



# The 19<sup>th</sup> Annual Canadian Arts Summit

Organized by



in partnership with



**The Banff Centre**  
inspiring **creativity**

Presenting Partners



MICHAEL VUKETS & ASSOCIATES

Supporting Sponsors



Guest Program Sponsor



Supporting Donor



The Woodbridge Company Ltd.



# CONTENTS

<b>Letter of Welcome</b>	3
<b>Steering Committee Biographies</b>	5
<b>Program</b>	
Thursday, March 31	15
Friday, April 1	15
Saturday, April 2	17
<b>Choose Your Own Adventure</b>	20
Workshop Leaders	21
<b>Map of the Banff Centre</b>	23
<b>Speaker Biographies</b>	24
<b>Invited Guest Biographies</b>	42
<b>Advocacy Committee Report, March 2016</b>	52
<b>Culture Track Canada: Progress Update</b>	56
<b>What's on During the Summit</b>	57
<b>About Business for the Arts and the Banff Centre</b>	61
<b>Canadian Arts Summit Staff</b>	61

For a full list of delegates and their biographies, please visit:  
[canadianartssummit.com/19th-summit/delegates](http://canadianartssummit.com/19th-summit/delegates)



# WELCOME

From **Ross Paul**,  
Chair of the 19<sup>th</sup> Canadian Arts Summit  
Steering Committee

## Dear Colleagues:

On behalf of the Steering Committee, it is my pleasure and privilege to welcome you to the 19th annual Canadian Arts Summit. The Banff Centre is a fabulous backdrop for all things Canadian – a beautiful natural setting and a relaxed atmosphere conducive to in-depth discussions across art forms, across cultures, across generations and across the country.

This year's program theme, New Directions in Arts Leadership, has attracted unprecedented interest. What kind of leaders do we need for the rapidly changing cultural scene in this country? What can we learn from the experience of those who have done so much to establish our institutions and what new kinds of leadership and leaders do we need as we replace them? How will we continue to attract and sustain active participation in a rapidly changing cultural environment and what do we need to do to encourage, support and develop our future leaders?





While the primary delegate list is comprised of the artistic directors, executive directors and board chairs of Canada's largest arts organizations, we also open the opportunity each year for a limited number of special guests to join us. This year, we invited leaders and change-makers working outside of large institutional contexts to add their perspectives to our conversations. The applications for these places were more than five times the availability, meaning that we turned down more than 80% of applicants. Those selected hail from across Canada and represent diverse cultural contexts, organizational structures and art forms. They are an impressive group of leaders who bring exceptional ideas and experiences to the Summit.



We are excited by the very high calibre of speakers and panelists our Steering Committee has assembled but the Banff venue is notably about the conversations, both formal and informal, that these presenters provoke. We anticipate provocative and stimulating sessions and we challenge you to make sure that you take maximum advantage of this opportunity to express your concerns and promote your ideas for a richer and healthier arts community across Canada.



While the organizations we represent are from a very broad spectrum of artistic endeavours, most of us face similar challenges and opportunities as leading arts and culture institutions in our communities. It is our hope that the sharing of ideas will inspire and clarify our thinking. All of us on the Steering Committee look forward to welcoming you to an enriching weekend. We thank you in advance for making the time to be here for what we hope will be a fruitful and inspiring exchange.

And don't forget next year's summit, our 20th, which will be held in Charlottetown, the cradle of Confederation in its 150th year (May 11-14, 2017).

Ross Paul  
Chair, Steering Committee 19th Canadian Arts Summit



# STEERING COMMITTEE

## COMMITTEE CHAIR

Ross Paul

## COMMITTEE MEMBERS

Gideon Arthurs  
David Binet  
James (Jim) Fleck, C.C.  
Camilla Holland  
Barry Hughson  
Jessie Inman  
Leslie Lester  
Josh MacFadden  
Mark Thompson

## EX-OFFICIO MEMBERS

Carolyn Warren  
Nichole Anderson

## STAFF

Shannon Litzenberger

# COMMITTEE CHAIR



## ROSS PAUL

**Chair, Arts Club Theatre  
Vancouver, British Columbia**

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.



# COMMITTEE MEMBERS



**GIDEON ARTHURS**  
**CEO, National Theatre School**  
**Montreal, Quebec**

Gideon Arthurs is the CEO of the National Theatre School of Canada. He is currently a board member of OFFTA, of the Steering Committee of the Canada Arts Summit and will act as a juror for the 2015 Siminovitch Prize for Excellence and Innovation in Theatre. In the past, he served as the General Manager of Tarragon Theatre in Toronto, where he led several important projects to improve their facilities and reengage audiences. He was the Executive Director at the Toronto Fringe Festival during an important period of expansion for the organization. He is Past President of the Small Theatre Administrative Facility (STAF) and the former Vice-President of the Toronto Alliance for the Performing Arts (TAPA). He was a member of the Labour Relations Committee at the Professional Association of Canadian Theatres (PACT). Mr. Arthurs is the founding Artistic Producer of the independent theatre company Groundwater Productions. Most importantly, he is the father of two amazing children and the husband of a genius playwright.



**DAVID BINET**  
**Past Chair, Canadian Arts Summit**  
**Chair, National Ballet of Canada**  
**Toronto, Ontario**

David Binet is the President and Chief Executive Officer of The Woodbridge Company Limited, an investment holding company for Canada's Thomson family. Woodbridge's largest asset is its 55% stake in Thomson Reuters Corporation, listed on the New York and Toronto stock exchanges, and it has numerous other investments.

David is Deputy Chairman of Thomson Reuters, and also serves on the board of directors of Woodbridge, The Globe and Mail (Canada's national newspaper), and a number of other companies in which Woodbridge has invested. David is Chairman of the Thomson Reuters Foundation, a London-based charity dedicated to journalism training and promoting the rule of law. David is also Chairman of the Board of The National Ballet of Canada and on the board of directors of Canada's National Ballet School.

Before joining Woodbridge, David was a partner in the Canadian law firm Torys LLP, where his practice focused on mergers and acquisitions, and corporate finance. Prior to that, he was a news reporter. David attended Queen's University (BA Hons), McGill University (LLB) and Northwestern University (MSJ) and he has received certification from the Institute of Corporate Directors (Canada).



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

**Chairman of the Board, Business for the Arts  
Chairman, Canadian Museum of History**

Dr. James D. Fleck, C.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.



### **CAMILLA HOLLAND**

**General Manager, Royal Manitoba Theatre Centre  
Winnipeg, Manitoba**

Camilla Holland is the General Manager of the Royal Manitoba Theatre Centre, Canada's first regional theatre. Prior to MTC, Camilla was the General Manager for five years at Toronto's Tarragon Theatre. Camilla has worked for a wide variety of professional theatres across Toronto, including large institutions (Canadian Stage Company), theatre for young audiences (Lorraine Kimsa Theatre for Young People), new play developers (Factory Theatre), and smaller creation-based companies (Volcano Theatre). She produced the SummerWorks Theatre Festival (1997 and 1998) and numerous independent productions. She was the Theatre Officer at the Toronto Arts Council for two years and has worked in education and outreach, marketing and fundraising, production and touring.

Camilla is currently a Board member for the Professional Association of Canadian Theatres and chairs PACT's Advocacy portfolio and committee. She's on the Board of Manitobans for the Arts, a member of the Canada Council's Theatre Advisory Committee, and a new member of the Board of the National Theatre School.



### **BARRY HUGHSON**

**Executive Director, National Ballet of Canada  
Toronto, Ontario**

Barry Hughson has served the performing arts field for 21 years as a professional arts executive. In January of 2014, he joined The National Ballet of Canada as Executive Director.

Mr. Hughson was previously Executive Director of Boston Ballet, the fourth largest ballet company in the US. Under Mr. Hughson's leadership, Boston Ballet achieved several key milestones, including the retirement of its long term debt, completing a multi-million dollar renovation of the Ballet's headquarters, and international tours to Canada, Spain, Finland, and the UK. Over his 5 year tenure, the organization raised more than \$60 million dollars in contributed revenue through annual fund contributions and special funding initiatives. In addition, total earned revenue, including ticket sales and school tuition, increased by more than 20% over the same period.

As an arts advocate, consultant, and educator, Mr. Hughson has had teaching and speaking engagements in the US, Europe and South America. He serves on the Board of Trustees of Dance/USA, and chairs the Manager's Council for the largest member dance companies. He is a founding member of Dance/USA's National Leadership Council for Dance, and serves as a mentor to emerging arts executives through the Institute for Leadership Training.

Mr. Hughson began his career as a dancer with The Washington (DC) Ballet, where he performed classical and contemporary repertoire at the Kennedy Center and on tour throughout the world. In 1990, he was the only American male dancer awarded a prize at the New York International Ballet Competition, and has held a decade-long affiliation with the nationally recognized Baltimore School for the Arts.



## **JESSIE INMAN**

**CEO, Confederation Centre  
Charlottetown, Prince Edward Island**

Jessie Inman is the Chief Executive Officer of the Confederation Centre of the Arts in Charlottetown, Prince Edward Island. The Centre is a national institution founded in 1964 as Canada's Memorial to the Fathers of Confederation. It is a dynamic, multi-functional heritage and arts institution leading in Canada's cultural landscape. Previously, Jessie was President and CEO of CarbonPartners Limited, based in Calgary, Alberta, a company dedicated to mitigating the effects of climate change and increasing energy security. Prior to this, Jessie spent 5 years as Managing Director and CEO of Cool Energy Limited in Perth, Australia, developing new technologies to capture CO2 during natural gas processing.

Jessie has more than 25 years experience in international marketing, business development and foreign direct investment. She has built companies and markets through her expertise in strategic and systematic management skills. Through her earlier roles with Foreign Affairs & International Trade Canada and Industry Canada, Jessie has had extensive involvement in the growth and development of service and technology companies in Canada, United States, Europe, Southeast Asia and Australia. While living in Indonesia for 10 years, she held the position of Canada's Investment Advisor to Indonesia and later as President Director of Palliser Indonesia, she led the establishment of a large and complex manufacturing organization with multiple partners in Central and East Java.

