground Film Festival Society	2,500
Calgary Young Peoples' Theatre	3,000
Calgary Youth Orchestra Society	5,000
Canadian Music Centre — Prairie Region	12,200
Cantaré Childrens' Choir Society	3,250
Cantos Music Foundation	13,500
Caribbean Community Council of Calgary (The)	10,000
Chinook Music Society	2,000
Classical Guitar Society of Calgary	3,250
Corps Bara Dance Guild of Calgary	2,500
Curiously Canadian Improv Guild	1,000
Dancers' Studio West Society	18,000
dANDeLion Magazine Society	4,000
Decidedly Jazz Danceworks	52,000
E M Media Gallery & Production Society	18,000
Early Music Voices Concert Society in Elbow Park	3,000
Eko Dance Projects	2,500
Ester Honens International Piano Competition Foundation	15,000
Fairytales Presentation Society	2,500
Festival Chorus (The)	6,000
Filling Station Publications Society	4,000
Fire Exit Theatre Society of Alberta	1,000
Folk Festival Society of Calgary	70,000
Foothills Bluegrass Music Society	2,000
Foothills Brass Society	6,000
Ghost River Theatre	5,500
Glenbow — Alberta Institute	100,000
Green Fools Theatre Society	6,500
Ground Zero Theatre Society	12,500
Hispanic Arts Society	6,000
Instrumental Society of Calgary	7,000
International Festival of Song and Chamber Music Society	6,000
Jazz Is Society of Alberta	2,500
Kantorei Choral Society	3,500
Kensington Sinfonia	5,000
Lands End Chamber Music Society of Calgary	6,000

ORGANIZATION	GRANT
Leighton Art Centre	8,500
Loose Moose Theatre	15,000
Lunchbox Theatre Society	57,000
Millenium Music Foundation	4,500
Mo Mo Multi-Ability Movement Arts Society of Calgary	3,000
Mob Hit Productions	2,500
Morpheus Theatre	3,500
Mount Royal Choral Association	3,000
Mountain Standard Time Performance Art Festival	2,000
New Gallery	35,000
New Works of Art Calgary Society	6,500
Old Trout Puppet Workshop	4,500
One Yellow Rabbit	50,000
Orchestra Society of Calgary	6,000
Pro Arts Society	3,000
Pumphouse Theatres Society	43,000
Quest Theatre Society	5,500
Quickdraw Animation Society	12,000
Ragamala Music Society	4,000
Rocky Mountain Concert Band	1,000
Sage Theatre Society	5,500
Second Story Art Society (Truck)	24,500
Shakespeare Company Theatre-in-the-Round Guild	1,500
Silver Stars Musical Review Society	1,000
Society of Poets, Bards and Storytellers	1,900
Spiritus Chamber Choir and Performing Arts Ensemble	2,750
Springboard Dance Collective Society	9,500
Stage Left Productions Theatre Association	1,000
Storybook Theatre Society	17,000
Stride Art Gallery Association	24,500
Suzirya Ukrainian Dance Theatre Association	1,200
Theatre Calgary	295,000
Theatre Junction	50,000
Tryzub Ukranian Dance Ensemble	1,600
Untitled Art Society	2,000
Vertigo Theatre Society	90,000
Visual Arts Week Society	5,500
Voice Scapes Music Collective Society	3,500
W.P. Puppeteers	2,500
Word on the Street Book & Magazine Fair Society	2,500
Wordfest	25,000
Workshop Theatre	7,600
Writers Guild of Alberta	3,000
Youth Singers of Calgary Society	5,500
<b>TOTAL OPERATING GRANTS</b>	<b>2,492,000</b>



Handi Crafts, Handy Cats  
Wednesday Lupypciw  
CAMPER Patch Project

### CAMPER

TRUCK Gallery's CAMPER is a converted RV bringing art to the public and the public to art. Investigating the place where art, education, the road, and recreation meet, it explores these intersections in a way that encourages participation, raises awareness, and fosters education of contemporary art practices. The Patch Project, through CAMPER, was specifically designed to further this interaction. This past summer five artists of various backgrounds and practices conducted five individual workshops at different summertime festivals throughout Calgary. Workshop participants were rewarded for their involvement with an editioned patch, designed by the artist to commemorate their participation.



