



# The 17<sup>th</sup> Annual Canadian Arts Summit

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# WELCOME

## FROM **UPKAR ARORA**, CHAIR OF THE 17<sup>TH</sup> ANNUAL ARTS SUMMIT

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Dear Colleagues

On behalf of the Steering Committee it is my great pleasure to welcome you to the 17th Annual Canadian Arts Summit in lovely Banff.

As executive directors, artistic directors and volunteer chairs, your attendance is an affirmation of the importance you place on taking a leadership role in the arts sector in Canada.

As the Steering Committee embarked on the planning and preparation for this year's Summit - we reflected upon the vision behind the creation of the Summit 16 years ago – to create a forum where senior leaders of major arts organization could identify and understand common issues affecting all arts organizations, exchange ideas and collaborate on best practices, and develop strategies for creating a stronger, vibrant and thriving arts ecosystem in Canada.

We concluded that as the environment in which our organizations operate becomes more complex, there has never been a time when the need for a Summit of this nature has been greater.

Our overarching theme of **Transformation - Evolution or Revolution** acknowledges that “Change is the only constant in life”, and to stand still when everything else around us is changing, is to regress not to progress.

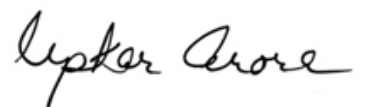
So our objective was to make changes, building on the success of last years' Summit, while staying true to the Summit's core vision.

Those changes - to the content, format, and structure of this year's gathering were informed by the extensive feedback we received from you and other past attendees of the Summit. Specifically, you asked us to:

- make the content more relevant by exploring interesting and provocative themes;
- make the form of communication more engaging and more participative rather than passive;
- better leverage the tremendous talents and experiences amongst the participants themselves;
- bring greater diversity and breadth of perspective to the conversation;
- retain the unique forum for networking and building relationships with peers across the country.

As individuals and as arts leaders, we hope the Summit will provoke, inspire, challenge and inform each of you. We also hope that collectively we can strengthen our voice, broaden the impact and sow the seeds to ensure that the arts sector continues to thrive in Canada, and continues to enrich our lives not just today but for generations to come.

Respectfully



Upkar Arora, Chair  
Steering Committee Canadian Arts Summit

# STEERING COMMITTEE BIOGRAPHIES

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## **UPKAR ARORA**

CHAIR, BOARD OF TRUSTEES, MCMICHAEL CANADIAN ART COLLECTION, KLEINBURG, ON

Upkar Arora is co-founder and Managing Director of Illumina Partners, an independent financial advisory firm specializing in corporate turnarounds of mid-sized businesses that was formed in 2002. He has over twenty-five years of management experience in finance, operations, and mergers and acquisitions. Prior to Illumina, Mr. Arora was Executive Vice-President of Reliance Aerotech. In 1999, he helped to establish a \$400 million private equity fund sponsored by Onex Corporation called Oncap Investment Partners. From 1995-1999, Mr. Arora held senior financial and operational roles with TrizecHahn Corporation in Canada, the United States, and England. From 1988-1995, Mr. Arora held various finance related roles at Olympia & York Developments and Reichmann International. Mr. Arora is a CA, CMA and holds an ICD.D designation. Mr. Arora has been Chair of the Board since April 2010 and has been a Trustee on the Board since 2008.



## **ELLEN CHIDLEY**

PAST CHAIR, THEATRE CALGARY

Ellen Chidley is a retired banking executive with an extensive business background with CIBC, Bank of Montreal and IBM. As Interim Senior Vice President for Alberta and North West Territories she had overall responsibility for the Retail and Small Business Network at CIBC in Alberta. Prior to her business career, Ellen worked as a social worker counselling individuals and families in both community and hospital settings.

As a board member Ellen has been involved in assessing and advising on strategic issues and in ensuring effective programs are in place for the management of business as well as operational risk. She is the current Past Chair for Theatre Calgary as well as the Current Chair of the Theatre Calgary Endowment Board. She also sits on the board of the Alberta Motor Association, the Alberta based Bridgewater Bank, as well as the Epcor Center for the Performing Arts. She has just recently been appointed to the Endowment Board of Mount Royal University. Ellen's educational background includes both an MBA from the Richard Ivey School of Business at the University of Western Ontario, as well as an undergraduate degree in Social Work from McGill University. She has also completed the Canadian Securities Course and has taught finance at the MBA level at The Haskayne School of Business.



## **JAMES (JIM) FLECK, O.C.**

CHAIR, BUSINESS FOR THE ARTS, TORONTO

Dr. James D. Fleck, O.C., earned a B.A. from the University of Western Ontario and a D.B.A. from Harvard, before returning to Canada to help found the Faculty of Administrative Studies at York University. He has had a distinguished career in the private and government sectors as well as academia, serving as Secretary of Cabinet for Premier William Davis in the Government of Ontario. He is the founder and former CEO of Fleck Manufacturing Co. and has served on many corporate boards. An emeritus professor and recipient of an Honorary Degree from the University of Toronto, he was the President of the Art Gallery of Ontario and is Vice Chair of the Museum of Civilization, founder of the Toronto Music Garden and the Power Plant, and Chairman of the Harbourfront Foundation. Dr. Fleck received the Edmund C. Bovey Award for Leadership Support of the Arts in 2003 and was honoured with the Angel Award for Philanthropy in the Arts by the International Society of Performing Arts in 2009. Jim also received the Governor General's Ramon John Hnatyshyn Award for Voluntarism in the Performing Arts in 2009.



## **JEFF HERD**

EXECUTIVE DIRECTOR, CANADA'S ROYAL WINNIPEG BALLET

A native of Winnipeg, Manitoba, Jeff Herd has nearly 40 years of experience producing and managing stage productions and companies across Canada, the United States and in Europe. He began his career at age 15 as an apprentice at Rainbow Stage, which then led to four successful years of freelance lighting design, production and stage management at theatres throughout Manitoba. In 1973 Herd joined the RWB as production stage manager, a position he held until 1980.

In the 1980s Herd travelled throughout Canada working in the field of design and production at a variety of organizations including Alberta Ballet, Les Grands Ballets Canadiens de Montreal, the Expo 1986 World Festival, the RWB and The National Ballet of Canada. In the 90s Herd's career led him back to the RWB as Production Manager.

In 1997 Herd accepted the position of company manager for Cirque du Soleil's O production based in Las Vegas. Herd's work there led to an opportunity in Belgium and in 2007 he left Cirque to become general director at Dragone.

Now back in Winnipeg with his wife and family, Jeff Herd is bringing his diverse experience and training to the position of Executive Director at Canada's Royal Winnipeg Ballet.



## **JANICE PRICE**

CEO, LUMINATO, TORONTO

Luminato CEO Janice Price currently serves on the board of directors for the Toronto Arts Council Foundation, is Chair of the board of directors for the Festivals And Major Events (FAME) coalition, and is a member of the National Steering Committee of Culture Days as well as the Executive Steering Committee of the Canadian Arts Summit.

Prior to her appointment as Luminato CEO, Price held senior positions at a number of Canadian and American arts organizations, including President and CEO of The Kimmel Center for the Performing Arts in Philadelphia, Vice President of Marketing and Communications and then Interim Executive Director at New York's Lincoln Center for the Performing Arts, and Director of Marketing and Special Projects for the Stratford Festival.



## **JOHANN ZIETSMAN**

**PRESIDENT AND CEO, EPCOR CENTRE FOR THE PERFORMING ARTS, CALGARY**

Born in the 1950s in South Africa, Johann Zietsman grew up under the Apartheid regime and first got involved in the arts as a brass player in his high school band. This led to his life-long passion for the transformative value and role of the arts in a community.

After serving in the military, he graduated as an architect, and Johann and his wife, Tharrie, moved to Ithaca, New York, where he completed a Masters degree in music.

After returning to South Africa in 1982, Johann started a 20-year career in various executive arts management positions, including a music school, two orchestras, an opera and music theatre company, a community arts centre, a large multi-theatre performing arts company, and a commercial communications company.

During this time he was actively involved in the political transformation of his homeland through pioneering work in the arts, resulting in recognition from Mr. Nelson Mandela's government. As a volunteer, he launched and directed two community youth initiatives, which currently serve about 4000 at-risk children in townships.

