

The Current State of Cultural Spaces for the Arts in Calgary

Community Engagement Dialogue Series: Cultural Space for the Arts

FINAL REPORT / MARCH 15, 2007



Calgary Arts Development gratefully acknowledges the contribution of the The City of Calgary, The Calgary Foundation and The University of Calgary through the Urban Campus Partnership



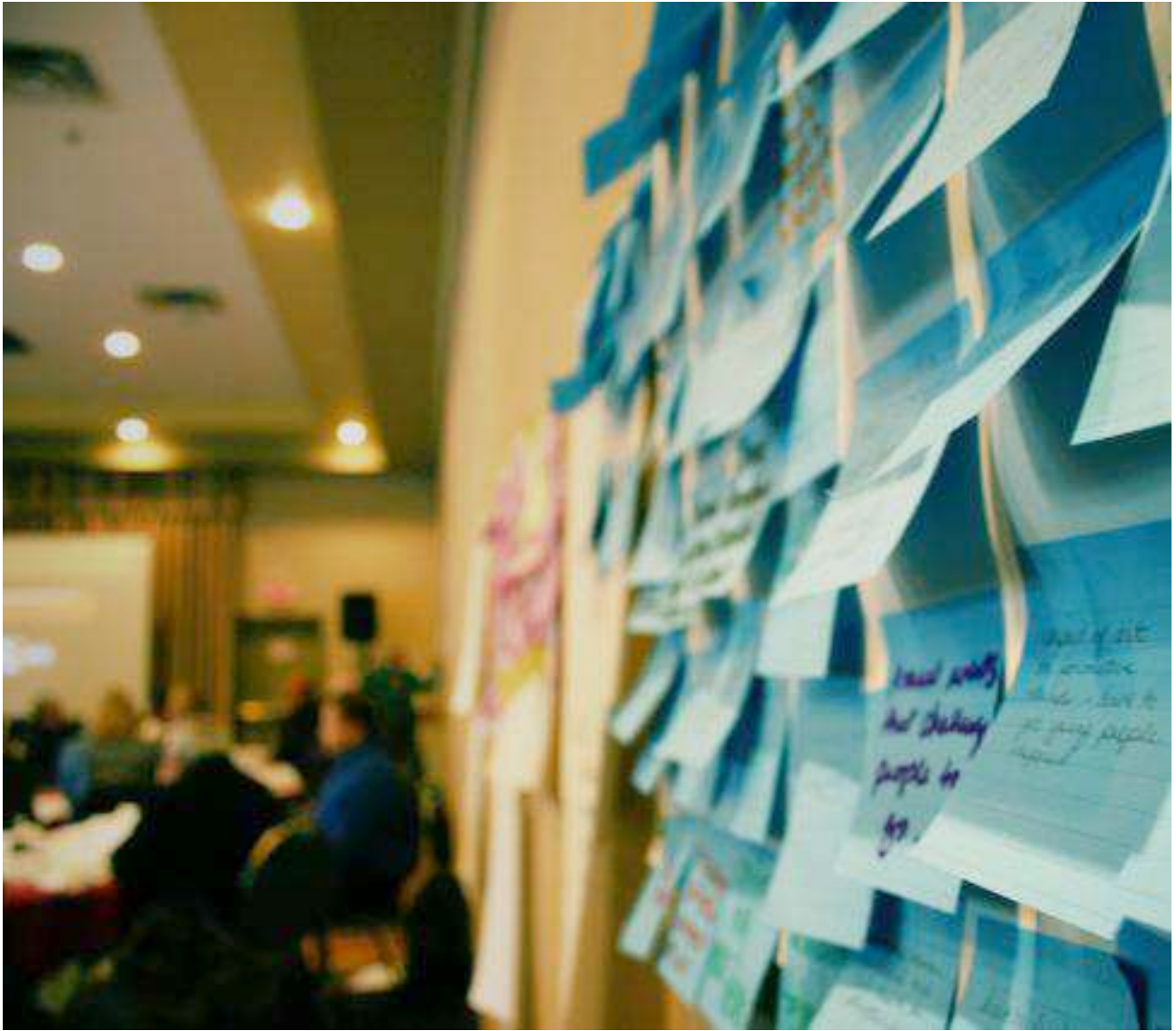


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Executive Summary

Arts and culture forms a complex system of interrelationships among diverse stakeholders, artistic disciplines, history and heritage. From June 2006 through February 2007, Calgary Arts Development Authority (CADA) hosted a series of 11 community dialogue sessions, using the World Café method, as one stream of research into the current state, opportunities and challenges associated with cultural space for the arts, and the benefits of arts and culture in general to Calgary.

The purpose of these events was to engage in a meaningful conversation with the city's residents about cultural space. These discussions provided valuable insight into our citizens experiences with and aspirations for cultural space in Calgary. Each event deepened our understanding of the community's needs and wants in terms of facilities for the arts, bringing forward a clear set of themes and priorities that have informed the ongoing research process.

METHODOLOGY

Participants were asked to share their ideas using an engagement method called the World Café. The World Café¹ (see Appendix B.5) is a creative process for leading collaborative dialogue around questions that matter, with operating principles that reflect the cornerstones of accountability, inclusiveness, commitment, responsiveness and transparency. This method is used within the City of Calgary's Engage! Framework, and it has been successful in stimulating ideas within business, government and community-based organizations around the world.