Photo: Monique de St. Croix

### Honens

The Fifth Honens International Piano Competition took place in Calgary, 19 October to 3 November 2006, and featured more than 30 recitals by the world's best young pianists. The Honens Finals were broadcast coast to coast by CBC Radio Two from the Jack Singer Concert Hall.

LEFT: Minsoo Sohn, First Laureate with the Calgary Philharmonic Orchestra, led by Yannick Nézet-Séguin.



### Calgary Philharmonic Orchestra

Internationally acclaimed Brazilian maestro Roberto Minczuk joined the Calgary Philharmonic Orchestra as Music Director. Maestro Minczuk will conduct seven concerts in the CPO's 2006 / 2007 season, bringing in talented musicians from around the world.

LEFT Roberto will conduct 11 concerts in the 07/08 Season including the CPO's flagship concert Mozart on the Mountain.

### Special Project Grants

APPLICANT	PROJECT	APPROVED GRANT
Alberta Playwrights Network	Littlefest Cabaret	2,500
Alexandra Writers' Centre	25th Anniversary Alexandra Reader	2,000
Blacklist Theatre Project/Ground Zero Theatre	Trout Stanley	2,500
Brazilian Association	Brazilian Carnival 2006	3,000
Burns Visual Arts Society	East Side Studio Crawl	1,700
Calgary Blues Music Association	New Guitar Summit	3,000
Calgary Blues Music Association	Showcase 2006	2,000
Calgary Spoken Word Society	Tribute to Bill Bissett	2,500
Cameron, Ken	My Morocco	2,500
Cook, Xstine / CAOS	Dead Boyfriends	1,000
Cultural Connections	Beauty and the Beast	1,250
Cumberbatch, Jody	Avatara	2,000
Eaton, Lynn	Stories, Lies and Heroes	3,000
Eighth Hour Theatre	Grit	1,000
Footprints Dance Project	Arts of Citizenship	2,500
Heslop/Peterson & Shatterproof Films	The Curse of the Piano	3,000
La Caravan Dance Theatre	Contrast	2,500
Maple Salsa Theatre	Macula	1,000
Mendelsohn / Sage Theatre	Hothouse	3,000
Mo Mo Multi-Ability Movement Arts Society of Calgary	This Dance	750
Monk, Davida / M-Body	Weather	2,500
Montemurro, Laurie	On The Edge...	2,400
Red Smarteez Marionettes	The Kay Stories	2,000
Second Story Art Society	Patch Project	3,000
Urban Curvz Theatre	Thy Neighbour's Wife	3,500
Willment, Joanne	Digital Piano Selections	500
Wilson, Sheri-D	Panty Portal	1,000
	<b>TOTAL</b>	<b>57,600</b>
<b>TOTAL GRANTS AWARDED IN 2006</b>		<b>2,542,000</b>



### One Yellow Rabbit

January saw the 20th anniversary edition of OYR's High Performance Rodeo festival. Audiences were out in full force to celebrate, with the attendance exceeding 10,000 for the first time.

In October, OYR's production of Dream Machine played to critical acclaim and full-houses at the National Arts Centre in Ottawa.

"Dream Machine, the astonishing work now playing at the National Arts Centre, enchants the eye, seduces the ear, engages the mind and touches the heart... This mesmerizing piece by Calgary's One Yellow Rabbit is a complete theatre experience... Capable of leaving its audience incoherent with wonder..." - Ottawa Citizen

LEFT: 2007 marks the silver anniversary of One Yellow Rabbit, one of Canada's most respected and prolific performance creation theatre companies.

We're pleased to include this update on the City of Calgary's Public Art Program in Calgary Arts Development's annual report.