Johann and his family moved to the United States when he was recruited in 2002 by the International Society for the Performing Arts (ISPA), based in New York City. They moved to Mesa in June 2007, where he served as Executive Director of the Mesa Arts Center, and Director of Arts and Culture for the city of Mesa, Arizona.

In December 2009, Johann accepted the position of President and CEO of EPCOR CENTRE for the Performing Arts.

## EX-OFFICIO MEMBERS

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**JEFF MELANSON**  
PRESIDENT, THE BANFF CENTRE

Jeff Melanson has served as president of The Banff Centre since January 2012. Prior to that, he held positions as executive director and co-chief executive officer of Canada's National Ballet School, dean of the Royal Conservatory of Music Community School, and director of development for Opera Ontario. He is a member of the Young Presidents' Organization and a trustee with the National Guild for Community Arts Education (US). He is a frequent guest lecturer on arts management and creativity, and was the first arts leader to be appointed one of Canada's Top 40 Under 40™. He holds a bachelor of music from the University of Manitoba and an MBA from Wilfrid Laurier University.



**NICHOLE ANDERSON**  
PRESIDENT & CEO, BUSINESS FOR THE ARTS

Nichole Anderson, President and CEO of Business for the Arts, holds an undergraduate degree in International Relations and a Masters degree in Art History from the University of Toronto. She joined the organization in 2006 and launched a number of new programs to stimulate business volunteerism and investment in the arts that have since grown in scale and impact across the country. Prior to her role at Business for the Arts, Nichole managed the corporate art collection at Hbc and helped develop museum programming and exhibits for the company's new museum sites and community events across Canada. Nichole holds a number of volunteer positions, including Member of the Toronto TELUS Community Board; Board Member of the Arts of Time Ensemble; Member of the Steering Committee for the City of Toronto's Creative Capital initiative; Vice President of the Health Arts Society Ontario. She is also a trained violinist and plays informally with a quartet from time to time.

## STAFF

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**SHANNON LITZENBERGER**  
PROJECT MANAGER, CANADIAN ARTS SUMMIT

Shannon Litzenberger is Toronto-based contemporary dancer, choreographer, writer, director, arts advocate and consultant. Through the creative umbrella of her company Shannon Litzenberger Contemporary Dance, she creates innovative multi-disciplinary productions that explore timely social issues using contemporary dance in concert with other mediums like storytelling, film, visual art and poetry. An imaginative creator, she often develops unique collaborations across art forms and communities, connecting people with artistic experiences through engagement in creative process. She has worked with some of Canada's leading artists including Marie-Josée Chartier, David Earle, Lorna Crozier, Michael Greyeyes, Susie Burpee and David Pressault, among others.

As an advocate, volunteer and consultant, Shannon also works with many cultural organizations including Business for the Arts, the Canadian Arts Summit, Culture Days, the Laidlaw Foundation, Dance Umbrella of Ontario, the Canadian Arts Coalition, and others. In 2010 she was named the first-ever Metcalf Arts Policy Fellow. A thought leader in her field, she has published over 100 articles on arts policy through contributions to local, national and international publications including The Dance Current, Dance UK News, Culture Days: Culture 365, The Mark News, ArtsUSA's ARTSblog, and The Arts Policy Diaries. Shannon was the 2012 recipient of the Jack McAllister Award for accomplishment in dance.



# PROGRAM

## TRANSFORMATION: EVOLUTION OR REVOLUTION?

All session times are Mountain Standard Time (GMT -6:00)

### Thursday, March 27, 2014

The Banff Centre

7:00pm – 11:00pm	<b>Opening Reception   Hospitality</b> Professional Development Centre Lounge
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### Friday, March 28, 2014

The Banff Centre | Kinnear Centre –Room 201/203 (unless otherwise stated)

- Indicates session will be broadcast live on [canadianartssummit.com](http://canadianartssummit.com)  
Live Broadcast courtesy of The Banff Centre

7:45am – 8:45am	<b>BREAKFAST / Networking</b> Kinnear Centre, Husky Great Hall (Room 103)
9:00am – 9:10am	<ul style="list-style-type: none"><li>• <b>WELCOME</b> <b>Upkar Arora</b>, Chair of the 17th Annual Arts Summit</li></ul>
9:10am – 9:45am	<ul style="list-style-type: none"><li>• <b>LEADING IN TODAY'S CREATIVE ECONOMY</b> Keynote Address <b>Laurence P. Goldman</b>  <i>What is the role of the arts institution in today's global creative economy? What has changed and how can we respond? How can institutions lead new arts development? How can they better serve their communities? What opportunities are on the horizon?</i></li></ul>
9:45am – 10:45am	<ul style="list-style-type: none"><li>• <b>ART AND CIVIC ENGAGEMENT</b> Artist Panel  <i>How can the arts increase its civic footprint? How can new programmatic choices impact our ability to stay relevant to and build new audiences?</i>  <i>A national panel of Canadian artists will discuss how to update your vision and connect with your audience, while balancing risk and managing change.</i>  <b>KC Adams</b>, Contemporary Visual Artist&lt; <b>Dennis Garnhum</b>, Theatre Calgary <b>Chris Lorway</b>, Soundstreams <b>Michele Maheux</b>, TIFF <b>Emily Molnar</b>, Ballet BC</li></ul>
10:45am – 11:00am	<b>BREAK</b>
11:05am – 11:30pm	<ul style="list-style-type: none"><li>• <b>HOW DOES YOUR COMMUNITY KNOW THEY MATTER TO YOU?</b> Presentation by <b>Doug Borwick</b>, author of <i>Building Communities, Not Audiences</i>  <i>Question &amp; Answer</i></li></ul>

<p>11:30pm – 1:00pm</p>	<p>• <b>BRIGHT SPOTS IN COMMUNITY ENGAGEMENT</b>  Pecha Kucha</p> <p><i>Back by popular demand, Pecha Kucha features seven speakers sharing their stories in 20 slides for 20 seconds.</i></p> <p><b>Michael Green</b>, Making Treaty 7  <b>Patti Pon</b>, Calgary Arts Development Agency (CADA)  <b>Sylvain Émard</b>, Sylvain Émard Danse  <b>Crystal Kolt</b>, Flin Flon Arts Council  <b>Tim Jones</b>, Artscape  <b>Shannon Litzenberger</b>, Contemporary Dance Artist  <b>Kerri King</b>, Durham Tourism</p>
<p>1:00pm – 2:00pm</p>	<p><b>LUNCH / Networking</b>  Three Ravens Restaurant</p>
<p>2:00pm – 4:00pm</p>	<p>• <b>THE SUCCESSION PLANNING DEBATES</b>  Moderated by <b>Seamus O'Regan</b></p> <p><i>Arts leaders and recruiters will debate one of the timeliest issues facing the arts sector today. Who will lead when we are gone? Is the next generation of leaders prepared to take over Canada's major arts and culture institutions? Will the next generation of arts CEO's come from the business community? Will the next generation of Artistic Directors be hired from outside of Canada? Have we nurtured a new generation of board volunteers and philanthropists?</i></p> <p><b>PART 1:</b> <i>Be it resolved that the next generation of arts CEO's will need to come from the business community in order to meet the complexity and challenges of running an arts organization.</i></p> <p>Debated by  <b>Sharon Rudy</b>, Spencer Stuart  and <b>Monica Sloan</b>, Past Chair, Calgary Opera</p> <p><b>PART 2:</b> <i>Be it resolved that Canada's artistic talent pool is inadequate to fill artistic leadership positions within Canada's institutions.</i></p> <p>Debated by  <b>Jorn Weisbrodt</b>, Luminato  and <b>Simon Brault</b>, National Theatre School</p> <p><b>Part 3:</b> <i>Be it resolved that the most arts organizations are ill equipped to deal with succession planning.</i></p> <p>Debated by  <b>Rick Powers</b>, Rotman School of Management  and <b>Ross Paul</b>, Chair, Arts Club Theatre Company</p>
<p>4:00pm – 4:10pm</p>	<p>• <b>THE ESSENTIALS OF GOOD GOVERNANCE</b>  Managing successful succession plans  Presentation by <b>Rick Powers</b></p>