Jessie's undergraduate studies were in commerce, international marketing and leadership and were followed with a Masters in Business Administration, majoring in banking and finance. She is a member of the Board of the Greater Charlottetown Area Chamber of Commerce, Discover Charlottetown Inc., an advisor to PEI 2014 Inc., and on the Selection Committee for the Manning Awards based in Calgary. Previously she was on the Board of the YWCA in Calgary and on the Boards of many other organizations in Indonesia and Australia before returning to Canada. She is a Certified Corporate Director through the Canadian Institute of Directors.



## **LESLIE LESTER**

**Executive Director, Soulpepper Theatre Company  
Toronto, Ontario**

This is Leslie's 15th season with Soulpepper as Executive Director as well as the concurrent role of Managing Director for its multi venue home the Young Centre for the Performing Arts in Toronto.

Soulpepper has an integrated mission which includes: industry-leading youth outreach initiatives; the Soulpepper Academy, Canada's only multi-year paid professional training program for theatre artists of all disciplines; and a year-round diverse repertory season which is grounded in the classics and committed to the creation of new works, new forms, and innovative practices.

Leslie's background includes producing for VideoCabaret (1991-98) Nightwood Theatre (1994-2001), as well as independent multi-disciplinary projects including the world premiere, national tour and television special of Beatrice Chancy: The Opera for The Queen of Puddings Music Theatre Company.

She has also produced several Benefits for PEN Canada, participated in the peer jury process at the Toronto Arts Council, the Ontario Arts Council and the Canada Council for the Arts and has served on the Community Advisory Committee for the Regent Park Arts and Cultural Centre, Toronto which opened in Fall 2012.

Leslie received the Leonard McHardy and John Harvey Award for performing arts administrators from the Toronto Alliance for the Performing Arts in conjunction with the 2012 Dora Mavor Moore Awards.



## **JOSH MACFADDEN**

**Chair, MacKenzie Art Gallery  
Regina, Saskatchewan**

Josh MacFadden is currently serving as President of the MacKenzie Art Gallery Board of Trustees, furthering his commitment as an active volunteer in the Saskatchewan arts and cultural sector. Josh is also Senior Legal Counsel for the Brandt Group of Companies, focussing on legal matters ranging from corporate transactions to intellectual property protection. In addition, he has contributed to a number of provincial and national committees to advance public education and awareness of legal issues relating to social media, technology and intellectual property.



**MARK THOMPSON**  
**Chair, Theatre Calgary**  
**Calgary, Alberta**

Mark is the Chair of the Board of Directors for Theatre Calgary and heading into the second year of his two-year term. Mark has served on the board of Theatre Calgary for six years. He has sat on the Faculty of Management Board of Advisors for the past three years for the University of Lethbridge. Mark is also a member of the Technology Risk Executive Board of Canada.

Mark has over twenty years' experience leading growth and change in the oil & gas, telecommunications, publishing, technology and education industries. Mark is currently the Vice-President, IT Enterprise Services at Enbridge Inc. His career at Enbridge has spanned ten years in various leadership roles in the Information Technology group.



# EX-OFFICIO MEMBERS



## CAROLYN WARREN

### Vice President, Arts, The Banff Centre

Carolyn Warren was appointed vice-president, Arts for The Banff Centre in March 2013. Carolyn Warren brings broad experience in engaging Canadians in the arts from a 23-year career with the Canadian Broadcasting Corporation. As regional manager of cultural programming and new integrated content for CBC Radio and TV in Montreal, she has been a leader for the national broadcaster in embracing new technologies and broadcast media to share creative content.

Warren was instrumental in the creation of Canada Writes, a national French/English online and radio project for CBC Radio/Radio-Canada that incorporated the former CBC Literary Awards into a year-round, online cycle of interactive and editorial content. Warren's long list of programming initiatives with the CBC include Stranger than Fiction, and Winter Tales, original commissioned writing series for radio and web; Montreal for Haiti, a CBC Radio National music special and fundraiser broadcast; Mash-up and Subcultures, two Radio One summer series with web extensions; and the CBC Literary Awards live annual gala events and broadcasts. Under Warren's stewardship, CBC Radio's Wiretap was awarded the New York Festival Gold Medal for Best Weekly Comedy Program.



## NICHOLE ANDERSON

### President and 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



**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, 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

Sessions marked with a • will be live streamed on [canadianartssummit.com](http://canadianartssummit.com)

## THURSDAY, MARCH 31

7:00pm	<b>Opening Reception</b> <i>Walter Phillips Gallery</i>
--------	--

## FRIDAY, APRIL 1

All sessions will be held in the Rolston Recital Hall, Music and Sound Building, unless otherwise noted.

7:00am	<b>BREAKFAST / Networking</b> <i>Three Ravens</i>
9:00am	• <b>WELCOME</b> <b>Ross Paul</b> , Chair of the 19th Annual Arts Summit
9:10am	• <b>21st CENTURY ARTS LEADERSHIP: Imagining the Future of Cultural Institutions</b> Keynote Address  <i>What can the cultural institutions of our future look like? What does the next generation of cultural leaders need to create, re-imagine and renew cultural institutions?</i>  <b>Sue Hoyle</b> , Director, Clore Leadership Program
10:00am	• <b>THE EVOLVING PROFILE OF CULTURAL LEADERS</b> Panel  <i>What new approaches to leading and leadership are needed today to renew cultural institutions?</i>  Moderated by <b>Sue Hoyle</b> , Director of the Clore Leadership Program  <b>Gideon Arthurs</b> , CEO, National Theatre School <b>Penny Ritco</b> , Executive Director, The Citadel <b>Emily Molnar</b> , Artistic Director, Ballet BC <b>John Young</b> , CEO, Canadian Museum for Human Rights

10:45am	<b>BREAK / Networking</b>
11:15am	<ul style="list-style-type: none"> <li>• <b>IN CONVERSATION WITH MÉLANIE JOLY, MINISTER OF CANADIAN HERITAGE</b></li> </ul> <p>Q &amp; A</p> <p>Moderated by <a href="#">Jim Fleck, C.C.</a></p>
12:00pm	<b>LUNCH / Networking</b> <i>Three Ravens</i>
1:00pm	<ul style="list-style-type: none"> <li>• <b>STRATEGIES FOR LEADERSHIP DEVELOPMENT</b></li> </ul> <p><b>Panel</b></p> <p><i>How can we actively develop artistic, executive and volunteer leadership practices for the cultural institutions of the future?</i></p> <p>Moderated by <a href="#">Janice Price</a>, President &amp; CEO, The Banff Centre</p> <p><a href="#">Upkar Arora</a>, Chair and <a href="#">Meegan Guest</a>, Director-in-Training, McMichael Gallery <a href="#">Adrian Ellis</a>, Consultant, Adrian Ellis Associates <a href="#">Dennis Garnhum</a>, Artistic Director, Theatre Calgary <a href="#">Russell Willis Taylor</a>, Chair, Center for Nonprofit Excellence</p>
2:00pm	<ul style="list-style-type: none"> <li>• <b>EXPLORING INTERGENERATIONAL PERSPECTIVES</b></li> </ul> <p>Breakout Discussion</p> <p>Facilitated by <b>Lougheed Leadership Institute at The Banff Centre</b></p>
3:00pm	<b>BREAK / Networking</b>
3:30pm	<ul style="list-style-type: none"> <li>• <b>EMERGING LEADERSHIP PRACTICES</b></li> </ul> <p><b>Storytelling</b></p> <p><i>What can we learn from leaders working outside of an institutional context?</i></p> <p><a href="#">Jasmine Catudal</a>, Codirectrice, OFFTA   Cofondatrice, La Serre Arts Vivant <a href="#">Pip Day</a>, Directrice de la Galerie SBC <a href="#">Roxanne Duncan</a>, Managing Director, Push Festival <a href="#">Ravi Jain</a>, Artistic Director, Why Not Theatre <a href="#">Sean O'Neill</a>, Associate Director, Adult Programming &amp; Partnerships, AGO   Host, Crash Gallery, CBC</p>
4:30pm	<ul style="list-style-type: none"> <li>• <b>FIRST DAY REFLECTIONS</b></li> </ul> <p><a href="#">Sue Hoyle</a>, Director, Clore Leadership Program</p>
5:00pm	<b>Close</b>

6:00pm	<b>Cocktails   Art Crawl   Dinner</b> <i>Kinnear Centre, 2nd floor</i>  Special Remarks by <a href="#">Pierre Lassonde</a> , Chair, Canada Council for the Arts
10:00pm	<b>After Hours @ McLab Bistro</b>

## SATURDAY, APRIL 2

*All sessions will be held in the Rolston Recital Hall, Music and Sound Building, unless otherwise noted.*

7:00am	<b>BREAKFAST / Networking</b> <i>Three Ravens</i>
8:15am	<b>Choose Your Own Adventure</b> See <a href="#">page 20</a> for workshop descriptions. <i>Various Locations, meet at Three Ravens</i>  <b>Banff Centre Campus Tour</b> led by <a href="#">Jim Olver</a> , Director of Guest Services <b>Embodied Leadership Workshop,</b> led by <a href="#">Shannon Litzenberger</a> , Artist <b>The Perfect Place to Meet Anywhere</b> led by <a href="#">Laura Nanni</a> , Artist <b>Traditional Ceremonial Smudge</b> led by <a href="#">Corleigh Powderface</a> , Stoney Nakoda Elder
10:00am	<ul style="list-style-type: none"> <li>• <b>WELCOME</b></li> </ul> <a href="#">Ross Paul</a> , Chair of the 19th Annual Arts Summit
10:10am	<ul style="list-style-type: none"> <li>• <b>INNOVATION BY DESIGN: Strategies for Creating a Culture of Innovation</b></li> </ul> Keynote Address  <i>How can we create and encourage an ongoing practice of innovation in our institutions?</i>  <a href="#">Michael Serbinis</a> , Founder, Kobo
10:45am	<ul style="list-style-type: none"> <li>• <b>LEAN Arts: An Experiment in De-Risking Innovation in the Arts</b></li> </ul> Presentation and Discussion  <a href="#">Christina Loewen</a> and <a href="#">Ameet Mehta</a> , Project Leads, LEAN Arts