# The City of Calgary Public Art Program, 2006

## Board Members

Gail Anderson - Chair  
John C. Armstrong  
Carol Eamer  
Thorne Forrest  
Jeremy Mayne  
Teresa Posyniak  
Dr. Verna Reid  
Tom Tittermore  
Richard White

## Staff Members

Heather Saunders  
Public Art Project Coordinator  
403-268-5270  
heather.saunders@calgary.ca

Evelyn Grant  
Public Art Project Coordinator  
403-268-5283  
evelyn.grant@calgary.ca

Stacey Dyck  
Communications/  
Program Coordination  
403-268-2843  
sdyck@calgary.ca

Rachael Seupersad  
Special Projects

Katherine Ylitalo  
Collections Coordinator  
(Term completed - December 2006)

## Lecture Series

For the second year in a row, the Program contributed to the local Artcity festival by funding and coordinating a visiting artist lecture at the Art Gallery of Calgary. During this free lunchtime talk, Adrian Gollner, an experienced public artist whose commissions include work at the Canadian embassy in Berlin and the CityPlace complex in Toronto, charted the curious relationship between the mix of truth and lies plied in his studio practice and the aesthetic decorum usually required for the commission process.

## Civic Art Collection

In 2006, the Program (in support of the City's Go2 initiative) launched the Downtown Art Circuit series. These self-guided tours of significant pieces from the Civic Art Collection have proven to be very popular and a great way for citizens and visitors to learn about our City's cultural heritage while getting some exercise. Both the Plus-15 and the Devonian Garden circuit are accessible to all and available for download at [www.calgary.ca/publicart](http://www.calgary.ca/publicart) > Events and Activities.

Another great success enjoyed by the Program in regards to the Civic Art Collection was the safe removal and re-siting of the Ed Drahanchuk mural, *Alberta Foothills Morning*. Commissioned by the MD of Rockyview for its building at 209 16 Ave. NE, the mural was accessioned into the Civic Art Collection in 2005. When it was learned that the building into which it was embedded would be demolished as part of the 16<sup>th</sup> Ave. Expansion project, work began on a complex plan to save this original and well-loved piece. On September 21, 2006, the mural was successfully removed and transported to nearby North Mount Pleasant Arts Centre (523 27 Ave. NW). A PowerPoint presentation of this technological feat is available at [www.calgary.ca/publicart](http://www.calgary.ca/publicart) > Completed Projects.



Jumping Trout, Violet Costello and Bob Thomasson



Strung II, Gord Ferguson



Thomas Sayre (Water Centre Project)



## 'Percent for Public Art' Projects

As the Program embarks on larger and more complex public art projects, longer timelines are required to manage projects from initiation to completion. As a result, all but one of the exciting public art projects initiated in 2006 will be installed in 2007.

### Strung II

Artist: Gord Ferguson  
Location: Crowchild Trail / Sarcee Trail NW  
Status: Fabrication / Installation

### Jumping Trout

Artist: Violet Costello and Bob Thomasson  
Location: Glenmore Trail / Elbow Drive / 5 Street SW  
Status: Partially Installed

### Bridge, Abridged

Artist: Adam Kuby  
Location: Glenmore Trail / Legsby Road SW  
Status: Fabrication/Installation

### Water Garden

Artist: Linda Covit  
Location: Water Centre  
(Spiller Road and 25 Avenue SE)  
Status: Installation

### Artist: Thomas Sayre

Location: Water Centre  
(Spiller Road and 25 Avenue SE)  
Status: Fabrication

### Artist: Jim Hirschfield and Sonya Ishii

Location: NE LRT Extension (McKnight Boulevard and 36 Street NE)  
Status: Fabrication

### The Colour of Snow

Artist: Barbara Grygutis  
Location: Centennial NW LRT Station and the Nose Hill Drive / Crowfoot Connector Bridges  
Status: Fabrication