Stakeholder groups engaged through this process included business, media, Aboriginal youth, civic leaders and policy makers, arts administrators, artists, students, academic faculty, non-profit organizations, and many other citizens who value the arts.

Discussion questions to facilitate the community engagement events were formulated by Calgary Arts Development's Cultural Space Steering Committee². This group of local experts representing a cross-section of stakeholders has provided guidance and public participation at each phase of the research project.

Each engagement event was structured around three key discussion questions:

- What does Calgary need to be an artistically vibrant city? Describe your dream of what an artistically vibrant city looks like.
- What are your ideas for making the arts more visible, accessible, meaningful and sustainable in Calgary? Tell us about your most inspiring experience with the arts and artists.
- What considerations should be taken into account when creating and locating art space in Calgary? What resources, policies and support are needed from government, corporate and other stakeholders to make Calgary artistically vibrant?

1 www.theworldcafe.com

2 List of committee members and biographies: <http://www.calgaryartsdevelopment.com/node/339>

COMMUNITY PRIORITIES ON CULTURAL SPACE FOR THE ARTS

Clear patterns began to emerge early in the dialogue series, with a consistent set of themes, priorities and desires. At each of the 11 events, participants' needs and priorities about cultural space fell into the following categories:

- Bricks and Mortar: Increase the amount of space available to enable growth of the arts
- Streetscape: Vibrant public spaces
- Arts-infused Communities: Many sites of activity located throughout the city
- Vibrant Centre City: An anchor for cultural space
- Access and Affordability: Spaces available and welcoming to all
- Perceptions and Awareness: The mindset for cultural space

THE PARTICIPANTS - STAKEHOLDERS & CITIZENS

Engaging key stakeholders in a conversation about cultural spaces for the arts in Calgary involved bringing together a diverse group of participants. By listening to their stories and learning from their conversations, a great deal of knowledge and insight was generated to guide research and action for cultural space in Calgary. There were several goals for community engagement:

1. To involve Calgary's diverse population in determining priorities for arts and cultural space and to establish solid relations with a broad cross-section of stakeholders;
2. To learn about the stakeholders' ideas, understand their interrelation with the resources and capacity of Calgary Arts Development, and to create an action plan to benefit all Calgarians;
3. To allow for the necessary depth, the focus was on the quality of our conversations rather than sheer quantity, with an attempt to harness the passion, ideas and commitment of the participants.

Participants varied widely for each event in the series. Stakeholder groups engaged through the process included:

Business	Students
Civic Leaders	Ethno-Cultural Communities
Artists	Media
Non-Profit Organizations	Arts Administrators
Youth	Academic Faculty
Policy Makers and Urban Planners	Citizens who value the arts

Stakeholders were informed of the sessions through a variety of methods:

- Email invitations sent to arts and cultural organizations;
- Personal invitations issued through Steering Committee and Calgary Arts Development's networks;
- Invitations posted on CADA website;
- Email sent through ArtsMART, CADA's weekly email providing arts and culture information to over 6000 Calgarians;
- Press releases were issued to the media; and,
- Posters, PSAs and event listings.

Approximately 3000 invitations to the Dialogue Series were sent out to the stakeholders at the inform level of the City of Calgary Engage! spectrum.

COMMUNITY ENGAGEMENT SESSIONS

THE EVENTS

The community engagement process – Dialogue Series: Cultural Space and the Arts – consisted of 10 events over 5 months designed to reach a diverse range of Calgarians (an additional event in June of 2006 helped to design the process and guide other research activities). Locations for each event were chosen to attract and accommodate a diverse range of participants. Some were located in the downtown core, close to public transportation links, while other venues were chosen because of ample free parking. Students in the arts and other disciplines had access through events held at the University of Calgary and Alberta College of Art and Design. Other events were held in conjunction with community organizations in order to involve their members. Events were also held at different times in order to accommodate a variety of schedules – early morning, lunchtime, afternoon and evening.



The Current State of Cultural Spaces for the Arts In Calgary

DATE	LOCATION	STAKEHOLDERS
June 22, 2006	The Studio at The GRAND 608, 1st Street SW, 5:15pm - 8:00pm	Artists, business, arts administrators, urban planners, and citizens who value the arts
October 18, 2006	Cantos Music Foundation 134-11th Avenue SE 11:45am - 1:00pm	Artists, civic leaders, business, arts administrators, aboriginal and citizens who value the arts
November 14, 2006	Artspace 1235 - 26 Avenue SE 5:15pm - 8:00pm	Artists, business, ethno-cultural, City of Calgary employees, and citizens who value the arts
November 15, 2006	The Arusha Centre Old Y Building #106, 223 - 12 Avenue SW 12:00pm - 1:00pm	Non-profit, Youth, Ethno-Cultural and Artists.
November 18, 2006	Art Central 100 - 7th Ave. SW 5:15pm - 8:00pm	Artists, business, ethno-cultural, and citizens who value the arts
November 20, 2006	Calgary Arts Development Grants Committee Workshop Canmore, Alberta 11:30 am - 1:00 p.m	Business, non-profit and citizens who value the arts
December 18, 2006	Calgary Culture Club at the Uptown Stage and Screen's Marquee Room 612 8th Avenue SW 7:30pm - 9:00pm	Citizens who value the arts
January 5, 2007	Ghost River Rediscovery Society Suite #164, 3359 - 27th Street NE, 6:00 pm- 7:00pm	Aboriginal youth
January 10, 2007	University of Calgary, Rosza Centre 2500 University Drive NW 8:00am - 10:00am	Art Students, Art Faculty, Arts Administrators and Youth
January 15, 2007	Alberta College of Art + Design, Room 371 1407-14 Ave NW 12:00pm - 1:30pm	Art Students, Arts Faculty, Arts Administrators and Youth
February 1, 2007	Olympic Plaza Cultural District Inter-Cultural Committee and Public at the Glenbow Museum 130 9 Avenue SE, T2G 0P3 7:00pm - 9:00pm	Art students, Ethno-cultural, and citizens who value the arts