11:15am	<ul style="list-style-type: none"> <li>• <b>CULTURE CREATES: Aspiring to be Canada's first socially innovative and financially sustainable tech startup for the performing arts</b></li> </ul> <p>Case Study</p> <p><a href="#">Tammy Lee</a>, Arts Entrepreneur</p>	
11:40am	<ul style="list-style-type: none"> <li>• <b>DIGITIZING SHAKESPEARE</b></li> </ul> <p>Case Study</p> <p><a href="#">Anita Gaffney</a>, Executive Director, Stratford Festival</p>	
12:00pm	<ul style="list-style-type: none"> <li>• <b>VIRTUAL REALITY and the LA PHILHARMONIC</b></li> </ul> <p>Case Study</p> <p><a href="#">CJ Hervey</a>, Producer, Secret Location</p>	
12:20pm	<p><b>LUNCH / Networking</b></p> <p><i>Three Ravens   Kinnear Centre, 2nd floor</i></p>	
12:45pm	<p><b>ADVOCACY</b></p> <p><i>Kinnear Centre, 2nd floor</i></p> <p>Plenary Discussion for Canadian Arts Summit Members</p> <p>In Camera</p> <p>Facilitated by</p> <p><a href="#">Canadian Arts Summit Advocacy Committee</a></p>	
1:45pm	<p><b>Research Committee Report</b></p> <p><i>Kinnear Centre, 2nd floor</i></p>	
2:00pm	<p><b>CONCURRENT PEER SESSIONS</b></p> <p><i>Kinnear Centre, 2nd floor</i></p> <p>Breakout Discussion for Canadian Arts Summit Members</p> <p>In Camera</p> <p>Moderated by:</p> <p><b>Jackie Maxwell</b> (Artistic Directors)</p> <p><a href="#">Barry Hughson</a> (Executive Directors)</p> <p><a href="#">David Binet</a> (Board Chairs)</p>	<p><b>CONCURRENT PEER SESSIONS</b></p> <p><i>Rolston Recital Hall</i></p> <p>Breakout Discussion for Invited Guests</p> <p>Facilitated by</p> <p><b>Lougheed Leadership Institute at The Banff Centre</b></p>
3:30pm	<p><b>BREAK / Networking</b></p> <p><i>Rolston Recital Hall</i></p>	

<p><b>4:00pm</b></p>	<p>• <b>THE FACE OF LEADERSHIP IN CONTEMPORARY CANADA: Setting the stage for 2017</b> Panel</p> <p><i>What should we demand of leaders today around issues of equal representation?</i></p> <p>Moderated by <a href="#">Jesse Wentz</a>, Journalist, CBC</p> <p><a href="#">Lorna Brown</a>, Associate Director &amp; Curator, Morris and Helen Belkin Art Gallery  <a href="#">Mo Dhaliwal</a>, Director of Strategy, Skyrocket  <a href="#">Alexia McKinnon</a>, Loughheed Leadership at The Banff Centre  <a href="#">Kevin Ormsby</a>, Cultural Pluralism in the Arts Movement Ontario (CPAMO)  <a href="#">Alicia Rose</a>, Managing Director, Framework</p>
<p><b>5:00pm</b></p>	<p><b>THE FACE OF LEADERSHIP IN CONTEMPORARY CANADA: Strategies for Change</b> Breakout Discussion</p> <p>Facilitated by  <b>Loughheed Leadership Institute at The Banff Centre</b></p>
<p><b>5:30pm</b></p>	<p><b>DAY TWO REFLECTIONS</b></p> <p><a href="#">Jesse Wentz</a>, Journalist, CBC</p>
<p><b>5:45pm</b></p>	<p><b>CLOSING REMARKS &amp; ANNOUNCEMENT OF NEW CHAIR</b></p> <p><a href="#">Ross Paul</a>, Chair of the 19th Annual Arts Summit</p> <p>Performance by <a href="#">Eya-Hey Nakoda</a></p>
<p><b>6:30pm</b></p>	<p><b>Cocktail   President's Dinner</b>  <i>President's Residence, shuttle available from Professional Development Centre</i></p>
<p><b>10:00pm</b></p>	<p><b>After Hours @ McLab Bistro</b></p>



# CHOOSE YOUR OWN ADVENTURE

**Saturday April 2, 2016**

**Various Location, meet at [Three Ravens](#) at 8:15am**

**Banff Centre Campus Tour, led by [Jim Olver](#), Director of Guest Services**

Take a behind-the-scenes tour of The Banff Centre with resident expert and enthusiast Jim Olver. This tour will explore some of the Centre's most notable arts creation spaces, including a wood-fired kiln, papermaking studio, piano workshop, TV production studio, and The Leighton Artists' Colony.

**Embodied Leadership Workshop, led by [Shannon Litzenberger](#), Contemporary Dance Artist**

Explore contemporary leadership behaviours like focus, awareness, empathy, trust, risk and collaboration in this fun, movement-based session. Designed as a leadership skills development program for corporate teams, the workshop introduces interactive creative process tools used by professional dance and theatre artists. The philosophy of embodied leadership is grounded in the belief that an ability to co-create is key to the success of today's leaders as they grow progressive, principled and innovative organizations.

*\*Please wear comfortable clothing.*

**Traditional Ceremonial Smudge, led by [Corleigh Powderface](#), Stoney Nakoda Elder**

The burning of various medicinal plants is called a Smudge. It is a time honoured tradition for First Nations People to conduct a smudge before the start of any gathering or event. The smoke from the smudge is a blessing from the Creator and Mother Nature. Our Stoney Nakoda Elder, Corleigh Powderface will be doing a Traditional Blessing Ceremony with the burning of the ceremonial smudge.

**The Perfect Place to Meet Anywhere, led by [Laura Nanni](#), interdisciplinary curator, artist, producer**

Participants will explore The Banff Centre grounds by following a set of directions meant to lead them to the perfect place to meet. The directions, devised by Nanni and her UK collaborator Sorrel Muggridge, are all based on real observations and places from around the world, but meant for open translation and creative interpretation in Banff. Throughout the experience participants will be encouraged to engage in different ways of seeing, sensing and experiencing their surroundings. Since 2010 the same directions have been followed in Toronto, Montreal, Nottingham, Norwich, Edinburgh, Barcelona and Banff. They have been followed on first dates, on solo vacations, with groups of ESL students, during performance festivals and as a family activity; every time leading to a uniquely perfect place.

# WORKSHOP LEADERS



## LAURA NANNI

Laura Nanni is an interdisciplinary curator, artist and producer, interested in cultivating unconventional and innovative ways of experiencing story and space. As a producer and curator she is known for her successful leadership of initiatives focused on artistic experimentation, community building and collaboration. Numerous projects she has supported through mentorship, development workshops and residencies have gone on to receive prestigious presentation opportunities and awards.

Recent roles include Program Supervisor and Exhibition Manager for Nuit Blanche Toronto (2014 & 2015); Producer for the Luminato Festival (2014) and four seasons as Rhubarb Festival Director for Buddies in Bad Times Theatre (2010-2014). From 2008-2010, for Harbourfront Centre, she was Curator and Coordinator for HATCH residency and mentorship program, Artistic Associate for World Stage and Producer of The Culture Congress, an annual arts and culture forum.

Her performance and installation work has been presented across North America, the UK and Europe, including 7a\*11d Festival of Performance Art (Toronto), Galapagos Art Space (NY) and London International Festival of Theatre (London). Laura also actively mentors and provides consultation for emerging producers, curators and organizations across the globe.



## JIM OLVER

Jim has worked at The Banff Centre for 33 years. Hired by President Paul D. Fleck, Jim spent the first 15 years producing Management and Leadership Seminars. Since 1996 Jim has served artists, leadership and conference guests. Jim has served at every Canadian Arts Summit held in Banff. One of his many roles is “presenting” The Banff Centre through guided tours of the creative spaces of the mountain campus. Jim’s “behind the scenes” tour Saturday morning will include historical anecdotes, descriptions of our programming and glimpses of hidden creative spaces on campus.