### Tracking the Trail

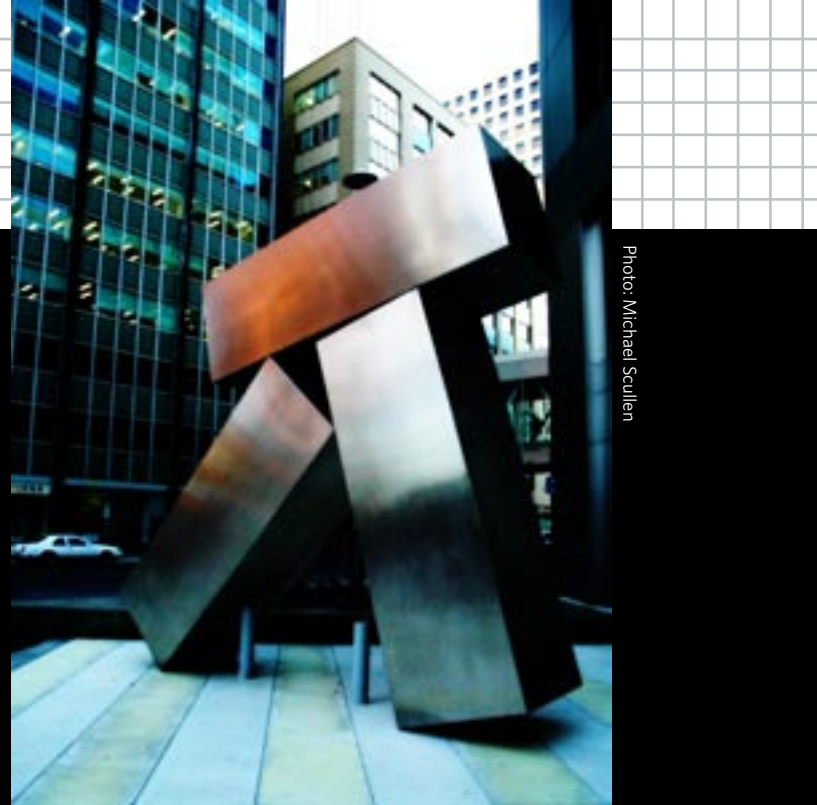
Artist: Roger Gaudreau  
Location: Marquis de Lorne Trail SE (Bow River Bridge)  
Status: Fabrication/Installation

## Looking forward to 2007

- Launch of UEP Public Art Plan (January)
- Initiation of Departmental Public Art Plans
- Appointment of Public Art Superintendent
- Public Art Master Plan
- Public Art Board Nominations



# Governance & Board Policies



This section is intended to provide a brief overview of our governance structure and key Board policies. A complete version of the Governance Manual is available online at [www.calgaryartsdevelopment.com](http://www.calgaryartsdevelopment.com).

## Calgary Civic Arts Policy (2004)

The Civic Arts Policy developed by the City of Calgary sets out the central role of the arts and culture in contributing to the quality of life and overall development of the city. Calgary Arts Development Authority (CADA) has been created as the city's 'single arm's-length arts authority' — an umbrella through which the arts policy is turned into action. Key Arts Policy guidelines include:

### 4.1 Mandate and Structure Guidelines

- A. City Council will delegate the creation, maintenance and implementation of a long-term strategic plan for the arts, in line with this policy, to a single arm's-length arts authority.
- B. City administration will ensure that the City of Calgary's organization structure provides clear responsibility and accountability for all City of Calgary arts-related operations and policy.
- C. City Administration will ensure that the City of Calgary's arts-related operations complement and support the work of the arm's-length arts authority, with no duplication of activities.

### 4.2 Funding Guidelines

- A. All municipal funding to external arts organizations will go to a single arm's-length arts authority, which will have the final decision on all arts-related funding matters.
- B. City Council will refer all arts-related capital and operational funding inquiries to the arm's-length arts authority.
- C. Funding recommendations related to City-operating programs and facilities will be made by the City division responsible for arts-related operations and policy.

### 4.3 Reporting Guidelines

- A. The City's arts authority will provide City Council with an annual report on the outcomes of all municipal arts and culture funding and the activities of any arts and culture related committees.

## Key Shareholder Relationships

CADA is a corporation formed under the Alberta Business Corporations Act, with 100% of the shares in the corporation owned by the City of Calgary. CADA's relationship with The City of Calgary's operations focuses on providing advice and establishing process links within and across four main priorities:

- Venues and infrastructure issues, primarily through the Culture Parks and Recreation Infrastructure Investment Plan (CPRIP);
- The City's provision of services and venues to support arts activities in the city, such as festival and special event services and the provision of development and other permits that facilitate arts activities;
- The ongoing investment of municipal funds in the arts through the provision of annual operating funds and through the City's public art program; and,
- The adoption of civic policies and bylaws that provide infrastructure, resources and otherwise foster an environment that supports and encourages creative and artistic expression.