THE QUESTIONS

Good questions were intended to be catalytic. The Steering Committee was instrumental in designing and developing questions that they believed would stimulate a rich conversation about cultural space in Calgary. The three questions that led the community engagement were:

1. What does Calgary need to be an artistically vibrant city? Describe your dream of what an artistically vibrant city looks like.
2. What are your ideas for making the arts more visible, accessible, meaningful and sustainable in Calgary? Tell us about your most inspiring experience with the arts and artists?
3. What considerations should be taken into account when creating and locating art space in Calgary? What resources, policies and support are needed from government, corporate and other stakeholders to make Calgary artistically vibrant?

Key Findings: What We Learned From the Community

Comments on cultural space were made for each of the three questions, especially the final question: What considerations should be taken into account when creating and locating art space in Calgary? What resources, policies and support are needed from government, corporate and other stakeholders to make Calgary artistically vibrant?

Five dominant themes ran throughout each discussion with stakeholder groups:

- Arts-infused communities throughout the city
- Vibrant Centre City as an anchor
- Spaces are accessible and affordable
- Encourage space development to support sector growth
- Streetscapes and public spaces that are lively, visible, accessible and community-driven
- There is more to “arts infrastructure” than spaces

ARTS-INFUSED COMMUNITIES: MANY SITES OF ACTIVITY

Calgary covers a large geographical area, and participants told us that the arts must be accessible in every neighborhood, in every part of the city. Many told us that the best way to facilitate arts activity in the suburbs would be to encourage mixed use of existing spaces. Partnerships between arts organizations and churches, schools and community centres need to be fostered so that permanent venues are created, as well as opportunities for touring performances and exhibitions. Many also suggested that developers of new communities include public art spaces in their plans. Artist and citizen juries could be established to ensure these facilities are as effective as possible.

VIBRANT CENTRE CITY: AN ANCHOR FOR CULTURAL SPACE

A central anchor/cluster for the arts would encourage artists and arts organizations to better communicate and share resources, with increased generation of new works formed by cross-fertilization of artistic disciplines. This area would draw people in from around the city and facilitate cultural tourism, allowing artists to connect to the public and allowing citizens to access the arts more easily. A lively downtown arts district would also foster better awareness of the arts in Calgary.

NOTE: Arts-infused communities anchored by a vibrant Centre City

It should be noted that the number of comments on both vibrant city centre and arts-infused community are nearly equal. Both were prominent and recurring themes in each dialogue event. The idea of a central hub for the arts and the need for artistic opportunities in the suburbs is represents one of the strongest priorities for community stakeholders. In order to foster long-term stability, the arts needs the broadest base of support possible. Both of these needs must be equal priorities - citizens should be engaged in the arts where they live, but also have the opportunity for further exploration elsewhere in the city.

ACCESS AND AFFORDABILITY: SPACES THAT ARE WELCOMING TO ALL

Many participants stated that a successful arts sector doesn't have a boundary that stops at the general public, but rather is a part of daily life for all citizens, adding that a true artistic community is one that is accessible to the "non-artistic" public. Community involvement in the arts should be "built in" order for a city to flourish. Cultural events need to be affordable and accessible to all facets of the community, including First Nations and ethno-cultural groups.

Physical and financial accessibility were also major concerns. New cultural spaces should be located near public transit and be physically accessible to all ability levels (wheel chair access, for example). Subsidized tickets and reduced prices for low-income Calgarians came up as a priority many times in the process.

ENCOURAGE SPACE DEVELOPMENT TO SUPPORT GROWTH OF THE ARTS

Participants identified the need for a whole ecosystem of spaces in Calgary – many different sizes and functions – in order to sustain a culturally healthy city. One concern that many participants at each event shared was the desire for a large visual art institution of international standing, on par with other Canadian cities. Another gap identified was the lack of small and medium sized theatres, especially a 500 - 1000 seat performance space. Storage and rehearsal space for the performing arts are also in very short supply. In addition, more venues to show film are needed and it was suggested that a world-class stone sculpture park would put Calgary on the map.

Also, it was noted that not all cultural spaces need to be permanent, and touring could be expanded. Corporate partnerships were also mentioned as a way to create and re-purpose space for cultural use.

NOTE: Creation Space and Artist Retention

Retaining human capital - artists and cultural workers - in Calgary was a concern throughout the discussions. Many artists choose to leave the city because of its high cost of living, so affordable housing and studio space was a priority for many participants.

It was suggested that city bylaws could be relaxed to allow artists to build or renovate their own studios. More artists cooperatives should also be facilitated wherever possible. Places like ArtCentral, where studios and retail businesses enjoy a mutually beneficial relationship within the same building, were cited as models to be followed in future.