## SHANNON LITZENBERGER

Click to view [Shannon's biography on page 14.](#)

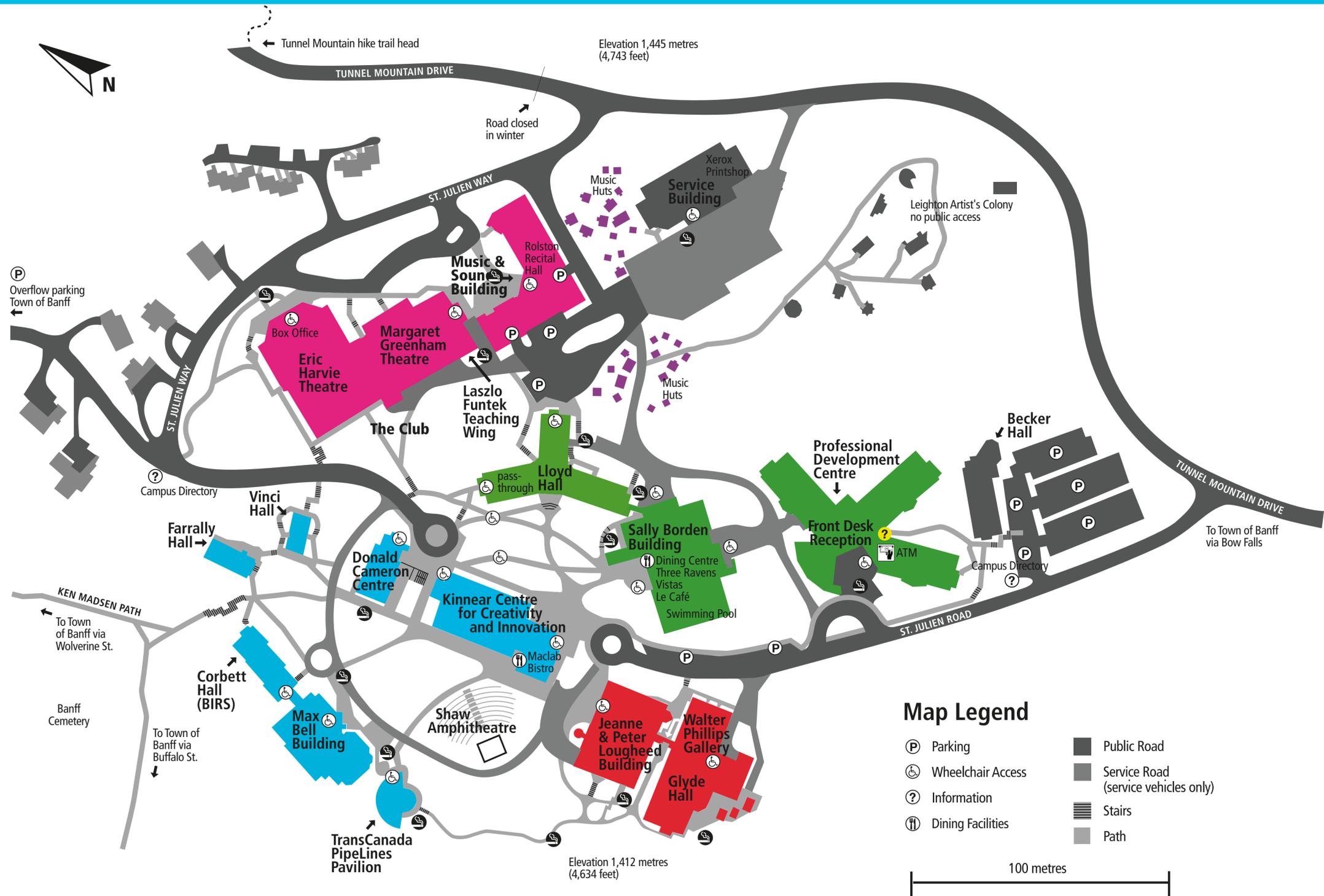


## CORLEIGH POWDERFACE

Corleigh Powderface (Guiding Feather Woman-Wa-thu-thna-ge Wiya) is a Banff Centre Cultural Advisor and Stoney Nakoda (I-ya-hre Nakoda) from the Morley reserve. She is a Traditional Knowledge Keeper and has a passion to teach others about ancestral history, traditional protocols as well as traditional spirituality. The greatest advice she ever received was from Sykes Powderface: You can walk both worlds but never forget who you truly are. Walk with the four teaching of our ancestors; honesty, trust, respect and honor. For if one of these are broken then the rest do not work.



# MAP OF THE BANFF CENTRE





## SPEAKERS

Upkar Arora  
Lorna Brown  
Jasmine Catudal  
Pip Day  
Mo Dhaliwal  
Roxanne Duncan  
Adrian Ellis  
Eya-Hey Nakoda  
Anita Gaffney  
Dennis Garnhum  
Meegan Guest  
CJ Hervey  
Sue Hoyle  
Ravi Jain  
Hon. Mélanie Joly  
Pierre Lassonde  
Tammy Lee  
Christina Loewen  
Ameet Mehta  
Emily Molnar  
Sean O'Neill  
Kevin Ormsby  
Janice Price  
Penny Ritco  
Alicia Rose  
Michael Serbinis  
Russell Willis Taylor  
Jesse Wentz  
Dr. John Young



## UPKAR ARORA

Upkar Arora is CEO of Illumina Partners, an independent boutique advisory firm which he co-founded in 2002. He is a seasoned organizational leader who can effectively navigate complex, multi-stakeholder environments and a proven track record of delivering results at the board or C-Suite level. He has 30 years of experience working domestically and internationally (Canada, the US, Mexico and Europe) with public and private companies, on operations, capital markets transactions, acquisitions, dispositions, turnarounds and financings, as a senior executive, advisor or principal.

Upkar has previously served on the CAS Steering Committee for three years, including as Chair, has been Chair of the McMichael Canadian Art Collection for the past six years, serves as a director on the boards of Institute for Canadian Citizenship, Metrolinx and the Advisory Council of the University of Waterloo's School of Accounting and Finance, where he also teaches. In 2014, he founded Illumina Social Impact Partners to help NFP's, charities and social entrepreneurs enhance their social impact and generate positive, scalable and sustainable change. Upkar is a CPA, CA and holds the ICD.D designation.



## LORNA BROWN

Lorna Brown is Associate Director/Curator at the Morris and Helen Belkin Art Gallery and a visual artist, writer, educator and editor. She has exhibited her work internationally since 1984. Brown was the Director/Curator of Artspeak Gallery from 1999 to 2004 and is a founding member of Other Sights for Artists' Projects, a collective of artists, architects and curators presenting projects that consider the varying conditions of public places and public life. She has taught at Emily Carr University of Art and Design and Simon Fraser University. Her recent curatorial projects include Digital Natives and Institutions by Artists. Brown received an honorary doctorate of letters from Emily Carr University of Art and Design in 2015, the Vancouver Institute for the Visual Arts Award (1996) and the Canada Council Paris Studio Award (2000). Her work is in the collections of the Belkin, the National Gallery of Canada, the BC Arts Council, the Surrey Art Gallery and the Canada Council Art Bank.



## JASMINE CATUDAL

Since 2003, Jasmine has worked as a set designer for theatre, dance, opera, and circus performances. She has worked with several well-known directors, including Robert Lepage in an Ex Machina–Metropolitan Opera co-production of *The Tempest* by composer Thomas Ades.

In 2007, she co-founded the OFFTA, Montréal live arts festival that she still directs.

From 2012 to 2015, she was artistic co-director at Usine C in Montréal, where she directed the Canadian programming. She also sat on the board of directors at the Conseil des Arts de Montréal as president of multidisciplinary presenting and new artistic practices from 2012 to 2015, and has sat on many juries, conferences and symposiums on topics related to live arts, new management models and interdisciplinary work. For the occasion of the Mons 2015 European Capital of Culture, she was appointed curator of a Montreal/Québec event in Belgium, which presented over 80 Québec artists across many artistic disciplines. In 2015, she co-founded LA SERRE\_arts vivants, a structuring incubator for emerging artists. Her experiences have given her a unique global view of artistic creation.



## PIP DAY

As Director/Curator at SBC Gallery of Contemporary Art in Montréal since 2012, Pip has collaborated with numerous practitioners across disciplines to reconceive the institution, generating a program of exhibitions, actions, events and pedagogical platforms that confront the seemingly entrenched parameters of political life as we live and negotiate them. A commitment to the transformative potential of creative action lies at the heart of SBC's programmes.

Prior to coming to Montréal, Pip worked as an independent curator, writer and educator in the arts primarily in Mexico City, New York and London. In 2003 she founded teratoma the first graduate level curatorial studies program in Latin America and RIM, an international residency program for curators, artists and critics in Mexico City. There she also established el instituto, an organization dedicated to culture, politics, activism and research, which generated exhibitions and events such as *Spatial Practices in Revolution* and *Talk Show*. This work was partly supported through Pip's Andy Warhol Foundation Curatorial Research Fellowship which she received in 2011. She has published numerous texts on art and culture, has taught in curatorial Masters programs at Bard College and at Goldsmiths College, and has lectured widely in university and other cultural contexts. In the late 90s Pip worked as Curator at Artists Space in New York.

She obtained her B.A. in Art History from University of Toronto and her M.A. in Curatorial Studies from Bard College.

Pip is a member of the curatorial team for the SITElines biennial in Santa Fe, taking place in July 2016.



### MO DHALI WAL

Educated in business, Mo Dhaliwal began his career working in the technology sector, including software development and Internet marketing in Silicon Valley. As a patron of the arts and producer of cultural events, Mo has worked to shatter barriers between people and encourage cross-cultural understanding, most notably through the creation of the Vancouver International Bhangra Celebration Society. As Director of Strategy for Skyrocket Digital, Mo collaborates with creative minds across the country and continues to create moving experiences for clients and community. Mo has been recognized for his contributions by Business for the Arts as the national recipient of the Arnold Edinborough Award, the Queen Elizabeth II Diamond Jubilee Medal and, most recently, a Mayor's Arts Award for "Board Member of the Year".



### ROXANNE DUNCAN

Roxanne Duncan has been Managing Director of the PuSh International Performing Arts Festival since June 2014. She is a key member of the organization's senior management team, and played a leadership role in the creation of the Festival's new co-located facility.

Prior to joining PuSh, Ms Duncan was Managing Director of The Theatre Centre, where she was a key member of the management team responsible for the creation of its \$6.2 million live arts hub in Toronto's West Queen West neighbourhood.

Her career began in Edinburgh in 2005 working with Aurora Nova and Paul Lucas Productions. She relocated to Toronto in 2007 where she worked with a range of remarkable Toronto-based companies including Volcano Theatre, Peggy Baker Dance Projects, Dreamwalker Dance, Acting Upstage, Why Not Theatre, Company Theatre, and was a member of the Development Department at Soulpepper.