## Committees of the Board

In carrying out its fiduciary responsibilities, Calgary Arts Development's Board employs the following committee structures:

### Finance and Audit

The Committee is responsible for making recommendations to the board with respect to financial strategies and policies, it reviews and recommends the annual and long term financial plans and budgets and oversees their implementation. This committee is also responsible for overseeing the work of the external auditor, and must ensure that accounting principles adopted by CADA comply with GAAP, are the most appropriate under the circumstances and that financial disclosures meet the highest standards of clarity and transparency.

#### Committee Members:

Martin P. Molyneaux (Chair)  
Jake Louie  
Brian Felesky

In 2006, the Finance and Audit Committee:

- Appointed an external auditor and oversaw the organization's first fiscal audit
- Established precedent for the presentation of CADA's annual financial statements
- Generated policies and procedures regarding expenditure authorization and financial reporting

### Governance and Human Resources

The Committee is responsible for the creation of policies and practices for CADA and its committees, nominating and recruiting directors, developing and implementing board self assessment practices, and overseeing CADA human resources, including regular review and recommendations to the Board regarding the performance, compensation, succession and selection of the President and CEO.

#### Committee Members:

Monica Sloan (Chair)  
Sharon Adams  
Colin Jackson  
Alderman Madeleine King

In 2006, the Governance and Human Resources Committee:

- Outlined appropriate Board and Committee Structure, including modifications based on the merger with the Calgary Region Arts Foundation
- Adopted and implemented a strategic board recruitment and selection process
- Generated Calgary Arts Development's Governance Manual in May 2006, including associated policies, procedures, and Terms of Reference
- Recommended the Board hire Terry Rock as President & CEO, effective January 1, 2007

### Public Policy

The Committee is responsible for determining CADA's public policy position on all issues related to the development of the arts in Calgary. Through management, the committee ensures that actions are put in place to address priority public policy issues. It also oversees recommendations that the Board feel should be adopted by the City and monitors and reports to the Board on the progress of implementation of adopted public policy positions.

#### Committee Members:

Yves Trepanier (Chair)  
Lance Carlson  
Chris Hunt  
Bob McPhee  
Ric Singleton

In 2006, the Public Policy Committee:

- Guided the merger between Calgary Arts Development and the Calgary Region Arts Foundation, ensuring a smooth transition. This included the creation of an operating agreement and a memorandum of understanding through their role on the CRAF-CADA Transition Committee
- Approved of Arts Investment Policy and Budget, which resulted in additional funds from the City of Calgary in the amount of \$502,500 to address the critical shortfalls in the areas of operating stabilization, special projects/innovation, and the need to increase attendance and awareness.



Photos: Michael Scullien

### Board Policy on Volunteer Committees

The volunteer committee and appointments policy enables the Board of Directors to include additional members of the public in Calgary Arts Development's decision making and planning processes.

**Role of Volunteer Committees** Volunteer committees have an oversight and allocation role related to Calgary Arts Development's direct mandate from City Council to make decisions and provide advice regarding matters such as the allocation of arts funding and priorities for capital investment.

**Volunteer Committee Powers and Responsibilities** Volunteer committees are delegated the power to make recommendations to CADA's Board, through the Board's Public Policy Committee on matters related to the allocation of public resources, such as grants to support the arts. The committee's recommendations can be accepted or sent back for further consideration by Calgary Arts Development's Board, but cannot be changed.

**Volunteer Committee Appointment Process** Volunteer committees are appointed by based on a committee profile matrix reflecting the strategic vision of the committee. Following an open recruitment process, the Board's Governance and HR Committee ranks all applications based on the committee profile matrix and forwards a list of recommended appointments to the Board of Directors. The Board's final appointment recommendations, along with an outline of the process followed, are then communicated to City Council and appointments are made public.