4:10pm – 4:20pm	<ul style="list-style-type: none"> <li>• <b>CORPORATE RECRUITMENT STRATEGIES</b> Attracting talent to your organization Presentation by <b>Sharon Rudy</b></li> </ul>
4:20pm – 4:30pm	<ul style="list-style-type: none"> <li>• <b>DAY ONE CLOSING REMARKS</b> <b>Upkar Arora</b>, Chair of the 17th Annual Arts Summit</li> </ul>
5:45pm – 10:00pm Various Venues	<b>Reception, Special Program and Dinner</b> Meet at Eric Harvey Theatre West Foyer

## Saturday, March 29, 2014

The Banff Centre | Kinnear Centre – Room 201/203 (unless otherwise indicated)

No Live Broadcast Available

8:00am – 9:15am	<b>BREAKFAST / Networking</b> Three Ravens Restaurant
9:15am – 10:45am Check in Kinnear Centre 2nd Floor	<b>CONCURRENT SESSIONS FOR ARTISTIC DIRECTORS, EXECUTIVE DIRECTORS and BOARD CHAIRS</b> In Camera
10:45am – 11:00am	<b>BREAK</b>
11:00am – 11:15am	<b>Report back on key discussion themes from concurrent sessions</b>
11:15am – 11:35am	<b>TRANSFORMING THE ARTS IN CANADA: BUILDING A ROBUST ARTS ECOLOGY</b> <b>Jeff Melanson</b> , President of The Banff Centre  <i>What are Canada's opportunities as a national arts sector? How can Canada's arts institution lead sector-wide transformation and evolution?</i>
11:35am – 12:45pm	<b>Transforming the Arts in Canada: ROUND 1 - FROM THE INSIDE OUT</b> Charette / Small group discussion Facilitated by <b>Julie Arsenault</b>  <b>TOPIC 1: Public Engagement</b> <i>Should my organization transform its value proposition in order to remain relevant and to matter more to its community? If so, how?</i>  <b>TOPIC 2: Canada on the World Stage</b> <i>How can my organization work more effectively in the international space to develop relationships, build profile and encourage collaboration?</i>  <b>TOPIC 3: Organizational Evolution</b> <i>How can my organization operate differently in order to meet the demands of the contemporary environment?</i>
12:45pm – 1:45pm	<b>LUNCH / Networking</b>
1:45pm – 2:00pm	<b>ROUND ONE REPORT BACK: Key Themes and Ideas</b>

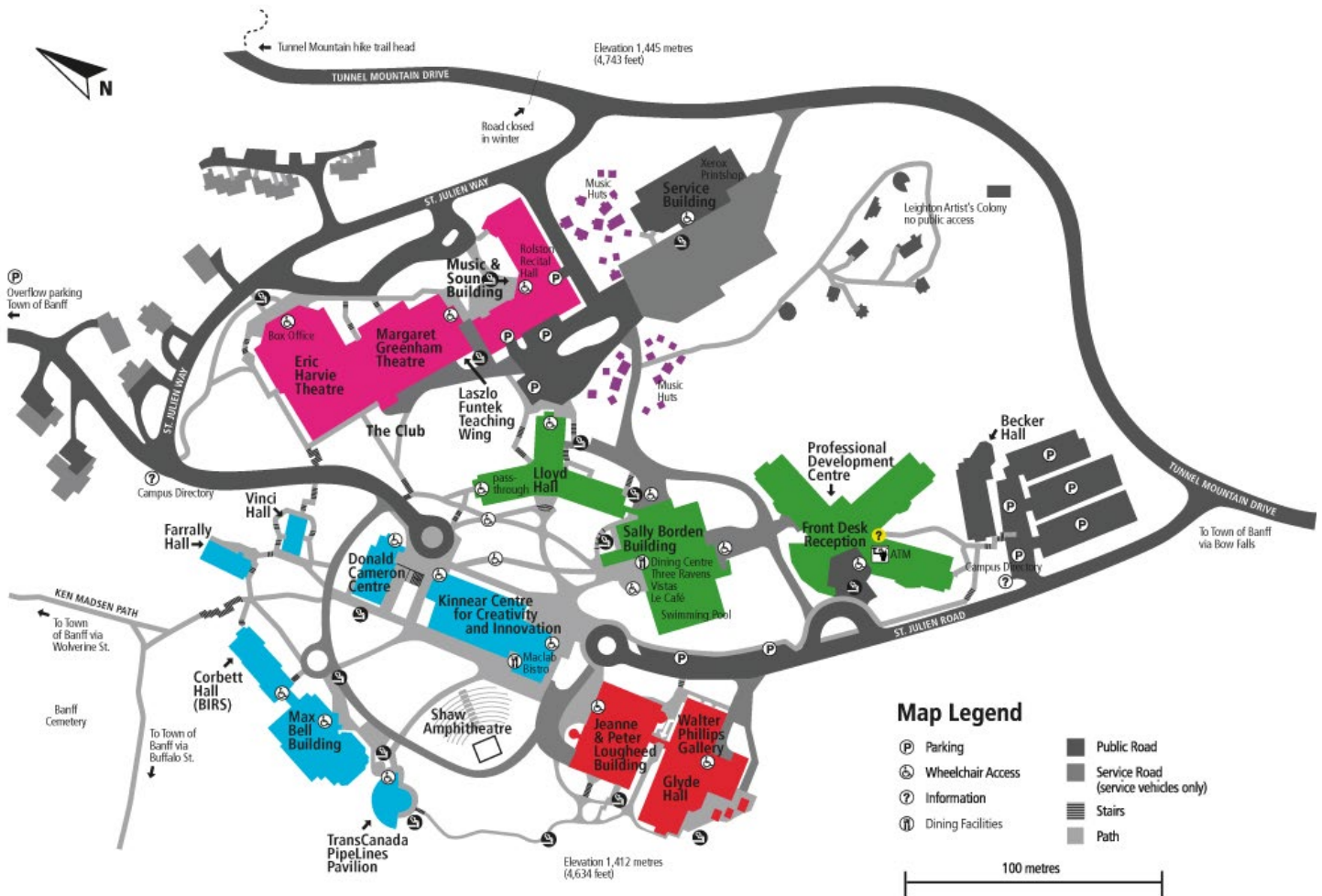
2:00pm – 3:00pm	<p><b>Transforming the Arts in Canada: ROUND 2 - FROM THE OUTSIDE IN</b> Charette / Small group discussion Facilitated by <b>Julie Arsenault</b></p> <p><b>TOPIC 4: Succession Planning</b> <i>What can my organization do to support the next generation of arts leadership development in Canada?</i></p> <p><b>TOPIC 5: Arts Advocacy</b> <i>How can my institution offer its resources, knowledge and power to advocate for a healthy and vibrant arts sector in Canada?</i></p> <p><b>TOPIC 6: Arts Education</b> <i>What role does my organization have to play in ensuring every child has the benefit of arts education in Canada?</i></p>
3:00pm – 3:20pm	<b>BREAK</b>
3:20pm – 3:35pm	<b>ROUND TWO REPORT BACK: Key Themes and Ideas</b>
3:35 pm – 4:45pm	<p><b>Transformation: Taking the Lead</b> Facilitated by <b>Julie Arsenault</b></p> <ol style="list-style-type: none"> <li>1. Recap major themes across 6 topics</li> <li>2. Advocacy Discussion (led by <b>Jim Fleck</b>)</li> <li>3. Identify top priorities</li> <li>4. Action Plan / Next steps</li> </ol>
4:45pm – 5:00pm	<p><b>FINAL WORDS: Artist Reflections</b> <b>Noah Richler</b>, Literary &amp; Ideas Curator, Luminato</p>
6:00pm – 11:00pm	<b>Dinner at the President's Residence</b>

## Sunday, March 30, 2014

### Banff and Area

7:00am – 9:30am	<p><b>BREAKFAST / Networking</b> Three Ravens Restaurant</p>
9:00am – 3:30pm	<p><b>Optional Banff and Area Excursions</b> <i>Skiing and Boarding at Sunshine Village Ski Area or Banff and Lake Louise Tour Combo</i></p>

# MAP OF THE BANFF CENTRE



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## SPEAKER BIOGRAPHIES

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### **KC ADAMS**

Born in 1971, the Winnipeg-based artist KC Adams (Oji-Cree/Scottish) earned a bachelor of fine arts from Concordia University in Montréal and has focused her work on the investigation of the relationship between nature (the living) and technology (progress). In addition to receiving several grants and awards from the Winnipeg Arts Council, Manitoba Arts Council, and Canada Council for the Arts, twenty pieces from Adams' Cyborg Hybrid series are in the permanent collection of the National Art Gallery in Ottawa. Adams was the director of the Urban Shaman Gallery in Winnipeg from 2008–09. She currently lives and works in Winnipeg.