Mixed use space such as a multi-disciplinary incubator model was suggested 57 times.

STREETSCAPE: VIBRANT PUBLIC SPACES

Throughout the dialogue series, participants made the point that a culturally vibrant city is one where all citizens are surrounded by the arts on a daily basis. This means many different sites of artistic energy and activity spread across the whole city - including areas accessible by public transit, suburbs, as well as corporate spaces and heritage buildings.

Calgarians also need more true public spaces—places to gather—where accessible, participatory events could take place. In addition, public art should play a bigger role in the city. Iconic, monumental works could be commissioned and the r% for Art program expanded. Participants suggested that architecture and aesthetics could be encouraged through tax incentives, and development should be planned to include cultural space.

CULTURAL SPACE IS THE KEYSTONE, BUT IS ONLY ONE PART OF THE “ARTS INFRASTRUCTURE” IN A VIBRANT CITY

The first two questions at each world café event were focused broadly on Calgary as an artistically and culturally vibrant city. (What does Calgary need to be an artistically vibrant city? What are your ideas for making the arts more visible, accessible, meaningful and sustainable in Calgary?) This resulted in many comprehensive discussions on space as part of a larger arts infrastructure for a vibrant city including: access and awareness, financial resources, human capital development and partnerships.

It is clear that while the discussions were heavily focused on cultural space (half of all comments), the community sees the importance of other aspects of a healthy arts infrastructure. The smallest number of comments were regarding financial resources which were considered a means to fulfill the ideas and solutions that arose from the discussions.

Notably, 32% of all comments were focused on the importance of access and awareness, which have been analyzed further below.

Highlights from the access and awareness section include suggestions for:

- **Media** – more media attention and advertising especially to promote local artists (114 comments)

- **Children and Youth** – better engagement of our children and youth including increased arts education opportunities. (79 comments)
- **Shared knowledge** –Need for a publicly accessible “Clearing House or Knowledge Centre” for spaces, opportunities and events. (53 comments)

In each discussion, participants emphasized that cultural vibrancy is made up of more than just physical space – it is a mindset. It was felt that Calgary’s cultural identity has not grown at the same rate as its population and that the city is poised to celebrate the arts as one of its core values. Every Calgarian has a stake in the arts and should feel they make a contribution to cultural life. Also, civic leaders can be proud of Calgary’s artistic accomplishments, acknowledging their economic value to the city and continuing to investment in this work.

Participants suggested that the best way to continue to develop this mindset is through better awareness of arts and culture in Calgary. Citizens should be aware of what is happening in their city. A central “clearinghouse connector” of all cultural events and organizations in the city was an idea that came up often. This would facilitate better publicity and act as a resource for local and national media.

An opportunity for more visible champions of arts and culture and advocates was also identified. This would strengthen the link for the arts among all levels of government. It is important to begin building awareness early - more and better art education was discussed as a key to lifelong involvement in, and appreciation for culture. Other ideas for more effective publicity were: advertising on public transit; a city-wide “Day for Art”; 2 for 1 ticket deals to expand audiences; funding to enable arts workers to do better promotion; and more lecture series.

Conclusion

Calgary Arts Development has used the results of this community engagement process to inform the development of a long term strategic approach to investing in cultural spaces for the arts. Though not all of the community’s valuable ideas could be incorporated in the spaces strategy, this document is now in the public domain and will be used to guide the development of specific projects, and continues to influence the development of strategies in other areas of the arts, including establishing performance measures to evaluate system success and health.

Calgary Arts Development is committed to establishing an ongoing dialogue with the community, and sees the results of this work as the first step in a long journey.

Acknowledgements






Our sincere thanks go out to the 350+ citizens of Calgary that spent their valuable time contributing to this process. In addition, the project would not have been able to proceed without the generous support of two financial contributors: The City of Calgary, The Calgary Foundation and the University of Calgary through Urban Campus Partnership.








As noted throughout the report, much of the work was directly influenced by the Cultural Spaces Steering Committee: Ken Cameron, Joni Carroll, Chris Dovey, Anne Flynn, Bill Kilbourne, Gerry Kretzel, Sigrid Mahr, Jane McCullough, Andrew Mosker, Anne-Marie Pham, Grant Poier, Bill Rathwell, Stephen Schroeder, Sharon Stevens, Graziella Terracciano, and Matt Wilson.

The City of Calgary
Cantos Music Foundation
Artspace
ArtCentral
Arusha Centre
Ethno-Cultural Council of Calgary
Calgary Arts Development Grants Committee
The Marquee Room at The Uptown Stage and Screen
Calgary Culture Club
Ghost River Rediscovery
University of Calgary / Rozsa Centre / Faculty of Dance
Alberta College of Art and Design
Glenbow Museum
Olympic Plaza Cultural District
Station Studios
EMMEDIA

Appendix B.1: Stakeholder Reach and Involvement: The City of Calgary Engage! Framework