### Board Policy on Conflict of Interest

Calgary Arts Development aims to recruit Board and volunteer committee members whose professional reputations and work in the community will enhance our impact. These individuals have a strong commitment to build 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. We recruit broadly and especially from within the arts community itself, meaning those who work in the arts as administrators, as practicing artists or as entrepreneurs; and those who support the arts by volunteering on arts companies' boards and committees.

The Board and volunteer committee members are conscious of possible conflicts of interest which may arise in the normal course of business or as a result of Directors or volunteer committee members being connected to organizations which may receive direct or indirect benefits from the activities of Calgary Arts Development. An 'Obligation to Declare' procedure is in place whereby upon appointment to the Board or a volunteer committee of CADA, the appointee makes written disclosure of all known potential conflicts relating to the appointee's current positions or activities and does not participate in the decision making process where there is a potential or actual conflict of interest.

# Board of Directors

**Sharon Adams** is an interdisciplinary artist and arts administrator. As an artist, she specializes in found-space performance, and has developed pieces for parking lots, abandoned factories, tunnels, and as touring events come through various urban locales. As an administrator, Sharon has coordinated numerous festivals and events, working with organizations in Toronto, Edmonton, Waterloo (ON), Albany (NY) and now Calgary. Sharon currently serves as the Operations Coordinator at Quickdraw Animation Society (QAS), and is an active participant in Calgary's artist-run community.

**Lance Carlson** has been President & CEO of the Alberta College of Art & Design (ACAD) since August 2004. He has taught at the School of the Art Institute of Chicago, CalArts, Art Centre College of Design, and other colleges, universities, and art & design programs; he holds graduate degrees in both cultural studies/sociology and design.

**Brian Felesky**, a partner with Felesky Flynn, LLP, is professionally involved in structuring public company re-organizations, acquisitions and spin-outs; in conversions to, and establishment of, income funds (partnerships and trusts); in developing and implementing financing structures with significant income tax elements; in structuring purchases and sales of shares and assets in a tax efficient fashion, domestically and internationally; in re-structuring companies to preserve and monetize tax pools in arrangements with shareholders and creditors.

**Christopher Hunt (Secretary)** His recent acting credits include GLORIOUS! (Theatre Calgary/CanStage), Stones In His Pockets (Grand Theatre, London), Treasure Island (ATP), Oleanna (Ground Zero Theatre), Humble Boy (Citadel Theatre/Theatre Calgary) and a British tour of Mesa (Ghost River Theatre). He recently directed a sold-out run of Hank Williams: The Show He Never Gave at the Ironwood in Calgary. Christopher has taught acting at the University of Calgary and for the Banff Centre's Opera as Theatre program. He is the proud recipient of three of Calgary's Betty Mitchell awards for his acting work. Christopher lives in Calgary with his family - Elizabeth, Grady and Arden.

**Colin Jackson** is president of Calgary's EPCOR CENTRE for the Performing Arts. He currently serves as the chair of the Development

Committee of the International Society for the Performing Arts; the chair of the Performing Arts Centers Consortium Benchmark Project; co-chair of the Olympic Plaza Cultural district; co-chair of Calgary on Purpose; and a member of the University of Calgary's Faculty of Fine Arts Advisory Council. He is the recipient of the Queen's Golden Jubilee medal and a Canada Council Senior Arts Award. He holds a Master of Public Administration degree from Harvard.

**Madeleine King** was elected as Alderman for Ward 8 in October of 2001 and again in 2004. She represents some 65,000 citizens in Calgary's diverse inner core. With a lead role in the creation of the city's Calgary Arts Development Authority, Madeleine works to enhance life in Calgary by creating conditions for arts and culture to thrive. Through her efforts on City Council and various other committees such as, Calgary Exhibition and Stampede board, Calgary Heritage Authority, Standing Policy Committee on Community and Protective Services, she supports and encourages Calgary to be a creative city, one whose vitality and diversity give it a great quality of life and a thriving economy.