### **JULIE ARSENAULT**

Julie is part of LRN's Global Advisory Services practice group that helps leaders actively shape and manage the governance, culture, and leadership systems that animate behavior within their organizations.

Julie's diverse experience across law, business and coaching uniquely positions her to help organization orchestrate fundamental change. She started over fifteen years ago as a corporate lawyer specializing in securities law and merger and acquisitions with an international law firm based in Montreal. In 2000, she decided to reorient her career after completing an MBA in international business development and strategic management working with international retail chains. After working alongside executives for over fifteen years, she has, for the past decade, been actively focused on leadership development, executive coaching, cultural transformation, culture assessments and team dynamics. And has been part of conceiving and facilitating transformation projects in several multi national organizations.

She has a Degree in both Civil and Common Law from the University of Ottawa, Canada, and graduated with an MBA from the University of British Columbia and London Business School (International Exchange Program).



### **DOUG BORWICK**

Doug Borwick is author of Engaging Matters, a blog for ArtsJournal and author/editor of Building Communities, Not Audiences: The Future of the Arts in the U.S. One of the U.S.'s leading advocates for the arts and community engagement Dr. Borwick has presented workshops in across that county and has served as keynote speaker and workshop presenter for the China Conservatory of Music in Beijing, CultureSource in Detroit, Ontario Dances in Toronto, the Maine Arts Commission's inaugural statewide conference, the Texas Commission on the Arts biennial conference, and the Arts Alliance Illinois/Illinois Arts Council biennial conference, One State Together in the Arts.

He served as President of the Board of the Association of Arts Administration Educators, an international organization of higher education programs in the field, and was Director of the Arts Management and Not-for-Profit Management Programs at Salem College in Winston-Salem, NC for three decades. Dr. Borwick is CEO of Outfitters4, Inc., providing management services for nonprofits and of ArtsEngaged, offering training and consultation services to artists and arts organizations seeking to more effectively engage with their communities. Dr. Borwick holds the Ph.D. in Music Composition from the Eastman School of Music and is an award-winning member of ASCAP.



## **SIMON BRAULT, O.C., O.Q.**

Simon Brault is the CEO of the National Theatre School of Canada where he has held several key administrative positions with the NTS since 1981.

In 1997, he initiated Journées de la culture, a Quebec-wide cultural event and in 2002, he founded Culture Montréal. Since 2007, he heads the steering committee of Montreal, Cultural Metropolis, and since 2010, at the invitation of the Quebec Ministry of Culture, he serves as cultural advisor for Agenda 21C.

He is Vice-Chair of the Canada Council for the Arts, an Officer of the Order of Canada, an Officier de l'Ordre national du Québec, a Fellow of the CGA, and a recipient of the Keith Kelly Award for Cultural Leadership. He is a member of both the International Scientific Committee of the French project Valeur(s) and the International Advisory Board of the Musagetes Foundation.

In 2009, Mr. Brault launched his first book of essays on the rise of arts and culture on global public agendas. Titled *Le FACTEUR C - L'Avenir passe par la culture*, it was published by La Presse / Éditions Voix parallèles and was released in English, in 2010, by Cormorant Books (translation Jonathan Kaplansky) under the title *No Culture, No Future*. In 2011, the Presses de l'Université du Québec and the Chaire de leadership Pierre-Péladeau published a monograph about Simon Brault: *Prendre fait et cause pour la culture*.



## **DENNIS GARNHUM**

Dennis Garnhum was appointed Artistic Director of Theatre Calgary in 2005. In addition to a six play season which is seen by over 125, 000 people, the company has grown to include FUSE a new play series, an annual presentation in the High performance Rodeo, and a celebration of emerging artists through SHAKESPEARE IN THE PARK. A few of the productions Dennis has directed at Theatre Calgary include the world premieres of *LOST – A MEMOIR* and *BEYOND EDEN*, the new production of *A CHRISTMAS CAROL*, *PRIDE AND PREJUDICE* (with the National Arts Centre) *TO KILL A MOCKINGBIRD*, *MUCH ADO ABOUT NOTHING*, *OF MICE AND MEN*, and his adaptation of *TIMOTHY FINDLEY'S THE WARS*. His co-adaptation (with author Cathy Ostlere) of *LOST – A MEMOIR* was recently nominated for a 2012 Governor General's Literary Award. In recent years, Dennis has also directed the operas *LA TRAVIATA* and *CARMEN* for Pacific Opera Victoria and *THE BARBER OF SEVILLE* for Vancouver Opera. He recently directed *MAJOR BARBARA* for American Conservatory Theatre in San Francisco in coproduction with Theatre Calgary. Currently he is directing *THE PHILADELPHIA STORY* at the Shaw Festival which will come to Calgary in January 2015.





## **SYLVAIN ÉMARD**

Sylvain Émard founded Sylvain Émard Danse in 1987. Initially highly theatrical, his work soon evolved toward a more formal dance style.

His choreography reveals an artist in full command of his talent, and his dance pieces have won the admiration of audiences at home and abroad. His repertoire of more than 30 original works has been praised for its diversity and for a dance vocabulary that swings between extremes of generous fluidity and taut control.

Renowned for his refined style and precise movement, his presentation in 2009 of *Grand Continental* at the Festival TransAmériques must have come to some as a surprise. Inspired by line dancing, this unique piece has featured 1000 non-dancers in several performances across Canada, the United States and Mexico, attracting some 70,000 spectators.

Sylvain Émard's unique style has led to invitations to work as guest choreographer in theatre, opera and cinema. These collaborations include his joining forces with Robert Lepage in 2005 to work on the opera *1984* by Lorin Maazel, presented in London and Milan.

Sylvain Émard has received numerous prestigious awards, such as the Jean A. Chalmers Choreographic Award (1996). In 2011 he was named Personality of the Week by *La Presse/Radio-Canada* for *Le Grand Continental*. Sylvain Émard is also co-founder and vice-president of the Circuit-Est centre chorégraphique.



## **LAWRENCE P. GOLDMAN**

Lawrence P. Goldman is presently (since September of 2013) the Distinguished Practitioner in Residence at the School of Public Affairs and Administration at Rutgers University. He also serves as a consultant in arts management, public policy, and non-profit entrepreneurship.

In June of 2013 Goldman stepped down as the President and Chief Executive Officer of the Theater Square Development Company, a subsidiary of The New Jersey Performing Arts Center. Goldman led the subsidiary since June of 2011.

Goldman became the founding President of the New Jersey Performing Arts Center (NJPAC) in June of 1989. In 1993, he also became Chief Executive Officer. He stepped down after 22 years in June of 2011. The non-profit NJPAC, which opened on October 18, 1997, is an \$187 million multi-facility Arts Center on a 12-acre site in the heart of the business district of Newark, New Jersey. NJPAC includes the 2,750-seat Prudential Hall, the 514-seat Victoria Theater, a major plaza called Theater Square, a 300-seat restaurant, banquet facilities, and rehearsal space. Future phases are scheduled to include additional cultural facilities and up to 2 million sq. ft. of private development.

Prior to joining NJPAC, Goldman was, from 1980-1989, Director of Real Estate Planning and Development and then Vice President of Carnegie Hall where he was responsible for organizing the restoration, renovation, and expansion of Carnegie Hall and the development of a 60-story tower adjacent to Carnegie Hall. In 1987, he was selected a *Crain's All-Star* by *Crain's New York Business* for his work at Carnegie Hall.