STAKEHOLDER	To Reach and Involve				
	 Inform	 Listen & Learn	 Consult	 Collaborate	 Empower
Cultural Space Steering Committee	Understanding of venue constraints facing the arts and cultural community	Participated in World Cafes and listened to stakeholder ideas	Developed World Café Questions	Actively engaged in strategy development for cultural space for the arts. Feedback from the World Cafes was incorporated into policy recommendations after the steering committee thoughtfully identified preferred solutions	Participated in City Council presentation and policy development. Steering Committee members are empowered to assist in working with CADA to implement the policy recommendations
Citizens that value the arts	Informed about the cultural space and limited venues in Calgary	Actively engaged in the World Café to share ideas and perspectives	Shared ideas from each round of the World Café	(represented on Steering Committee)	(represented on Steering Committee)
Business	Informed about the cultural space and limited venues in Calgary	Actively engaged in the World Café to share ideas and perspectives	Provided feedback to analyze the issue and build alternatives	(represented on Steering Committee)	(represented on Steering Committee)
Aboriginal Youth	Informed about the cultural space and limited venues in Calgary	Actively engaged in the World Café to share ideas and perspectives	Provided feedback to analyze the issue and build alternatives		
Arts Administrators	Understanding of venue constraints facing the arts and cultural community	Actively engaged in the World Café to share ideas and perspectives	Participated and provided contributions towards the decision making process.	(represented on Steering Committee)	(represented on Steering Committee)

Appendix B.1: Stakeholder Reach and Involvement: The City of Calgary Engage! Framework (Continued)

STAKEHOLDER	To Reach and Involve				
	 Inform	 Listen & Learn	 Consult	 Collaborate	 Empower
NGO-Non-Profit	Informed about the cultural space and limited venues in Calgary	Actively engaged in the World Café to share ideas and perspectives	Provided feedback to analyze the issue and build alternatives	(represented on Steering Committee)	(represented on Steering Committee)
Artists	Understanding of venue constraints facing the arts and cultural community	Actively engaged in the World Café to share ideas and perspectives	Participated and provided contributions towards the decision making process.	(represented on Steering Committee)	(represented on Steering Committee)
Art Students	Understanding of venue constraints facing the arts and cultural community	Actively engaged in the World Café to share ideas and perspectives	Participated and provided contributions towards the decision making process.		
General Public	Informed via the CADA website. All ideas from the World Café's were posted for on-line discussion	(represented on Steering Committee)	(represented on Steering Committee)	(represented on Steering Committee)	(represented on Steering Committee)

Appendix B.2: Community Engagement Timeline

Activity	Timeline	Results
Preliminary Community Meeting to Orient Research	June 2006	<ul style="list-style-type: none"> About 100 participants provided comments and ideas used to define the remaining components of the research, including the World Café approach.
Define the “questions that matter” with Cultural Space for the Arts Steering Committee	August 2006	<ul style="list-style-type: none"> Providing information for stakeholders to understand the issue. Listening to committee members ideas, views and concerns. Feedback from stakeholders was incorporated to maximum extent possible.
Develop World Café Dialogue Strategy & Organise dialogue sessions Cantos Foundation - October 18, 2006 Artspace - November 14, 2006 Arusha Centre - November 15, 2006 Granting Committee - November 18, 2006 Art Central - November 20m 2006 Calgary Culture Club - December 18, 2006 Ghost River Rediscovery - January 5, 2007 University of Calgary - January 10, 2007 ACAD - January 15, 2007 First Thurs Committee - February 1, 2007	August 2006 - February 2007	<ul style="list-style-type: none"> The nature of the World Café process is to create conversations where participants can express their views and ideas. The World Café process is designed to analyze questions that matter around important issues so that participants may express their viewpoints and contribute to the decision making process.
Cultural Space Trends and Needs Analysis	October 2006 - February 2007	<ul style="list-style-type: none"> Calgary Arts Development undertook extensive research to create an inventory of existing cultural space. The information gathered on existing cultural space in Calgary will be used in an interactive website which will allow users to contribute further to the conversation around cultural space. It will also enable them to connect with proprietors of cultural space.

Appendix B.3: Comments Divided Into Themes

PILLAR / THEME	Artspace / Arusha	Grant Allocations Committee	Art Central	Culture Club	U of C	ACAD	Glenbow	TOTAL
Cultural Space								
Space: Need for Central Coordination of Venues	9	1	4	1	1	2	0	18
Space: Subsidized Rents / Affordable Spaces	13	5	17	12	6	3	1	57
Bring Art into Everyday Life / Public Space / Art more visible	24	13	25	2	9	6	12	91
Relax City Bylaws for Artists to Build/Renovate Themselves	4	1	1	0	1	0	0	7
City-owned Buildings Dedicated to the Arts	4	1	3	1	6	3	2	20
	Total Access and Affordability Comments							193
Need Art in Suburbs / Dispersed Geographically	15	9	19	9	5	19	4	80
Need Art in Concentrated Cultural Districts Dispersed Throughout City	5	2	3	5	0	2	0	17
	Total Arts-Infused Communities Comments							97
Space: Live/Work Space, Studios	15	2	19	4	5	7	2	54
Central Incubator that Connects Artists, Networks, Crosses Disciplines, Encourage Risks, Gathering Space	15	15	13	5	0	3	6	57
	Total Creation Space and Artist Retention Comments							111
Space: Need for More Venues	6	4	12	14	0	10	3	49
Incentives for new Developers/Business space to host Art Space	3	8	13	6	2	3	5	40
Create Space in East Village Development	6	0	0	0	0	1	1	8
Jury Space	0	2	0	0	0	0	0	2
General comments on needs for Cultural Space	1	0	0	0	0	0	8	9
	Total Space Crunch Comments							108
Education: Use School Space for Rehearsal/Performance	4	2	0	4	3	4	0	17
Space: Use existing Community Centres/Churches	0	0	0	3	3	1	0	7
Adaptive Re-use Space	0	0	0	3	0	0	4	7
	Total Adapted Re-Use Comments							31
Need for more Aesthetics in Urban Planning, Architecture, Iconic Art	4	22	7	3	5	2	5	48
	Total Aesthetics Comments							48
Create a Western National Gallery	0	6	0	0	0	2	2	10
	Total Bricks and Mortar Comments							308
Streetlife / Buskers (similar to bringing art into everyday life) (Pedestrian-friendly)	8	18	9	0	4	2	8	49
Need for Public, shared, space	10	4	5	1	3	0	7	30
Promote Festivals	2	2	3	1	0	4	4	16