## ADRIAN ELLIS

Adrian Ellis is the founding director of AEA Consulting ([www.aeaconsulting.com](http://www.aeaconsulting.com)) and co-founder of the Global Cultural Districts Network ([www.gcdn.net](http://www.gcdn.net)).

AEA, established in 1990, is a leading cultural consultancy with offices in London and New York. Clients include foundations, government agencies and leading cultural organizations throughout Europe, the Middle East, Asia and the Americas including Barbican Arts Centre (London), the Alvin Ailey Dance Foundation (New York), the New York Philharmonic, the Cleveland Orchestra, the League of American Orchestras (New York ...and...the Banff Centre (Alberta).

Adrian returned to his AEA at the beginning of 2012, after serving as Executive Director of Jazz at Lincoln Center from 2007. Prior to founding AEA, he was Executive Director of The Conran Foundation (1986 – 1990), where he was responsible for planning the establishment of the Design Museum in London .

Adrian has served on the boards of the National Museum of Wales, the Association of Performing Arts Presenters (APAP), and the Kaufman Center (New York). He was a Scholar in Residence at Teachers College, Columbia.v In 2012, he was named a “Jazz Hero of the Year” by the Jazz Journalists Association.



## EYA-HEY NAKODA

Rod Hunter, Gavin Ear, Desi Rider, Anders Hunter and Shanda Hunter formed the drum group Eya-hey Nakoda. The drum group composes all original songs of their own. Whether it's a big contest or a small traditional powwow, Eya-hey Nakoda loves to sing and loves to make the dancers dance hard. At the powwows, before grand entry, a different member of the group will take their turn to offer tobacco to the drum and pray. They pray for dancers, the other drum groups and all the people that are there. They give thanks for the spirit dancer, the singing spirit, the drum spirit (grandfather drum), and most importantly, give thanks to creator for life. They would also pray and ask for blessing from the drum so that when their dancers dance, or when the people listen to the music, they will be cured of any ailments. Eya-hey Nakoda are predominantly Nakoda from the Bearspaw, Chini-ki and Wesley First Nations in Morley, Alberta. They are, however, proud to have singers from different tribes such as: Siksika Nation, Cree, Muscogee, Tsuu Tina Nation, Aniywiyaya, the Dakota Nation, and Blackfeet. Eya-hey Nakoda are a world class championship drum group that have been traveling for over 25 years to various powwows and will continue to do so.



### ANITA GAFFNEY

As Executive Director, Anita Gaffney works alongside the Artistic Director in setting the strategic and operational direction for the Stratford Festival. With a budget of \$58 million, the Festival earns 95% of its revenue through ticket sales as well as ancillary and fundraising activities, making it one of the most self-sufficient cultural organizations on the continent.

Ms Gaffney joined the Festival in 1991 and over the past 21 years has held a variety of positions including Director of Marketing during the theatre's years of peak attendance. She designed the Festival's customer relationship marketing system, which remains in use today and has been emulated by arts organizations around the world. In addition to her marketing expertise, Ms Gaffney is highly regarded for her skills in government relations, finance, change management and strategic planning, honed during her years as the Festival's Administrative Director.



### DENNIS GARNHUM

Dennis Garnhum has been Artistic Director of Theatre Calgary since 2005, presiding over the growth of the theatre's subscriber base and the expansion of its education and new play development programs. He has directed nearly two dozen productions for Theatre Calgary, including the world premieres of *The Little Prince – The Musical*, *Lost – A Memoir*, *Beyond Eden*, and Timothy Findley's *The Wars*. Other recent projects include *King Lear* (co-production with Bard on the Beach), *The Philadelphia Story* (in partnership with the Shaw Festival), and *Major Barbara* (co-production with American Conservatory Theater). Aside from his work at Theatre Calgary, Dennis has directed plays, musicals, and operas at companies across the country, including the Shaw Festival, the Stratford Festival, Tarragon Theatre, Manitoba Theatre Centre, Bard on the Beach, Vancouver Opera, Pacific Opera Victoria, Belfry Theatre, Neptune Theatre, and Theatre New Brunswick. His co-adaptation (with author Cathy Ostlere) of *Lost – A Memoir* was nominated for a 2012 Governor General's Literary Award. Dennis is a recipient of a Queen Elizabeth II Diamond Jubilee and a Calgary Award for Community Achievement in Arts.



## MEEGAN GUEST

Meegan Guest is the Vice President of Communications and Planning at Cleveland Clinic Canada. As part of the clinic's leadership team, she is responsible for brand awareness, patient education and growth for the organization. Fueled with a passion for helping people live healthy, active lives, Ms. Guest has over 15 years of experience in the healthcare industry. Prior to joining Cleveland Clinic Canada, Ms. Guest championed the cancer cause as the Senior National Marketing Manager for the Canadian Cancer Society and the Brand Manager for Cancer Treatment Centers of America, a network of cancer hospitals based in the United States. When she isn't working in healthcare, Ms. Guest is actively involved with the McMichael Canadian Art Collection as a Director in Training for the Board of Trustees as well as a supporter of women in leadership through the Women's Executive Network. Ms. Guest graduated from DePauw University in Indiana with a degree in Anthropology. After graduation, she completed a two year management training program with Cancer Treatment Centers of America.



## CJ HERVEY

CJ is an Executive Producer with the emerging platform content studio Secret Location. He has produced numerous new media campaigns for broadcasters and brands that have been honoured by The Emmy Awards, The Webby's, SxSW Interactive Awards, Cannes Lions International Advertising Festival.

His career includes years spent in advertising and broadcast production where he produced television commercials for some of North America's largest brands including Verizon, Comcast, AB/InBev, Hilton Hotels, GM and others.

CJ holds a degree in Economics with a minor in fine art from the University of Western Ontario. He is a graduate of the Canadian Film Centre's New Media Lab a father of two, a long suffering Leafs fan and a street art addict.



## SUE HOYLE

Sue Hoyle has been Director of the Clore Leadership Programme in 2008, having previously been Deputy Director since the programme's creation in 2003. Over the last 12 years, the Clore Programme has awarded over 300 Fellowships in cultural leadership and run residential courses for more than 1,200 experienced and emerging leaders, as well as a governance development programme for board members and senior executives.

Sue's early career included managing a touring dance company, setting up the education department of English National Ballet and teaching English at the Université de Paris X. Sue was Director of Dance and subsequently Deputy Secretary General for Arts Council England, where she had responsibility for arts strategies, policy, research and planning. She has been Head of Arts for the British Council in France and Executive Director of The Place centre for contemporary dance, where she led a capital development and change programme.

Sue is co-author of a comparative study on funding for culture in France and Britain. In 2010, she was made a Chevalier dans l'Ordre des Palmes Académiques for her contribution to French culture.

She was formerly a Trustee of the British Council and the London Philharmonic Orchestra, and chaired the Boards of DV8 Physical Theatre and Shobana Jeyasingh Dance Theatre. She is Programme Adviser to the Advanced Cultural Leadership Programme at Hong Kong University and an Honorary Fellow of Falmouth University.



## RAVI JAIN

Ravi Jain is a multi-award-winning actor, director, international producer and Artistic Director of Why Not Theatre. Under his leadership Why Not Theatre has become synonymous with innovative theatrical experiences which have toured the world. In recent years their RISER project, a unique producing model, which supports artists to make money from their art, has had a significant impact on the Toronto independent community. In 9 years Why Not has created over 20 collaborations performing on 5 continents, including the smash hit *A Brimful of Asha*, which stars Ravi and his real life mother (non-actor). Collaborations Ravi has fostered with Why Not Theatre include festivals such as Harbourfront's World Stage Festival, Luminato Festival and The Pan Am Games Toronto 2015 and international companies like The Tricycle Theatre (UK), Complicite (UK) and The SITI company (USA). Ravi was the inaugural Artistic Director in Residence at The Theatre Centre, and is currently a member of the Artistic Director's Council at Soulpepper Theatre, and is also on the roster of clowns for Cirque du Soleil. Ravi was the director of the multi Dora nomi-

nated Accidental Death of an Anarchist at Soulpepper Theatre. This year Ravi will be directing, We are Proud to Present a Presentation of the Herero of Namibia (Theatre Centre), Salt Water Moon (Factory Theatre), Lisa Codrington's A Black Girl in Search of God (The Shaw Festival), Like Mother Like Daughter (Espace Libre/Complicite Creative Learning/Koffler Centre), and The 39 Steps at Soulpepper Theatre. [www.theatrewhynot.org](http://www.theatrewhynot.org)



### THE HONOURABLE MÉLANIE JOLY

A lawyer by training, Mélanie Joly is passionate about her city of Montréal and the power of positive politics.

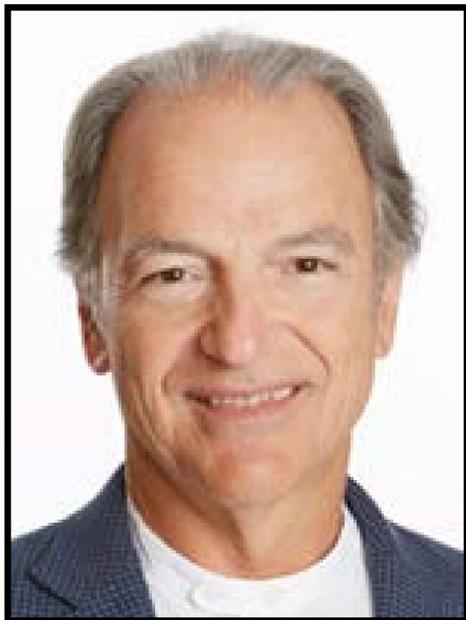
Mélanie worked at two major law firms in Montréal before making the leap into communications, as a managing partner of the Montréal office of the international communications firm Cohn & Wolfe. Founder of Le Vrai Changement pour Montréal party, Mélanie ran for mayor of Montréal in 2013.