During the 1970's, he was Executive Assistant to the President of the New York State Urban Development Corporation and Executive Vice President of the Roosevelt Island Development Corporation in New York City. Prior to that, he held administrative and faculty positions at the Woodrow Wilson School of Public and International Affairs at Princeton University.



Goldman holds MPA and PhD degrees in Public Affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University and an AB from Colgate University, where he was elected to Phi Beta Kappa. In 1999, Goldman received honorary doctorate degrees from Rutgers University, Bloomfield College, and Montclair State University. In February 2008, he was awarded the prestigious James Madison Medal by Princeton University.

He is currently serving on the Board of Directors of the following organizations: Teach for America (New Jersey), The Newark Alliance, Newark Beth Israel Medical Center, and The Institute for Ethical Leadership at Rutgers University.

He is married to Laurie Chock and has three children, Aron, Jessica, and Shana.



## **MICHAEL GREEN**

Michael Green is recognized as an accomplished actor, writer, director, and cultural producer. In 2012, he served as Curator and Creative Producer for Calgary's Cultural Capital of Canada celebrations.

Michael has been active on the local cultural scene for more than 30 years. A founding member of One Yellow Rabbit Theatre, Michael launched High Performance Rodeo in 1985, making it the longest running international festival of the arts in the country.

A recipient of the Lieutenant Governor of Alberta Arts Award, Michael was conferred an Alberta Centennial Medal in 2006, and a Queens Diamond Jubilee Medal in 2012.

Michael's current project is Making Treaty 7, a new cultural event that invites all Calgarians to imagine our shared future through the frame of the founding event of Southern Alberta, the signing of Treaty 7 at Blackfoot Crossing in 1877.



## **TIM JONES**

Tim Jones has worked as a management consultant, developer, grants officer, theatre and festival producer, capacity building specialist, activist, CEO, and board president. Tim was also Program Officer in the theatre division of the Canada Council for the Arts, and General Manager of Buddies in Bad Times Theatre in Toronto.

As Executive Director of Artscape since 1998, Mr. Jones has explored the relationship between creativity and place and has been a champion of arts-driven revitalization and culture-led regeneration through projects such as The Distillery Historic District, Gibraltar Point Centre for the Arts, and the Creative Places + Spaces Conference. Under Tim's direction, Artscape has grown from a Toronto based affordable space provider into an international leader in building creative communities.



## **KERRI KING**

Kerri King is the Manager of Tourism for the Region of Durham with more than 25 years of experience in public relations, promotions, event marketing and management. Kerri's passion for art, culture and creativity has been expressed by her diverse entrepreneurial history, and her more recent role as a tourism marketing professional. Kerri has been honoured with a YWCA Women of Distinction Award, a Region of Durham Award of Excellence for Innovation for the creation of The Art of Transition, and a Gold Quill Award of Merit from the International Association of Business Communicators. Under her leadership, Durham Tourism has earned numerous provincial (EDCO) and national (EDAC) Economic Development Marketing and Business Achievement Awards. Kerri's professional designations include certifications from the Economic Developers' Association of Canada (Ec.D.), and the International Association of Economic Developers (CEcD). Kerri is a member of the Economic Developers' Association of Ontario (EDCO) Board of Directors, a member of the National Steering Committee for Canada's National "Culture Days" celebration, and a Director of the Central Counties Tourism Board. Some of Kerri's favourite pastimes include travel, yoga, cycling, snowboarding, vegetable gardening, and spending time with her husband Jason and two sons Dallas (10) and Jordan(7).



## **CRYSTAL KOLT**

Crystal Kolt is the Cultural Coordinator of the Flin Flon Arts Council in Flin Flon, Manitoba. She is on the Provincial Task Force for CULTURE DAYS, coordinated the successful Culture Days Flin Flon activities to be ranked in the Top 10 communities to celebrate the movement in 2013 and is on the International Council for the Royal Winnipeg Ballet . She was the recipient of the Lieutenant Governor of Manitoba's Award for Volunteerism in 2007 and was invested into the Order of Manitoba in 2012. Her other credits include taking members of the Flin Flon Community Choir to New York's Carnegie Hall (2002)for the New York Premiere of Canadian Composer Scott Mac-Millan's Celtic Mass for the Sea, and New York's Lincoln Centre – Handel's MESSIAH-REFRESHED (2013) and producing numerous musical theatre and classical masterworks productions including several collaborations with the Winnipeg and Saskatoon Symphony Orchestras.

Through the Flin Flon Arts Council Crystal strives to produce, showcase and promote all genre of art and artists in Northern Manitoba and is currently working on the creation of the North Central Canada Academy of Arts and Environment. She most recently has been appointed to the Manitoba Arts Council Board of Directors.



## **SHANNON LITZENBERGER**

Shannon Litzenberger is Toronto-based contemporary dancer, choreographer, writer, director, arts advocate and consultant. Through the creative umbrella of her company Shannon Litzenberger Contemporary Dance, she creates innovative multi-disciplinary productions that explore timely social issues using contemporary dance in concert with other mediums like storytelling, film, visual art and poetry. An imaginative creator, she often develops unique collaborations across art forms and communities, connecting people with artistic experiences through engagement in creative process. She has worked with some of Canada's leading artists including Marie-Josée Chartier, David Earle, Lorna Crozier, Michael Greyeyes, Susie Burpee and David Pressault, among others.

As an advocate, volunteer and consultant, Shannon also works with many cultural organizations including Business for the Arts, the Canadian Arts Summit, Culture Days, the Laidlaw Foundation, Dance Umbrella of Ontario, the Canadian Arts Coalition, and others. In 2010 she was named the first-ever Metcalf Arts Policy Fellow. A thought leader in her field, she has published over 100 articles on arts policy through contributions to local, national and international publications including The Dance Current, Dance UK News, Culture Days: Culture 365, The Mark News, ArtsUSA's ARTSblog, and The Arts Policy Diaries. Shannon was the 2012 recipient of the Jack McAllister Award for accomplishment in dance.



## **CHRIS LORWAY**

Chris Lorway is the Executive Director of Soundstreams, a Toronto-based music presenter that commissions, develops, and showcases the work of contemporary composers. He is also a freelance consultant whose recent clients have included the City of Chicago, the City of Toronto and the Canadian Museum of Immigration at Pier 21.

Chris holds a MA in Arts Administration from Columbia University, and a BMusEd from Western University. He has guest lectured at the University of Toronto, Columbia University, NYU, OCAD and is a regular lecturer on cultural leadership for the Clore Duffield Leadership Programme in the UK and the Advanced Cultural Leadership Programme in Hong Kong.



## **JEFF MELANSON**

Jeff Melanson has served as president of The Banff Centre since January 2012. Prior to that, he held positions as executive director and co-chief executive officer of Canada's National Ballet School, dean of the Royal Conservatory of Music Community School, and director of development for Opera Ontario. He is a member of the Young Presidents' Organization and a trustee with the National Guild for Community Arts Education (US). He is a frequent guest lecturer on arts management and creativity, and was the first arts leader to be appointed one of Canada's Top 40 Under 40™. He holds a bachelor of music from the University of Manitoba and an MBA from Wilfrid Laurier University.



## **MICHÈLE MAHEUX**

Michèle Maheux is the Executive Director and Chief Operating Officer for TIFF, and has been with the organization for more than two decades. She remains a driving force within TIFF and is responsible through the Vice Presidents for all business and operations of the \$40 million cultural organization.

Maheux has served for the past three years as a jury member for the Women in Film & Television – Toronto (WIFT–T) Kodak New Vision Mentorship Award, and was a member of the 2011 and 2012 Playback Hall of Fame Advisory Committee. Maheux was appointed to the Ryerson University Board of Governors in December 2008 and currently serves as Vice Chair of the Board, as well as Chair of the Finance Committee. In December 2011, she was named one of Canada's Most Powerful Women by the Women's Executive Network (WXN).

In September of 2012, Maheux was awarded the Queen Elizabeth II Diamond Jubilee Medal by the Lieutenant Governor of Ontario, David Onley, and the Countess of Wessex during a ceremony at Queen's Park. She completed the Directors' Education Program in 2012 and achieved her Certified Director, ICD.D designation in March 2013.