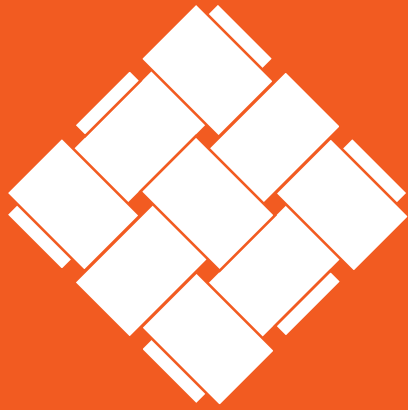
Appendix B.3: Comments Divided Into Themes (Continued)

PILLAR / THEME	Artspace / Arusha	Grant Allocations Committee	Art Central	Culture Club	U of C	ACAD	Glenbow	TOTAL
Cultural Spaces (continued)								
	Total Public Art / Street Life Comments							95
Central Hub for the Arts, True Arts Centre	5	9	10	4	0	0	0	28
Need Art Downtown / Concentrate the Arts / Cultural District	12	10	15	11	1	4	1	54
Need More Urban Density	2	0	1	0	0	0	2	5
	Total Vibrant Centre City Comment							87
Cultural Space Comments Subtotal								780
Access and Awareness								
Education: Engage Children / More Art Curriculum	16	20	13	6	7	11	2	75
Art should Stimulate Participation, engage the public	8	6	13	1	7	2	0	37
Make Arts More Accessible: Pricing	1	2	6	2	0	2	5	18
Make Arts More Accessible: Public Transit	3	4	10	11	2	5	3	38
Arts that engages multi-cultural, ethnic, and visible minority populations (Brings Groups Together)	4	4	6	3	2	1	16	36
More Media Attention/Advertising / esp. Local Artists (Encourage Local Artists)	21	20	19	28	5	15	6	114
Expose the Artistic Process	4	2	3	0	0	0	0	9
Awareness of Arts in Calgary: Cultivate the Cultural Mindset	6	2	7	4	3	5	3	30
Subsidized Tickets / Broaden Audience	0	4	4	1	2	2	1	14
Re-Brand Calgary, Re-Think City Image	3	5	8	4	0	0	3	23
Need for ClearingHouse/Knowledge Centre on advertising, venues, events (FOR PUBLIC)	7	10	17	12	3	4	0	53
General comment on need for Access and Awareness	11	15	9	9	1	6	10	61
Access and Awareness Subtotal								508
Financial								
Need for more Arts Funding from Government:	3	1	9	4	2	4	3	26
Funding Distribution Needs to Change	0	1	1	1	3	2	0	8
Grants that Award Success	1	0	0	0	0	0	3	4
General comment on need for Financial Resources	0	0	0	0	0	0	3	3
Financial Subtotal								41

Appendix B.3: Comments Divided Into Themes (Continued)

PILLAR / THEME	Artspace / Arusha	Grant Allocations Committee	Art Central	Culture Club	U of C	ACAD	Glenbow	TOTAL
Partnerships								
Arts-Corporate Partnerships (shopping malls) (funding, corporate-art space collaboration)	14	13	16	9	4	7	3	66
Arts-Corporate-Government Partnerships	9	1	11	2	2	2	0	27
Cross-Promote, Coordinate the Arts with Sports, Stampede	0	10	1	1	0	1	4	17
General comment on need for Partnerships	0	0	0	0	0	0	1	1
Partnerships Subtotal								111
Human Capital Development								
Need for Civic Leadership, Arts Advocates	8	4	7	4	3	9	5	40
Need for ClearingHouse/Knowledge Centre on information, skills, training (FOR ARTISTS)	24	4	14	0	1	3	3	49
More Collaboration, Communication Between Artistic Disciplines	9	0	17	7	3	7	1	44
Education: Support Post-Secondary	1	3	2	1	0	3	0	10
General comment on need for Human Capital Development	0	0	0	0	0	0	2	2
Human Capital Subtotal								145
GRAND TOTAL	274	248	326	184	88	158	141	1585

Appendix B.4: Dialogue Series Invitation



A DIALOGUE SERIES HOSTED BY CALGARY ARTS DEVELOPMENT

Cultural Space for the Arts

There are two sessions to choose from:

Tuesday, Nov. 14

Artspace / 5:15 PM - 8:00 PM

CROSSROADS MARKET 2ND FLOOR, 1235 - 26TH AVE SE (Plenty of free parking)

Monday, Nov. 20

Art Central / 5:15 PM - 8:00 PM

100 - 7TH AVE SW (On the C-Train line)

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.

Calgary Arts Development invites you to participate in a discussion about the needs and opportunities surrounding cultural space for the arts in Calgary.