A firm believer in the importance of community involvement, Mélanie has served on numerous boards of directors, including those of the Régie des rentes du Québec, Fondation du CHUM, and Musée d'art contemporain de Montréal. She has also served as a spokesperson for Logis Rose-Virginie and as an ambassador for Herstreet.

Mélanie's hard work has been recognized on many occasions. She was selected by Elle Québec as the 2008 Woman of the Year in the "up and coming" category, and was later honoured as the first Quebecer to receive the Arnold Edinborough Award for her involvement in the cultural community.

Mélanie holds an Honours Bachelor of Law from Université de Montréal and a Magister Juris in European and Comparative law from the University of Oxford.





## PIERRE LASSONDE, CM, OQ

Mr. Lassonde's career spans more than 30 years. In 1982, Mr. Lassonde co-founded the Franco-Nevada Mining Corporation, the first publicly traded gold company, which was also recognized for its innovative business model. In 2002, the company merged with Newmont Mining Corp to become the world's largest mining company. He led the start-up of both Metallica Resources and Enghouse Systems Ltd, for which he is a leading shareholder and Director of the company. From 2005 to 2009, Mr. Lassonde also acted as Chairman of the World Gold Council. He is the author of *The Gold Book: The Complete Investment Guide to Precious Metals*, published in 1990 and was inducted into the Canadian Mining Hall of Fame in January 2013.

Mr. Lassonde is an active and engaged philanthropist in both Canada and the United States in the fields of Education, the Arts. He was the Chairman of Opera Colorado's Board of Directors from 2003 to 2008 and is also currently Chairman of the Board of the Musée national des beaux-arts du Québec (MNBAQ) (since 2006). Over the years, he has generously donated to institutions such as the University of Toronto, College Marie-Clarac, the University of Utah, Ecole Polytechnique, the University of Western Ontario, Ryerson and York University as well as the MNBAQ.

Mr. Lassonde has a B.A., University of Montreal 1967, a BSc Electrical Engineering from Polytechnique, Montreal 1971 and an MBA, University of Utah, 1973. He received his P.Eng. Ontario designation in 1976 and CFA designation from CFA Institute, 1984. He holds honorary Ph.D's in Engineering from the Universities of Toronto, Montreal and Ryerson, Doctor of Business, University of Utah and received an Honorary Doctor of Law from York University, June 2014.

He was made a Member of the Order of Canada in 2002 and Officer of the Quebec Order in 2008.

Pierre Lassonde has been appointed Chair of the Board of Directors of the Canada Council for the Arts for a five-year term effective July 28, 2015 to July 27, 2020.



### TAMMY LEE

I believe that when we work together, incredible things can happen. We can change the world! No matter what industry or sector, our efforts ought to be focused on ideas that develop as many mutually beneficial initiatives for as many partners as possible. It just happens that I am a career arts administrator and for more than 25 years now I've had the chance to work with some pretty amazing people and have helped develop some outstanding companies, projects and events. Today, I am testing the belief that the performing arts can learn a great deal from how start-ups pivot and innovate and I am on a mission to prepare the arts & culture sector, the best way I can, to embrace the economic models of the 21st century.

My years of experience have culminated into a singular entrepreneurial goal of building Culture Creates, Canada's first socially innovative and financially viable tech start-up for the non-profit performing arts sector. We can be resilient, even if only incrementally.



### CHRISTINA LOEWEN

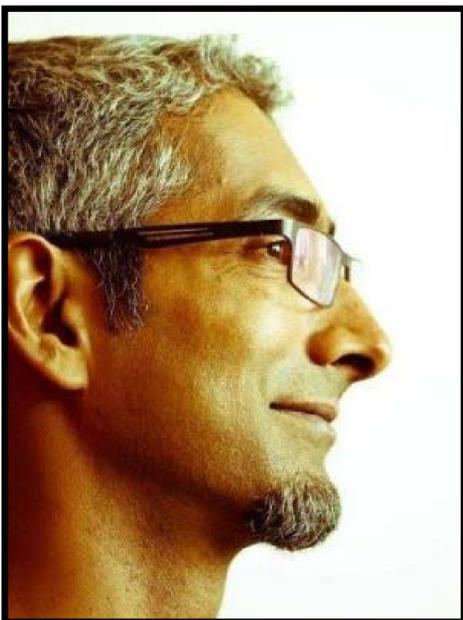
In January 2015, Christina led the pilot program, Lean Arts, in partnership with the Performing Arts Alliance, The Working Group and MaRS, with funding from the Canada Council for the Arts. Based on its success, she co-founded the Arts Accelerator ([www.artxl.org](http://www.artxl.org)) a new not-for-profit that supports innovation in the arts by equipping, empowering and activating cultural entrepreneurs with tools and strategies to build successful artistic enterprises based on validated audience feedback.

Christina also currently serves as Executive Director of Opera.ca, the association for opera in Canada where she has delivered change management programming for the sector along such themes as resilience and system thinking, capitalization, design thinking, and social innovation. Her 18 year career in the performing arts has encompassed senior positions in opera, music, and dance. Before Opera.ca, she was Managing Director for Danny Grossman Dance, Director of Touring for Canada's Royal Winnipeg Ballet, and Director of Marketing with Opera Ontario.



### ALEXIA McKINNON

I am curious, passionate and kind. I enjoy meeting people, learning their stories and guiding them toward finding their gifts. I am dedicated to discovering paths toward integrating indigenous wisdom into our contemporary world. My other passion projects are to nurture and support processes to enhance creativity, imagination and play within nature based schools and to create cross cultural inclusion learning opportunities involving elders and youth.



### AMEET MEHTA

Ameet Mehta is a serial entrepreneur, business coach and innovation catalyst. His recent focus has been on innovation and collaboration capabilities within teams, large organizations and systems.

Through his role as mentor for the Lean Performing Arts pilot and co-founder of the Arts Accelerator ([artxl.org](http://artxl.org)), he is inspired by the potential benefits of cross-pollinating methods, ideas and networks from other sectors through experiential learning, mentorship and ecosystem development.

Ameet co-founded Rawlings Atlantic in 2001, a London/Toronto-based, global consultancy firm that provides C-level strategic and operational advisory services to large as well as emerging companies, focusing on business start-up and turnaround, strategic growth/business development, and transaction support.

He has worked or consulted with Deloitte, Bank of Montreal, Samsung, UK Trade and Investment, My Healthcare Innovation, MaRS (healthcare), Health Strategy Innovation Cell, Defcom Information Security Services, and Sun Microsystems on innovation-related projects. Ameet has an MBA from Harvard Business School.



## EMILY MOLNAR

Emily Molnar, Artistic Director of Ballet BC since 2009, continues to steer the unique company of 17 dancers into an era of innovation and collaboration. Named *The Globe and Mail's* 2013 "Dance Artist of the Year". Molnar is a recipient of the 2015 BC Community Achievement Award and the 2015 YWCA Women of Distinction Award in Art, Culture and Design. She 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. As an internationally respected and critically acclaimed dance artist and choreographer, Molnar has worked and toured extensively throughout Europe, Asia, Mexico, Canada and the U.S. Molnar currently serves as a Director on the Board of the BC Arts Council and is a committee member of the Peter Wall Institute for Advanced Studies Arts Based Initiative. In addition to her work with Ballet BC, Molnar has recently been appointed sessional Artistic Director of Dance at The Banff Centre, a new position designed to guide and inform all Banff Centre dance initiatives throughout the year in collaboration with the Canadian and International dance community.



## SEAN O'NEILL

Sean O'Neill is the Associate Director of Adult Programming and Partnerships at the Art Gallery of Ontario, where he oversees talks, screenings, performances, studio courses, cross-disciplinary programs and special events for adult audiences, along with special initiatives such as the Gallery's Artist-in-Residence program and the Aimia | AGO Photography Prize. In 2012, Sean led the launch of the Gallery's successful First Thursdays program, which has drawn thousands of new visitors to the AGO.

In 2015, Sean hosted *Crash Gallery*, a limited-run series on CBC that takes a fun, irreverent look at the creative process through challenges inspired by movements in art history. In 2011, Sean co-founded the performance collective *Events in Real Time* with artist Liz Peterson. The collective has created multiple performance-based projects, including *Express Yourself*, which was presented in Toronto and New York and won the SummerWorks Festival Jury Prize for Risk and Innovation. Sean sits on the board of Gallery TPW, and in 2014 was named one of the Canadian art community's "Top 30 under 30" by ArtInfo. He is a graduate of the University of Toronto.



### KEVIN ORMSBY

Artistic Director of KasheDance, choreographer, movement coach and Arts Marketing Consultant. The Toronto Arts Council's Cultural Leaders Lab Fellow (2015) and The Canada Council for the Arts' Victor Martyn Lynch – Staunton Award 2014 recipient for outstanding achievement by a mid career artist, he has many interests in the creative practice and administration in dance, and has honed his passion for dance, advocacy, writing and education while performing with various companies and projects in Canada, the Caribbean and the United States. Kevin is an adjunct artist with the Dance Exchange (Washington D.C), was a company member of Garth Fagan Dance (NY), the Assistant to the Artistic Director and Marketing / Outreach Coordinator for Ballet Creole, and performed in works by Marie Josee Chartier, Allison Cummings, Ron K. Brown, Menaka Thakkur, Mark Morris and Bill T. Jones. He sat on the Toronto Arts Council's Dance Committee (2012-2015), the Community Arts Programs Committee (2009 -2012), was Co-chair Performing Arts Committee of the Jamaica 50th Celebrations Steering Committee and is a Board Member at Prologue to the Performing Arts, Nia Arts Center and is Co-Vice President, Chair of the Dance Companies National Standing Council and the Pluralism Advisory Committee at Canadian Dance Assembly.