**Jake Louie** is the President & CEO of Citiland Inc. Aside from his ventures in real estate development, Jake is the founder and publisher of the Canadian Chinese Times newspaper established in 1981 as well as a director for the Calgary Chinese Cultural Centre since 1988. An advocate of community programs that enhance cultural diversity and the arts, Jake has been involved in promoting the initiatives of Calgary Arts Development since its inception.

**Martin P. Molyneaux (Treasurer)** has been employed in the securities industry for the past 14 years and has been involved in the oil and gas industry for the past 21 years. He is currently Managing Director, Institutional Research for FirstEnergy Capital Corp., a leading energy focused, full service investment banking firm based in Calgary. Mr. Molyneaux currently maintains in-depth coverage of 16 Canadian oil and gas producers, including the integrated companies and international explorers based in Canada.

**W. R. (Bob) McPhee**, General Director & CEO of the Calgary Opera, began his career as a performing artist. The last 20 years have seen him involved in arts administration in marketing, development, production and senior management. In this capacity he has worked in four performing arts disciplines: theatre, dance, orchestra and opera. Bob has received several awards for his leadership in the arts, including the Chalmers National Award for Excellence in Arts Administration and the inaugural Rozsa Award for Excellence in Arts Management.

**Mary Rozsa de Coquet (Chair)** owns a small mortgage company and is President of the Rozsa Foundation, a charitable organization focused on the arts. She has volunteered extensively in her community, on various arts boards, in her church and other social service and student development agencies. Currently she is involved in the University Fine Arts Advisory Committee, is a Board member of the Cantos Foundation, Music Committee Director at Grace Presbyterian, and chair of Calgary Arts Development. Mary has completed a B.A., Cum Laude, a B.Ed., with distinction, and received an honorary Doctorate of Laws from the University of Calgary in June 2006.

**Monica Sloan** is CEO on Intervera Data Solutions, providing innovative data quality solutions to the energy sector. Monica has also been a Calgary-based consultant specializing in technology, IT and business strategy within the energy sector - utilities, oil and gas, and telecommunications. Ms. Sloan was also President of Kelman Technologies, an online data management, archive and geophysical process service provider to the upstream oil and gas sector, and was founding president of TELUS Advanced Communications, Alberta. She has a BSc in Applied Earth Sciences, a BA in Economics and MSc Engineering all from Stanford University and a MBA from Harvard University.

**Richard (Ric) R. Singleton** During Ric's 35-year architectural career he has been the lead design partner and partner-in-charge of major projects including Bankers Hall, Hyatt Regency Hotel, master plans for large educational institutions, exhibition parks and retail centres in Alberta. Ric was a senior partner with the firm of Cohos Evamy in Calgary and continues as a senior advisor on special projects with the firm. His philanthropic portfolio includes eight different funded scholarships and awards at educational and medical facilities in Alberta.

**Yves Trépanier** studied at Ryerson University and the University of Toronto (Erindale College, Humanities). From 1986 until 1992 Trépanier was the Director of Paul Kuhn Fine Arts, and in 1992 he founded TrépanierBaer with partner Kevin Baer. That year he also co-founded the Visual Arts Week Society and served as President from 1993 until 1995. Since 2000 Trépanier has served on the Arts and Culture Committee of The Calgary Foundation and is now Chair. In 2005, he joined the Board of Governors of the Alberta College of Art & Design and the Contents Committee of the Glenbow Museum.

# Staff

**Terry Rock**  
President & CEO

**Karen Ball**  
Director of Grants & Community Relations

**Suzanne Boss**  
Director of Operations

**Erica Mattson**  
Manager, Marketing & Communications

**Michael Scullen**  
IT & Special Projects Coordinator

**Holly Simon**  
Knowledge Manager

## Consultants & Contractors

**Kathryn Hartley**  
Granting Programs (outgoing)

**Pamela Lang**  
ArtsMART & Audience Development

**David Gaida**  
Research Assistant

**Cheryl De Paoli**  
Cultural Spaces Community  
Engagement Facilitator

**Judy Lawrence**  
Granting Research

**Jennifer McVeigh**  
Cultural Spaces Research Analyst

Calgary Arts Development champions the arts as a key driver of the long term success of our city. We act as a central hub that invests in, promotes, learns about, and advocates for the arts to animate Calgary as a vibrant cultural centre.