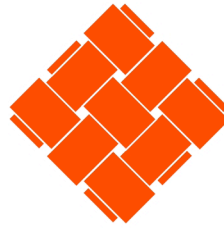


For more information or to contribute your stories and ideas visit www.calgaryartsdevelopment.com.

PLEASE RSVP TO: rsvp@calgaryartsdevelopment.com or contact Holly Simon at 264-5330 for more information. All of these events are free of charge and open to the public. If participants have disabilities or need special consideration for travel or childcare, please contact us.

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Cultural Space for the Arts

A DIALOGUE SERIES HOSTED BY CALGARY ARTS DEVELOPMENT

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.

Calgary Arts Development invites you to participate in a discussion about the needs and opportunities surrounding cultural space for the arts in Calgary.

There are two sessions to choose from:

Tuesday, November 14 5:15pm-8:00pm	ARTSPACE	Crossroads Market, 2nd floor, 1235 – 26th Avenue SE (free parking)
Monday, November 20 5:15pm-8:00pm	ART CENTRAL	100 - 7th Avenue SW (on the C-Train line)

Light snacks and beverages will be served. A cash bar will be available.



We value your ideas, perspectives and opinions on cultural space for the arts and encourage you to participate in the discussion in person or by contributing your stories at www.calgaryartsdevelopment.com.

PLEASE RSVP TO: rsvp@calgaryartsdevelopment.com or contact **Holly Simon** at 264-5330 for more information. All of these events are free of charge and open to the public. If participants have disabilities or need special consideration for travel or childcare, please contact us.

Calgary Arts Development gratefully acknowledges the generous partnership of The Urban Campus Initiative through The University of Calgary and The Calgary Foundation that helped make this project possible.



Appendix B.5: The World Café Process

The World Café is an intentional way to create a living network of conversations around questions that matter. It is a methodology that enables groups from 12 to 1200 to think together and intentionally create collective insight. The World Café process was also selected to work within the *City of Calgary’s Engage! Framework* – as its operating principles reflect the cornerstones of accountability, inclusiveness, commitment, responsiveness, and transparency.

The World Café³ is a creative process for leading collaborative dialogue around “questions that matter.” Conversations offer a practical and innovative way to listen, learn, and think creatively. This method has been proven successful in stimulating ideas within business, government, and community-based organizations around the world.

World Café Etiquette *Focus on what matters*



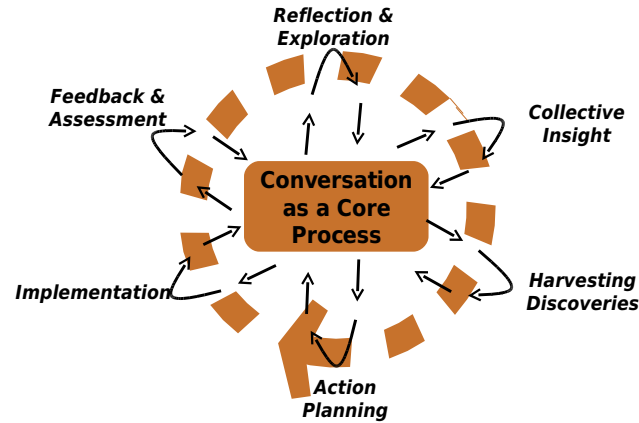
World Café Principles

Explore Questions that Matter	<i>Focus collective attention on powerful questions that attract collaborative engagement</i>
Cross Pollinate and Connect Diverse Perspectives	<i>An example of living system dynamics - diversity of perspectives while retaining focus around common questions</i>
Harvest and Share Collective Discoveries	<i>Listen together and focus shared attention on patterns, insights and deeper questions, without losing individual contribution</i>

As host of the World Café, CADA made use of the café metaphor literally by creating hospitable space. The hosting rooms were set up like a café, with people sitting in groups of 4 at different tables for participative and high-quality conversations. They were guided to move to new tables for each question and with each move shared and connected with other participants. As the conversations evolved, the participants were able to share diverse perspectives and listen intently for patterns and deeper insights. The World Café is an intentional process that creates a living network of conversations around “questions that matter.” It is an effective process to generate input, share knowledge, stimulate innovative thinking and explore action possibilities around real life issues and questions.

As participants arrived, they chatted quietly, nibbling at the food and drink provided, unsure of exactly what was to take place. The participants were greeted with a brief history of CADA’s and mission, as well as the goals for the session. Finally, participants were let loose to discuss the question of cultural space in Calgary, recording their ideas on the paper tablecloths and sticky notes throughout. The entire premise of the World Café is that conversation is a core process towards creating collective insight, action planning, implementation and feedback.

3 <http://www.theworldcafe.com>



At the end of each round, participants were asked to write down three key ideas from their discussion. The room became quiet as each person took a few moments to consider what they had learned, and to articulate their thoughts. Chatter began again when participants were asked to move to a new table and meet new people.

At the end of the event, participants were asked to share some of their conclusions. Many had a lot to say, and found their ideas were often echoed by the rest of the group. When the process had concluded, people often made positive comments about their experience, and exchanged contact information with CADA staff and other Calgarians they had met.