### JANICE PRICE

Janice Price became President of The Banff Centre on March 16th, 2015. She most recently served as CEO of the Luminato Festival, Toronto's Festival of Art and Creativity, an organization she led since its inception in 2006. As the Festival's Founding CEO, Janice helped Luminato become one of the world's largest and most respected annual multi-arts festivals. The Festival reaches over 800,000 audience members annually, and in its first eight seasons commissioned 75 new works. Previous to Luminato, Janice was the President and CEO of The Kimmel Centre for the Performing Arts in Philadelphia from 2002-2006, and prior to that position she was Vice President of Marketing and Communications and then Interim Executive Director at New York's Lincoln Centre for the Performing Arts.

Prior to her professional engagements in the United States, Janice held senior positions at a number of Toronto arts organizations, including the Hummingbird Centre for the Performing Arts and The Corporation of Roy Thomson Hall and Massey Hall. From 1992 – 1996, Janice was the Director of Marketing and Special Projects for the Stratford Festival.

Janice Price also served as Chair of the Board of Directors for the Festivals and Major Events (FAME) coalition of large Canadian festivals, and as a member of the board of Festivals and Events Ontario where she served on the advocacy and education committees. She is also a member of the National Board of Culture Days.

Ms. Price has served on numerous arts related Boards, and currently serves on the National Board of Culture Days, Business for the Arts, Governor Generals Canadian Leadership Council, and the Council of PostSecondary Presidents of Alberta.



## PENNY RITCO

Penny has been the Citadel Theatre's Executive Director since 2003. A graduate of the National Theatre School of Canada, she worked for many years as a stage manager, production manager, tour coordinator and producer of theatre, dance and music productions, festivals and industrials, across Canada and the US. She later returned to NTS as Director of the English Production Section.

In the mid-80's, Penny crossed over to film and television, producing several award-winning documentaries and dramas, with international coproduction partners, for the National Film Board, Great North Productions, and Alliance Atlantis.

Penny's long and varied experience in the arts makes her a strong leader, able to appreciate and direct the many activities of a major arts organization and a large facility. She has received the Maclab Enterprises Award for Excellence in Arts Administration, the Rozsa Award for Innovation and was nominated for a Women of Vision Award.

Penny is a passionate participant in and advocate for the arts in all their forms and has served on numerous juries and committees. She is currently a member of the Executive Council for TRG Arts.





### **ALICIA ROSE**

Alicia is an arts administrator, workshop facilitator and Managing Director of Framework. At Framework she leads a team in delivering Timeraiser events across Canada, which invests in the careers of emerging artists. She is passionate in developing methodologies of inclusion to engage the voices of the next generations to bolster the arts sector. Some of the organizations she has worked with include: Business for the Arts, Harbourfront Centre and National Arts Centre. She is currently on the fundraising committee for the School for Social Entrepreneurs Ontario and on the Board for Cultural Pluralism in the Arts Movement Ontario as well as Literature for Life. She is currently a 2015/2016 CivicAction DiverseCity Fellow.



### **MICHAEL SERBINIS**

A rocket scientist who once developed jet propulsion systems at age 16, Michael is known as a serial entrepreneur who has built multiple transformative technology platforms across several industries, with over \$1B of exits.

Michael Serbinis is the CEO and Founder of LEAGUE, a new digital health benefits platform that is set to disrupt the world of insurance. Prior to LEAGUE, Michael was the Founder and CEO of Kobo, a global leader in ebooks, and docSpace, a pioneer in cloud storage. Michael got his start building one of the first search engines, Zip2 at the start of the Internet boom.

A member of the Perimeter Institute's Board of Directors, MaRS Discovery District Board of Directors, Board of Trustees at the Ontario Science Centre, a member of the Creative Destruction Lab Board and YPO. Michael is also a mentor & investor in new technology companies through his company Three Angels Capital.



### **RUSSELL WILLIS TAYLOR**

Russell Willis Taylor, President and CEO of National Arts Strategies from January 2001 to January 2015, has extensive senior experience in strategic business planning, financial analysis and planning, and all areas of operational management. Educated in England and America, she served as director of development for the Chicago Museum of Contemporary Art before returning to England in 1984 at the invitation of the English National Opera (ENO) to establish the Company's first fund-raising department. During this time, she also lectured extensively at graduate programs of arts and business management throughout Britain. From 1997 to 2001, she rejoined the ENO as executive director.

Russell has held a wide range of managerial and Board posts in the commercial and nonprofit sectors. She received the Garrett Award for an outstanding contribution to the arts in Britain, the only American to be recognized in this way. Russell currently serves on the boards of the Salzburg Global Seminar, the Arts Management program at American University, the British Council's Arts & Creative Economy Advisory Group, Fractured Atlas, The Charlottesville Albemarle Community Foundation and is a Fellow of the Royal Society of Arts. In 2013, Russell was honored with the International Citation of Merit by the International Society for the Performing Arts, presented in recognition of her lifetime achievement and her distinguished service to the performing arts.



### JESSE WENTE

Jesse Wente is the Director of Film Programmes at TIFF Bell Lightbox, overseeing New Releases, series and TIFF Cinematheque programming and scheduling. Some of his contributions to programming since the opening of TIFF Bell Lightbox in September 2010 include retrospectives on Roman Polanski, Paul Verhoeven, David Cronenberg, Oscar Micheaux, Studio Ghibli and Michael Mann. His first major curatorial project at TIFF Bell Lightbox was the landmark film programme First Peoples Cinema: 1500 Nations, One Tradition and its accompanying gallery exhibition, Home on Native Land, which took place from June 21 to August 11, 2012. In the summer of 2013 he curated TOGA! The Reinvention of American Comedy, which brought cast and crew members of Animal House together for an onstage reunion. In 2014, Wente co-organized the Canadian premiere of the immensely popular travelling exhibition Stanley Kubrick, and programmed the accompanying retrospective that brought Kubrick's key collaborators, members of the Kubrick family, and leading critics and scholars to TIFF Bell Lightbox.

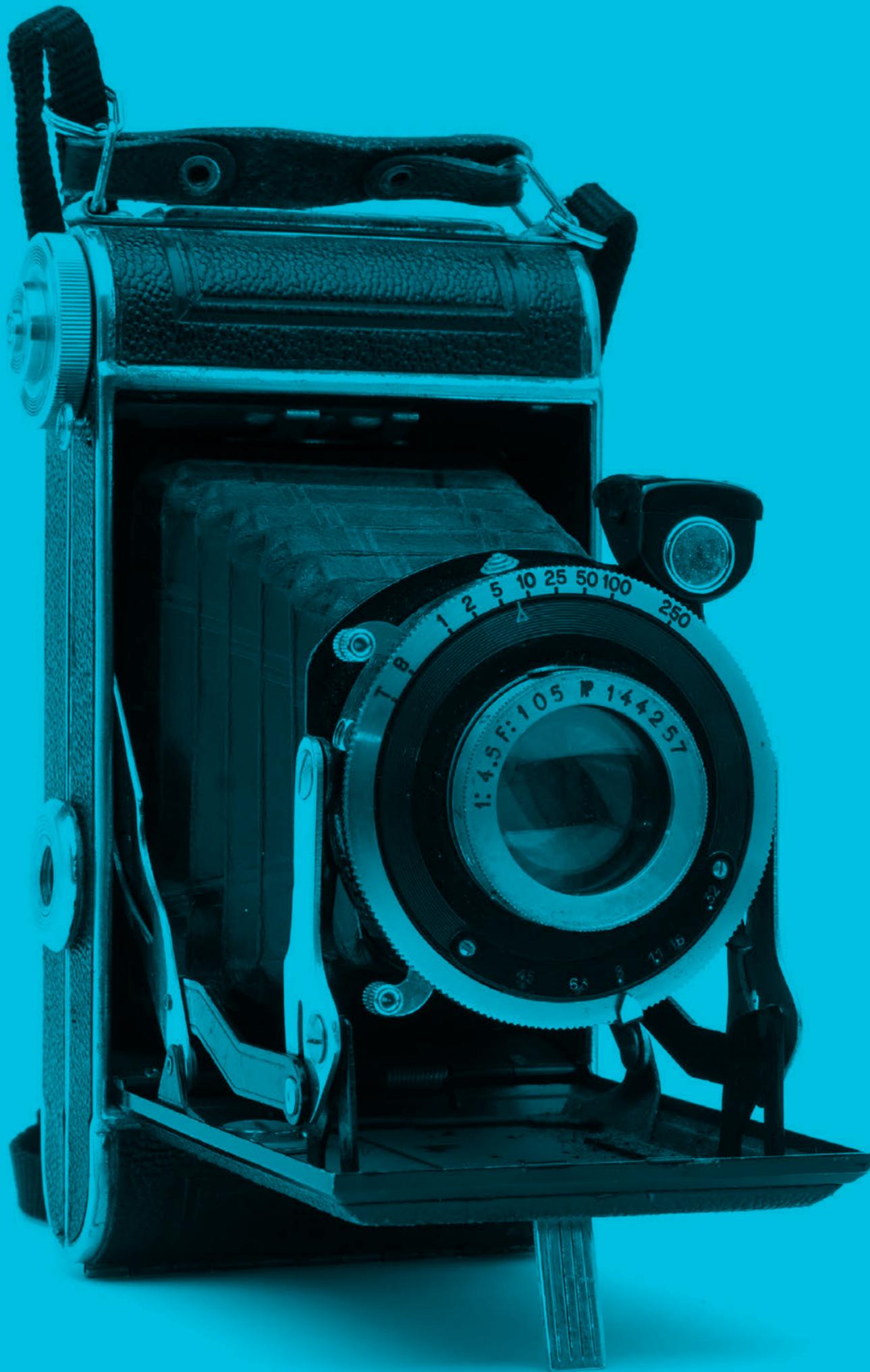
Prior to his appointment as Director of Film Programmes, Wente served as one of the Canadian features programmers for the Toronto International Film Festival, and also programmed for the imagineNATIVE Film and Media Festival. Well known as a film critic and broadcaster in Toronto and across Canada, he is a weekly contributor to CBC Radio's Metro Morning and has covered film and pop culture for 20 other local CBC Radio programs. He has also been a regular guest on CBC Newsworld's News Morning and Weekend Edition, as well as Q. Wente is the former president of Native Earth Performing Arts, Canada's oldest Indigenous Performing Arts Company.