## **EMILY MOLNAR**

Artistic Director of Ballet BC since 2009, Emily Molnar continues to steer the unique company of 18 dancers into an era of innovation and collaboration.

Named the Globe and Mail's 2013 "Dance Artist of the Year", Molnar is a graduate of the National Ballet School and a former member of the National Ballet of Canada; a soloist with the Frankfurt Ballet under director William Forsythe; and a principal dancer with Ballet BC.

Molnar is an internationally respected and critically acclaimed dance artist and choreographer who has worked and toured extensively throughout Europe, Asia, Mexico, Canada and the US. She has created works for Ballet BC, Alberta Ballet, Ballet Mannheim, Ballet Augsburg, Cedar Lake Dance and Morphoses/The Wheeldon Company, among others.

As an active mentor, advocate, and coach, Molnar follows her passion to support the research and development of dance and artistic leadership. Molnar currently serves as a Board of Director of the BC Arts Council, a committee member of the Peter Wall Institute for Advanced Studies Arts Based Initiative and is a former member of the Dance Advisory Committee of the Canada Council for the Arts.



## **SEAMUS O'REGAN**

Seamus O'Regan is the former co-host of CTV's Canada AM, Canada's #1 national morning show.

Born in St. John's, Newfoundland, and raised in Goose Bay, Labrador, Seamus studied politics at St. Francis Xavier University and University College, Dublin; marketing strategies at INSEAD, the international business school near Paris; and received his Master's of Philosophy degree from the University of Cambridge.

On Canada AM, Seamus interviewed such newsmakers as former U.S. president Bill Clinton, prime minister Paul Martin, Governor Arnold Schwarzenegger, Bishop Desmond Tutu, Shania Twain, William Shatner, Conrad Black and Prince. He is one of the few journalists to have interviewed four former Prime Ministers — Brian Mulroney, Kim Campbell, John Turner and Joe Clark — together.

Canada AM took Seamus across Canada and around the world, from NORAD headquarters inside Cheyenne Mountain, Colorado to Kandahar Air Field, Afghanistan. A good sport, he trained (briefly) with the Cirque de Soleil and piloted (very briefly!) a CF-18 jet fighter.

Seamus led CTV's extensive coverage of Live Earth and the Concert for Diana. He hosted The Giller Prize, Canadian fiction's most coveted literary award, three times, as well as the television special The Next Great Prime Minister.

Seamus became the first journalist to be named to Canada's "Top 40 Under 40," and he was named to Maclean's magazine's 100 "Young Canadians to Watch" in the new century. Seamus serves on the boards of the World Wildlife-Canada; The Rooms – which houses the Provincial Art Gallery, Museum, and Archives of Newfoundland and Labrador; and The Company Theatre group in Toronto.



## **ROSS PAUL**

A resident of Vancouver since retiring as President of the University of Windsor in 2008, Dr. Paul is an Adjunct Professor at UBC and a regular consultant/writer on issues in post-secondary education. A graduate of Bishop's, McGill and London universities, he was previously President of Laurentian University; Vice-President Academic at Athabasca University; and Academic Dean of Dawson College.

A former President of Montreal's Island City Singers, he was co-composer of its Festival Folk Mass, and has written and performed in many satirical musical revues at fringe festivals and university conferences. He was a founding member of the Summerfest Board which helped create the Edmonton Fringe Theatre Festival. He served a decade as a National Governor of the Shaw Theatre Festival and was an inaugural member of the Advisory Committee to the Ontario Minister of Arts and Culture.

For his widespread community activities, he was awarded the Governor General's Medal for the 125th Anniversary of Confederation in 1992, the Queen's Golden Jubilee Medal in 2002 and the Queen's Diamond Jubilee Medal in 2012. He was appointed a member of the Order of Canada in 2010.



## **PATTI PON**

Calgary Arts Development President & CEO Patti Pon is a veteran community and arts champion with an extensive track record of leadership and service to the citizens of Calgary. Pon has deep and diverse experience in the arts sector, having served as Vice President, Administration at the EP-COR CENTRE for the Performing Arts, with stints at the Alberta Performing Arts Stabilization Fund and Alberta Theatre Projects, among others. In the community, she serves on the boards of CKUA Radio Network, The Calgary Foundation, and on a committee for the Calgary Stampede. She was a founding board member of the Asian Heritage Foundation (Southern Alberta) and served on the steering committee for imagineCalgary. She comes to the position of President & CEO from her most recent position as Director, Resource Development, Calgary Arts Development.

Pon holds a BFA in Drama and an MBA in Arts Administration, and has been awarded the the Queen Elizabeth II Diamond Jubilee Medal as well as the 2013 Harry and Martha Cohen Award, recognizing significant contribution to Calgary's theatre community.



## **RICK POWERS**

After receiving his MBA and LLB from Queen's University, Rick worked as a corporate lawyer for a national Canadian law firm. He later served as Corporate Counsel for Honda Canada Inc., before joining the University of Toronto. After teaching and serving in several administrative roles at the University of Toronto at Scarborough, Rick joined the Rotman School of Management in 2005. He has recently completed a 5-Year term as the Associate Dean and Executive Director of the Rotman MBA and Master of Finance Programs.

Rick's areas of expertise include corporate governance, ethics, business and corporate law, strategy and sports marketing. A recipient of numerous teaching and student awards, Rick received the Dean's Award for Excellence in Teaching at the Rotman School of Management in January, 2013.

An internationally recognized expert in both corporate and not-for-profit governance, Rick is the National Academic Director of The Directors Education Program and the Not-For-Profit Governance Essentials Program (in partnership with the Institute of Corporate Directors – ICD). He also teaches in Rotman's Executive MBA, OMNIUM, MBA and Executive Education Programs. He is a director of several not-for-profit organizations and frequently comments on legal and governance issues in various media across Canada.





## **NOAH RICHLER**

Noah Richler is the Literary & Ideas Curator of the Luminato Festival. He is the author of *This Is My Country, What's Yours? A Literary Atlas of Canada* (McClelland & Stewart, 2006) won the 2007 British Columbia Award for Canadian Non-Fiction, was nominated for the 2006 Nereus Writer's Trust Non-Fiction Prize, and *What We Talk About When We Talk About War* (Goose Lane Editions, 2012), a finalist for the Shaughnessy Cohen Award for Political Writing and the Governor-General's Literary Award for Non-Fiction. He is a regular contributor to BBC and CBC Radio, to the Op-Ed and cultural pages of the *Globe & Mail*, the *Toronto Star* and the *National Post*, and to *The Walrus* and *Maclean's*. He is the winner of two gold National Magazine Awards. He has won a Sony for his radio work and represented the BBC at the Prix Futura. He is presently at work on a book about the Digby Neck, Nova Scotia. In the 1980s he worked for a couple of different theatre productions in the Bow Valley and depended upon the charity of pals in the Banff Centre's workshops. Good days.



## **SHARON RUDY**

Sharon Rudy is a member of Spencer Stuart's global Human Resources and Education, Nonprofit & Government practices and leads these practice areas in Canada. With more than 16 years of experience in executive search, she has conducted senior-level assignments for private, public and nonprofit organizations ranging from early stage, venture-backed companies to the country's most respected public institutions. Sharon has developed a specific expertise in advising large search committees in CEO succession and recruitment. Sharon is a recipient of the firm's Lou Rieger Quality Award in recognition of her high-quality work on behalf of the firm's clients. She holds an M.A. and Ph.D. in history from Queen's University in Kingston and a bachelor's degree in history and economics from the University of Waterloo.



## **MONICA SLOAN**

Monica Sloan is the Managing Director of JKS Holdings Ltd, a private investment capital and operating holding company. Previous to that she was a founding partner and Managing Director of Intervera Data Solutions, a firm that specialized in strategic information management and data quality products and services across the energy sector. Monica has a background as both a senior executive and management consultant specializing in technology, IT and business strategy within the energy sector; including utilities, oil and gas, and telecommunications. Much of Monica's career has been in helping to build and sustain innovation within existing and new business ventures. Previous to Intervera and her consulting work, Monica was President of a TSE listed company, Kelman Technologies Ltd and was founding President of TELUS Advanced Communications, a full service business data communications and internet provider in Alberta.