Appendix B.6: Community Forum on Cultural Space for the Arts, June 22, 2006

Prior to the Dialogue Series: Cultural Space for the Arts, CADA brought together 100 people in a Community Forum on Cultural Space. The attendees were: Artists, business, arts administrators, urban planners, immigrant artists, and citizens who value the arts. After a brief presentation on the Cultural Spaces Research Project, the participants circled the room answering 6 key research questions:

- **Rumors:** This is what we're hearing: What else can you tell us?
- **Trends:** Where are we going as artists and as a city?
- **Add to the list of Spaces**
- **Criteria:** What criteria would you suggest to evaluate a new, revitalized or expanding arts spaces? Specific or general. Please brainstorm.
- **Glossary**
- **Wish List:** Dream big. No boundaries. What spaces would you like to see in Calgary in the next 10 years?
- **Needs for Space:** What do we need for new or existing cultural spaces over the next ten years? What type of space? Where should it be? Who are the artists/producers and the audience?

Over 300 comments were gathered and are posted on Calgary Art's Development's website at: <http://www.calgaryartsdevelopment.com/taxonomy/term/100>

This event assisted Calgary Art's Development in understanding the priorities for the research.

Some themes that emerged for some disciplines were:

PERFORMING ARTS - THEATRE

Participants at every community engagement event noted the need for a whole ecosystem of spaces in order to sustain a healthy theatre community – from 60-80 seat, to 1000-1200 seat performance spaces. The most urgently needed spaces though, fell into the 500-1000 seat range. There is also a demand for outdoor theatre venues that are safe and suitable for performance. In addition to spaces for performance, many community members mentioned that more storage and rehearsal space throughout the city is essential.

PERFORMING ARTS - DANCE

Calgary's professional dance community has expanded significantly in recent years with many young independent dance artists graduating from the University of Calgary's dance degree program and putting down roots. There is need for affordable rehearsal spaces and a specifically designed dance theatre.

PERFORMING ARTS - MUSIC

A mid-sized, 500-800 seat performance space was cited as a need for many in the music community, as well as studios for recording and production. A dedicated community rehearsal facility for music groups, with proper lighting and acoustics, some shared equipment and storage space was also mentioned. Performance space for community-based bands, orchestras and choirs is in demand, and a community music school would help to develop young musicians in Calgary. More affordable retail space would also help foster independent music stores where local and Canadian artists can be featured.

VISUAL ART

Two ideas about visual art were suggested most frequently by Calgarians. First was the urgent need for a major, civic public art gallery of international stature, on par with other Canadian cities. Second was the urgent need for affordable live/work space – studios and homes for visual artists. Currently, many artists choose to leave Calgary to escape the high cost of living and the high cost of practicing their craft here.

Studio spaces that are open to the general public were suggested as a way to involve more Calgarians in the visual arts. Cooperative studios, as well as facilities where artists' studios and retail businesses share space and have a mutually beneficial relationship were cited as successful models. Medium-specific studios (for printmaking, ceramics, glassblowing, textile arts, jewellery and metalsmithing) were also mentioned often, because some practices require a specific type of space or large equipment.

Exhibition space for the visual arts is also in short supply. Many suggested that more artist-run centres are needed, along with small-scale spaces like store-front windows. A program that facilitates visual art exhibitions in corporate spaces was also put forth.

Other suggestions for fostering the visual arts in Calgary included the idea of iconic, monumental public art such as a mural the size of an office tower. Better public art throughout the city was also mentioned as a way to improve Calgary's streetscape. An "Artmobile" art bus was proposed as a way to make the visual arts accessible to citizens across the city. A local visual art magazine was also suggested as an essential forum to promote Calgary artists.

MEDIA ARTS

A space to showcase local, independent films and videos was a major concern for Calgarians. Spaces capable of projecting film are especially in demand. An artist-run cinematheque would meet this need. Workshop space for media groups is also in short supply.

LITERARY ARTS

Publication space for the literary arts was the biggest need cited during the community engagement series - Calgarians need to be represented in print, on the world stage. A new public library building with stunning architecture would also be a landmark for Calgary and a valuable resource for all citizens.

MUSEUMS

The most frequent suggestion regarding museums was the urgent need for a major, civic public art gallery of international stature, on par with other Canadian cities. This idea came up in every one of the dialogue series events.

Other suggestions included museums dedicated to design, music and fibre arts.

EDUCATIONAL INSTITUTIONS

The most frequent comments about educational institutions cited the need for a downtown presence for the University of Calgary and the Alberta College of Art and Design. This would help to make the core more mixed-use and lively, bringing students as well as artistic activity into an area currently dominated by businesses. It was also mentioned that the community music program at the University of Calgary was in need of more space. An orchestra school was also suggested, as well as a community music school.

FESTIVALS

Community members suggested that an outdoor performance space with the capacity for an audience of 1000 or more was needed to facilitate more festivals. An indoor amphitheatre with carpeted stairs for seats was also suggested as a potential venue. This space could be open to the public, but have the ability to be closed off for ticketed events.

INTERCULTURAL COMMUNITY AND RECREATIONAL ARTS:

Participants at the community engagement series were most concerned with making the arts accessible to all Calgarians. One of the most frequent suggestions to accomplish this was to facilitate the re-use of existing spaces such as schools, community centres, churches and other places of community gathering and religious worship. Other public spaces such as shopping centres, C-Train stations and empty buildings and empty lots could also be used as spaces for arts production and presentation.

Participants also cited the need for developers of new neighborhoods and buildings to be required to include a percentage of community cultural space for the arts in their plans.