# Looking Forward

## 2007 - 2009 Strategic Plan

Since our inception in March 2005, Calgary Arts Development has forged new ground as Canada's first arts development authority. And we've just reached a big milestone: our second birthday! In the last several years, Calgary has become one of the most dynamic, rapidly growing, and prosperous young cities in North America. With that growth comes challenges, but also tremendous opportunity. As we reflect on where we've been and look to the future, one thing remains constant: we are privileged and excited to be in a position to fuel the growth of Calgary's vibrant and dynamic arts scene.

### Mission

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

### Vision

That Calgary's...

- Citizens have a multitude of opportunities to engage in creative pursuits as artists, students and audience members.
- Artists thrive in an open and encouraging environment that places high value on their contributions to our community.
- Reputation as an inclusive, innovative and culturally vibrant city is broadly recognized.

(from The City of Calgary's 2004 Civic Arts Policy)

### Values

#### Acting Wisely

We strive to be aware of what we know and what we do not know and to take this awareness into account when we act. We do not let lack of data prevent us from acting wisely.

#### Loving Creativity

We believe in the potential of all Calgarians to be creatively engaged in building their city, and in the potential of Calgary to be a creative force for the good of the world.

#### Open Systems

None of us is as smart as all of us. We always strive for transparency and openness. We have much to gain by always sharing, inviting, learning, and collaborating.

#### Authenticity

We see and appreciate the truth of the people, places and projects we deal with.

#### The Word "Yes"

We create the conditions for success. We strive to see the potential in people and initiatives, and to be part of moving them forward.

#### Diversity

We deeply appreciate the value created by the diversity that increasingly characterizes Calgary. We recognize and celebrate the importance of the arts in the lives of all Calgarians, in all parts of the city.

### Strategic Intent

The arts will become a central element in Calgary's identity, with Calgarians serving as the biggest champions of their dynamic scene. Calgary's 'arts infrastructure' will be as robust as anywhere else in North America, with:

- inspiring buildings and public spaces
- strong and increasing annual investments
- high levels of awareness
- thriving arts education institutions
- a growing population of established and emerging artists producing work known for excellence and innovation.

### Our Approach to Sector Development

Calgary Arts Development is uniquely positioned to serve as a champion for the long term strategic development of the arts. In that role, we have two overarching objectives: raising the profile of the arts in Calgary and increasing investment in the arts. We do this through research, analysis, planning and communications focused on clearly demonstrating the value of a thriving arts sector to the future of Calgary.

### Programs

Our direct development efforts are focused in two key program areas: investment and marketing. These programs build capacity for excellence and innovation in the arts by strengthening the five pillars of a thriving arts and culture system: financial resources, cultural spaces, access and awareness, human capital and partnerships.

**Investment** Our granting programs support the artistic work of 140 artists and organizations. Our goal is to develop the best municipal arts granting program in Canada, making it one that is responsive to the arts community, relevant to the development of the city, steeped in best practices and conscious of the work of other funders.

In 2007, we will also be launching an innovative approach to investing in cultural facilities through a process that integrates with the City of Calgary's Culture, Parks and Recreation Infrastructure Investment Plan (CPRIP). Calgary Arts Development's contributions to the CPRIP will spur a sustained, long-term investment in facilities, supporting the artistic growth of the city.

**Marketing** Increasing public participation in the arts, and raising awareness and excitement about all Calgary's arts scene has to offer is a key goal for Calgary Arts Development. Our marketing program activities include promotional campaigns, publications, websites and other activities that provide information about Calgary arts events and make arts participation easier.

2006



[www.calgaryartsdevelopment.com](http://www.calgaryartsdevelopment.com)

[p] 403.264.5330 [f] 403.262.9644

6th Floor, 205 8th Ave SE  
Calgary AB T2G 0K9

[info@calgaryartsdevelopment.com](mailto:info@calgaryartsdevelopment.com)

CALGARY ARTS DEVELOPMENT

# intersections

moving forward together