Currently Monica is a member of a number of public and not-for profit boards including; Methanex Corporation (where she is Chair of the Corporate Governance and Nominating Committee), Aecon Group and the Alberta Balancing Pool. She is a past-Chair of the Calgary Opera Association Board of Directors, where she has served on the board since 1999. Monica was the recipient of the 2010 BMO National Opera Directors Recognition Award. She has been certified as ICD.D

Monica has a BSc in Applied Earth Sciences, a BA in Economics, and an MSc Engineering all from Stanford University and an MBA from Harvard University.





## **JORN WEISBRODT**

Jorn Weisbrodt has an international reputation for collaborating on landmark projects with some of the most prestigious arts organizations around the globe, including La Scala di Milano, the Spoleto Festival, the Barbican Centre, the Bolshoi Theatre, the Lincoln Centre Festival, and the Manchester International Festival. Prior to joining Luminato he served as Executive Director for RW Work Ltd. representing and managing the work of legendary visual artist and director Robert Wilson. As Director of The Watermill Centre he was responsible for incubating exciting cross-disciplinary performances and installations, establishing partnerships with institutions including the Guggenheim Museum, the Baryshnikov Arts Center, Kampnagel Hamburg, the Donaufestival, the Massachusetts Museum of Contemporary Art, and Columbia University. He also oversaw the launching of an international residency for emerging artists.

Prior to his work in the United States Jorn held numerous positions within Germany, including Artistic Production Director at Staatsoper Unter den Linden, co-founder of Zwischenpalastnutzung, and Assistant Director at the Deutsches Theater in Berlin. An active leader within the contemporary arts scene, Jorn has served on the artistic advisory committees of the Lower Manhattan Cultural Trust, the French American Cultural Exchange, and Culture Shed, among others.

# CANADIAN ARTS SUMMIT

## ADVOCACY COMMITTEE REPORT – MARCH, 2014

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### MANDATE

At last year's Summit in Montreal, it was agreed that we would continue to focus our advocacy efforts on the following:

- funding for the Canada Council
- the renewal of the suite of Heritage programs that support arts organizations
- international market access

It was also agreed that we would, once again, gather in Ottawa for an "Arts Day on the Hill", scheduled to take place on October 22nd.

### YEAR IN REVIEW

- In July the Canadian Arts Coalition (which encompasses the Canadian Arts Summit) submitted the annual Brief to the Standing Committee on Finance, continuing with our consistent messages about the importance of Canada Council funding and Heritage programs for the arts, and placing the need for international market access for the arts in the context of the government's Global Commerce Agenda.
- Then, as Parliament was prorogued until mid-October, we re-considered staging "Arts Day on the Hill". After consultation with our government relations firm, Ensignt, we concluded that it would not be fruitful. Instead, we joined the Coalition in advocating that people meet with MPs in their home ridings.
- When the Minister of Finance brought down the Budget on February 11th he did deliver on number of the "asks" we made in our visits to Parliament Hill in October 2012 and repeated in our 2013 Brief to the Standing Committee on Finance.

Specifically:

- making permanent the \$25 million which has been renewed each year for the Canada Council, bringing its base budget to \$181 million; and
- renewing, for a total of \$105 million, all of the programs of the Department of Canadian Heritage that were scheduled to sunset :
  - Canada Cultural Spaces (capital) \$30 million;
  - Canada Arts Presentation - \$18 million;
  - Canada Cultural Investments (which provides the endowment matching and money for Culture Days, among other things) - \$30.1 million.

However, there was nothing to meet the need for international market access.

### FUTURE ADVOCACY

Clearly our good work to date has borne some fruit for the arts sector, despite the restraints put in place by the economic downturn. With the federal government now projecting a surplus at the end of this year we need to start thinking: what would we want to see in a renewed Advocacy agenda? Two obvious ones are to re-double our efforts around international touring and to ask for an increase to the Canada Council which, though stable, has not had an increase and, therefore, has not been able to keep up with the needs of the sector. And with a federal election in the not-too-distant future, how can we shape the conversation about the arts?

We look forward to discussing this with you at the Summit in Banff.

James Fleck & Sarah Iley  
Co-chairs.

# SUMMIT ATTENDEES

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## STEERING COMMITTEE

### CHAIR

**Upkar Arora**, Chair, Board of Trustees, McMichael Canadian Art Collection

### COMMITTEE MEMBERS

**Nichole Anderson** (*ex officio*), President & CEO, Business for the Arts

**Marc Blondeau**, Président-Directeur général, La Société de la Place des Arts de Montréal

**Ellen Chidley**, Past Chair, Theatre Calgary

**James (Jim) Fleck**, Chair, Business for the Arts

**Jeff Herd**, Executive Director, Canada's Royal Winnipeg Ballet

**Jeff Melanson** (*ex officio*), President, The Banff Centre

**Janice Price**, CEO, Luminato

**Johann Zietsmann**, President & CEO, Epcor Centre of the Performing Arts

### CANADIAN ARTS SUMMIT OFFICE

**Shannon Litzenberger**, Project Manager, Canadian Arts Summit

## SPEAKERS

**KC Adams**, Contemporary Visual Artist

**Julie Arsenault**, Facilitator

**Doug Borwick**, author/editor of Building Communities, Not Audiences: The Future of the Arts in the U.S.

**Simon Brault**, CEO, National Theatre School of Canada

**Dennis Garnhum**, Artistic Director, Theatre Calgary

**Sylvain Émard**, choreographer and founder, Sylvain Émard Danse

**Lawrence P. Goldman**, Past President and Chief Executive Officer, Theatre Square Development Company

**Michael Green**, Co-Artistic Director, One Yellow Rabbit and Festival Curator, High Performance Rodeo

**Tim Jones**, Executive Director, Artscape

**Kerri King**, Manager of Tourism, Region of Durham

**Crystal Kolt**, Cultural Coordinator, Flin Flon Arts Council

**Shannon Litzenberger**, Artistic Director, Shannon Litzenberger Contemporary Dance

**Chris Lorway**, Executive Director, Soundstreams

**Jeff Melanson**, President, The Banff Centre

**Michèle Maheux**, Executive Director and COO, TIFF

**Emily Molnar**, Artistic Director, Ballet BC

**Seamus O'Regan**, Journalist

**Ross Paul**, Former President of the University of Windsor and current Chair, Arts Club Theatre Company

**Patti Pon**, President & CEO, Calgary Arts Development

**Rick Powers**, National Academic Director for Governance Programs  
at the Rotman School of Management at the University of Toronto

**Noah Richler**, Literary & Ideas Curator, Luminato

**Sharon Rudy**, Consultant, Spencer Stuart

**Monica Sloan**, Managing Director at JKS Holdings and Past Chair of Calgary Opera

**Jorn Weisbrodt**, Artistic Director, Luminato Festival

## DELEGATES

**Anne Allan**, Artistic Director, Confederation Centre of the Arts  
**Aida Aydinyan**, Vice President, Business for the Arts  
**Bob Baker**, Artistic Director, Citadel Theatre  
**David Binet**, President and Chief Executive Officer, The Woodbridge Company Limited  
**Nathalie Bondil**, Director and Chief Curator, Montreal Museum of Fine Arts  
**Martin Bragg**, Executive Director, Alberta Ballet  
**Tim Burt**, President and Chair, Winnipeg Symphony Orchestra  
**Elaine Calder**, Executive Director, Shaw Festival  
**Janet Carding**, Chief Executive Officer, Royal Ontario Museum  
**Kari Cullen**, Special Advisor to the President and Chief Executive Officer, National Arts Centre  
**Charles Cutts**, President and Chief Executive Officer, Massey Hall and Roy Thomson Hall  
**Alain Dancyger**, Executive Director, les Grands Ballets  
**Kerry Dangerfield**, Partner, Prairie Research Associates  
**Victoria Dickenson**, Chief Executive Officer, McMichael Canadian Art Collection  
**Julia Foster**, Chair, National Arts Centre  
**Robert Foster**, President, Capital Canada Limited  
**Maxine Granovsky Gluskin**, President, Art Gallery of Ontario  
**Cathryn Gregor**, Executive Director, Canada's National Ballet School  
**Richard Hamm**, Chair, Massey Hall and Roy Thomson Hall  
**Branislav Henselmann**, Executive Director, Ballet BC  
**Camilla Holland**, General Manager, Royal Manitoba Theatre Centre  
**Barry Hughson**, Executive Director, The National Ballet of Canada  
**Su Hutchinson**, Managing Director, Canadian Stage  
**Sarah Iley**, Manager, Culture, City of Calgary  
**Jessie Inman**, Chief Executive Officer, Confederation Centre  
**Howard R. Jang**, Executive Director, Arts Club Theatre Company  
**Lucille Joseph**, Vice Chair, The Luminato Festival  
**Karen Kain**, Artistic Director, The National Ballet of Canada  
**Andy Kenins**, Chair, Tafelmusik  
**Anthony Kiendl**, Executive Director, MacKenzie Art Gallery  
**Henry Kim**, Director and Chief Executive Officer, The Aga Khan Museum  
**Marc Lemay**, Director General, Canadian Heritage  
**Donna Livingstone**, President and Chief Executive Officer, Glenbow  
**Brenda Mackie**, Chair, The Banff Centre  
**Jackie Maxwell**, Artistic Director, Shaw Festival  
**Tom McCabe**, President, Theatre Calgary  
**Dawn McDonald**, Chair, Alberta Ballet  
**Heather Moore**, President and Chief Executive Officer, National Arts Centre  
**Mark O'Neil**, President and Chief Executive Officer, Canadian Museum of History  
**Catrin Owen**, Board President, Citadel Theatre  
**Constance Pathy**  
**Annemarie Petrov**, Executive Director, Edmonton Symphony Society  
**Trudy Schroeder**, Executive Director, Winnipeg Symphony Orchestra  
**Charles C Smith**, Lecturer, Cultural Pluralism in the Arts, University of Toronto Scarborough  
**Mavis Staines**, Artistic Director and Chief Executive Officer, Canada's National Ballet School  
**Matthew Teitelbaum**, Director and Chief Executive Officer, Art Gallery of Ontario  
**Mark Thompson**, Vice President, Enterprise Services, Enbridge Inc.  
**Patrick Tobin**, Regional Director General, Department of Canadian Heritage  
**Carolyn Warren**, Vice President, Arts, The Banff Centre  
**Bruce Wright**, Chair, Vancouver Art Gallery

## 2014 CANADIAN ARTS SUMMIT FELLOWS

**Susan Annis**, Executive Director, Cultural Human Resources Council

**Gideon Arthurs**, General Manager, Tarragon Theatre

**Anne Bertrand**, Executive Director, Artist-Run Centres and Collectives Conference

**Kate Cornell**, Executive Director, Canadian Dance Assembly

**Mark Hopkins**, Co-Artistic Director, Swallow-a-Bicycle Theatre

**Jeanne LeSage**, Executive Director, Kay Meek Centre

**Charles Smith**, Lecturer, Cultural Pluralism in the Arts, University of Toronto Scarborough

## GUESTS

**Gabriel Jean-Simon**, Président and Chair, artsScene Ottawa Gatineau

**Ali Shivji**, President, Shivani Inc

## 2014 CAS SUPPORTING PARTNERS

**Mike Evenson**, Vice President, Marketing & Product Management, AudienceView

**Cheryl Hudson**, Managing Partner, Strategic Philanthropy, Michael Vukets & Associates

## **CULTURE DAYS UPDATE :: MARCH 2014**

In 2013, following the first three editions of Culture Days in 2010, 2011 and 2012 and with a committed and growing network of volunteer supporters at the regional and local levels, Culture Days began to establish a year-round engagement program. By launching an annual National Congress on Culture in May 2013 and cultivating its network on line with expanded resources and activity aimed at broadening its reach and strengthening public engagement practices through best practice and knowledge sharing, the following has been accomplished over the course of the last year as Culture Days heads into its 5<sup>th</sup> Anniversary this year:

### **1. Annual National Congress on Culture**

- May 2013: 200 participants in Toronto, 850 via moderated live stream
- May 22 & 23, 2014: Second National Congress being held in Winnipeg

### **2. Annual Awards Program**

- Inaugurated national recognition program of exemplary leadership and practice in Public Engagement through Culture Days

### **3. Culture365: Year-Round Engagement**

- Launched culture365, Culture Days' proprietary blog
- Creating, aggregating and sharing best practices and success stories in Public Engagement
- Fast growing social media following of 25,000

### **4. 4th Annual Culture Days Weekend**

- Record year to date with **1.7 million** Canadians participating in over **7,500** free activities in **825** cities and towns
- Record marketing and media impact with **365 million** impressions generated valued at **\$4.6 million**
- The 5<sup>th</sup> edition of Culture Days weekend is on **September 26, 27 & 29, 2014**

### **5. Federal Incorporation**

- As of January 2014, Culture Days is a federally incorporated non-profit organization
- Charitable status application in progress

### **6. National Research Highlights Tangible Impact on the Canadian Public**

- As a result of attending Culture Days activities, attendees stated they:
  - Attended more arts and cultural events (**52%**)
  - Became a fan of an artist or cultural organization (**33%**)
  - Visited more art galleries or craft studios (**32%**)
  - Took on more volunteer work (**22%**)
  - Took classes related to an arts or cultural activity (**15%**)
  - Took up an art form of some kind (**14%**)
  - Donated more to arts or cultural organizations (**11%**)
  - Bought more artwork (**11%**)





# Culture Days by the Numbers: Since Launch in 2010

## **PARTICIPATION**

**5.5 million**

Canadians participated in the 4 Culture Days weekends

**25,000**

Activities have been hosted as part of Culture Days by

**4,400**

Organizers in

**825**

Cities and towns each year

## **REACH**

**33%**

Awareness amongst Canadians

**1.12 billion**

Marketing & PR impressions generated, valued at

**\$12.4 million**

## **EVALUATION**

**98%**

Satisfaction rating of public participants

**88%**

Success rating by organizers

## **COLLECTIVE ACTION & RESOURCES**

...in addition to the countless volunteer hours by thousands,

**\$16 million**

Has been mobilized in cash and in-kind to promote Culture Days across Canada





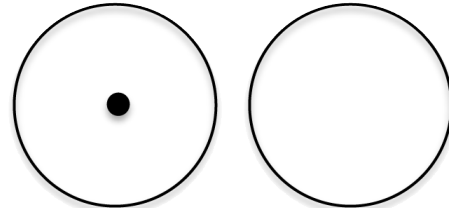
Create Community Connections

## Making the Arts Indispensable

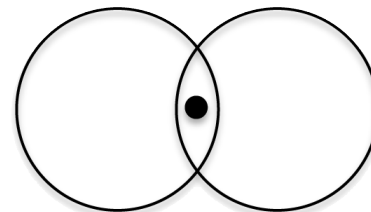
### Shifting the Center

Arts Organizations/  
Artists      Community

Traditional Model



Engagement Model



### The Engagement Continuum



**Operating definition of “community”:** Groups of people with common interests or characteristics defined, for example, by place, tradition, intention, or spirit [Derived from a definition created by Alternate ROOTS]

### Comparison of Audience Development, Audience Engagement, and Community Engagement

**Audience Development**-a marketing strategy designed for immediate results (sales, donations, etc.). Internally focused (artcentric), it results in little or no change to the arts “product.”

**Audience Engagement**-a marketing strategy designed for deepening relationships with current stakeholders and expanding reach over time. Internally focused (artcentric), it may result in new modes/venues of presentation and means of illuminating/explaining the arts to the public. Work is often developed/presented unilaterally. Typically, “outreach” is an example of audience engagement.

**Community Engagement**-a mission strategy designed to create and maintain relationships with individuals and communities (many of whom may not be currently affiliated with the organization). It is dependent upon establishment of trusting, mutually beneficial relationships over time—the arts and the community are equal partners. The focus of community engagement is on the relationship; **the art grows out of or is a response to the relationship.** The desired end results are expanded reach for the arts organization *and* healthier, more vibrant communities.

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