## DR. JOHN YOUNG

Dr. John Young began his role as President and CEO of the Canadian Museum for Human Rights on August 17, 2015. Prior to accepting his position with the Museum, Dr. Young was an Associate Professor of Political Science at the University of Northern British Columbia (UNBC), where he excelled as both an educator and administrator. During his time at UNBC, Dr. Young served as Interim Provost and Vice President Academic and prior to that was the Dean of the College of Arts, Social and Health Sciences. Recognized by UNBC for his teaching excellence, he has been a visiting professor in the United States and Japan and has lived and worked in Germany and Russia. Dr. Young has also worked with the Canadian Parliamentary Centre, as a director of the Canadian Broadcasting Corporation, and on the CMHR Board of Trustees from 2012 to 2015.





## INVITED GUESTS

Christine Armstrong  
Susan Baxter  
Natasha Bood  
Martha Cooley  
Patrick Foran  
Barbara Frum  
Melissa Gruber  
Claudine Hubert  
Nancy Jain  
Seema Jethalal  
Anika Lirette  
Mitchell Marcus  
Jan-Fryderyk Pleszczynski  
Michael Prosserman  
Irfhan Rawji  
Joyce Rosario  
Alicia Rose  
Michael Rubinoff  
Devyani Saltzman  
Ali Shivji  
Gillian Smith  
Robin Sokoloski  
Ryan Stec  
Su Ying Strang



### CHRISTINE ARMSTRONG

Christine Armstrong is Calgary Arts Development's Impact Specialist. She joined the organization in 2013 and has since been instrumental in the drafting, implementation, and impact measurement of Living A Creative Life: An Arts Development Strategy for Calgary. For more details on the strategy, please visit [livingcreative.ca](http://livingcreative.ca).

*"A great leader can see what others can't. They see new pathways to opportunity and success. They see great strengths in those around them. They see bright futures. Most importantly, they inspire others believe in what they see and work hard to achieve it."*



### NATASHA BOOD

As the Executive Director of Toronto Summer Music Festival, Bood has led TSM to notable success in attendance and fundraising including an award for Excellence in Fundraising from the Association of Fundraising Professionals and the 2015 John Hobday Award in Arts Management from the Canada Council. Previously Bood was the Executive Director of the Regina Symphony Orchestra and worked in the marketing department of the Toronto Symphony Orchestra.

*"Leadership in the arts centres around the ability to communicate with and actively listen to a diverse group of stakeholders, while not taking for granted that what we do is incredibly fun."*



### MARTHA COOLEY

Martha Cooley is a filmmaker and arts administrator based in Halifax, Nova Scotia. Martha's career in the film and television industry began as Content Coordinator for the Independent Film Channel. She is currently the Executive Director of the Atlantic Filmmakers Cooperative, a non-profit resource center for independent filmmakers. Martha is a recipient of the 2011 Canadian Progress Club Women of Excellence Award in the Arts and Culture Division.

My personal style of leadership comes from an embodied understanding of the phrase, "change is the only constant." *Leadership is about the ability to be nimble, to respond to change with flexibility, insight and grace.*



### PATRICK FORAN

Patrick Foran is a St. John's based actor and the Producer Artistic Fraud of Newfoundland. Since joining the company three years ago he has produced the revival of *Under Wraps*, a national tour of *Oil and Water* and the premiere of *The Colony of Unrequited Dreams*. As an actor, Patrick recently appeared in Michael Healey's *PROUD* at the LSPU Hall. His next project is a collective creation based on Franz Kafka's diaries and letters titled "I looked at her closely."

Patrick is a graduate of Memorial University's Faculty of Business and George Brown Theatre School

*"Leadership requires imagination, vision, ingenuity and above all, generosity. In my books, to lead is to help those who've helped you and while creating opportunities for the next generation."*



### BARBARA FRUM

Barbara Frum is a dance producer and agent from Toronto, Canada. She developed her education in arts administration through internship positions at organizations including: The Luminato Festival (Toronto), Pomegranate Arts (New York) and Batsheva Dance Company (Tel Aviv). In 2013 Barbara founded "Sharing Spaces", a Toronto-based dance production and management agency. Sharing Spaces currently partners with The Joyce Theater (New York) and Sunny Artist Management (Toronto) to produce new commissions for worldwide touring -- including projects by American Ballet Theater principal dancer Daniil Simkin, the iconic Wendy Whelan, and Malpaso Dance Company (Havana). Sharing Spaces also currently represents an all-male dance company called MADBOOTS DANCE and independent dance artist Bobbi Jene Smith. Barbara is also interim chairman of the board of the Fall for Dance North Festival in Toronto. She is grateful for her connection with a festival focused on presenting both international and national companies in her home city.



### MELISSA GRUBER

Melissa Gruber recently joined the Cultural Industries Practice at Global Public Affairs. Prior to that, she was the Advocacy and Communications Director for Canada's association of visual artists (CARFAC). She has also worked at the Canada Council for the Arts, the Ottawa Fringe Festival and was a member of the Canadian Arts Coalition's steering committee. She is a candidate for Canada's first and only Master of Philanthropy and Nonprofit Leadership at Carleton University.

*"Now is the time for arts leaders to look critically at new models, share information about what works and what doesn't and think about the economic forces (and market failures) that shape our work."*



### CLAUDINE HUBERT

Claudine Hubert is Co-General and Artistic Director of OBORO, an artist-run centre in Montreal that supports production and exhibition of artistic practices in visual art and new media. Through OBORO she curates, writes and develops residency and education programs. Active in the representation of artists' rights, she serves on the board of Independent Media Arts Alliance (IMAA) and Viva! Art Action performance art biennale. A translator by trade, Claudine also contributed to the founding of Third Space Gallery, in Saint John (New Brunswick). She lives in Montreal with her family.

*"I consider leadership an act of balance anchored in kindness and compassion, that should come with an appetite for knowledge and transformation, and most of all, a genuine interest in others."*



### NANCY JAIN

Nancy Jain has over 20 years of international work experience in strategic consulting and industry, and is co-founder and President of a Toronto-based real estate development company that specializes in revitalizing old buildings by using sustainable technologies and design. Inspired by her passion for the arts, philanthropy and socio-economic issues, Jain recently completed her dissertation, *The Art of the Residency*, for an MA in Contemporary Art at Sotheby's Institute of Art (United Kingdom), which complements her previous education in Industrial Engineering from University of Toronto, and an MBA from INSEAD (France). Jain currently serves on several non-profit boards: Power Plant Contemporary, Canadian Opera Company Ensemble, INSEAD Canada.

*"Success in leadership today demands management of the "triple bottom line" to influence social and environmental contribution."*



### SEEMA JETHALAL

Seema Jethalal addresses systemic challenges facing the arts, creatively and inclusively. She is the Managing Director of Daniels Spectrum, Regent Park's cultural hub and serves as a Board member for Manifesto Community Projects. Seema is a TAC Cultural Leaders Lab fellow, and sits on advisory committees for Ryerson City-Building Institute, Roy Thompson Hall & Massey Hall and the TSO's Sesquicentennial celebrations. She has worked with ArtReach Toronto, Lord Cultural Resources, Ninja Tune Records, Luminato, and Zaki Ibrahim. Like Kevin Spacey, she believes that *"if you're lucky enough to do well, it's your responsibility to send the elevator back down"*.



### ANIKA LIRETTE

Anika Lirette is a New Brunswick based actress, documentary director, artistic director, visionary and passionate for the role of arts and culture into social justice for change. Through all of her travels and her international experiences, Anika Lirette always brings universal reflexion into her work. Humanity, Mother Earth's priorities and First Nations spirituality are strong values in the basis of her creative work. She is a strong Acadian Ambassador having directed documentaries, toured around the Atlantic provinces many times as well as in Louisiana and Maine on this subject. Her Acadian identity is strongly inspired by its history and how it can resonate with today and tomorrow, it attaches the aspect of bilingualism, refugees and war, international authenticity in the francophone community and living with a strong vibrant mediation spirit. Anika believes that in order to go further together, we need to walk in the other persons shoes, we need to let down our own strong convictions and give place to the other. Compassion is needed in today's decisive world, especially in politics. Women are needed, they are needed more than ever in order to create balance in order for our future generations to survive.

*"L'union fait la force - we will grow stronger together. There is no room for hierarchy in the decision makings when it comes to the 21st century, the planet knows nothing of borders and profiles, we are all humans. Lets create leadership with human emotions based on love and not on fear."*



### MITCHELL MARCUS

Mitchell is the founder and Artistic & Managing Director of Acting Up Stage Company. Over 12 years, the organization has become Toronto's leading not-for-profit musical theatre company with a program of local productions, national tours, youth training, and new musical development. Additionally, Mitchell has held positions with Luminato, the Hilary Weston Prize for Nonfiction and the Dora Mavor Moore Awards and served on boards and committees for the Metcalf Foundation, TAPA, and the Laidlaw Foundation. Mitchell also holds arts management teaching positions with Ryerson University and the University of Toronto.

*"With the complexities of the cultural environment, arts leaders are heroes in my books."*



### JAN-FRYDERYK PLESZCZYNSKI

Jan-Fryderyk Pleszczyński is the President and co-owner of Digital Dimension, which turns the imaginary into a reality for the gaming, animation and entertainment industries. Prior to jumping into the entrepreneurial adventure, Jan-Fryderyk practiced in corporate law at Fasken Martineau. Chairman of the Conseil des arts de Montreal, and a member of the Board of the Theatre du Nouveau Monde, Jan-Fryderyk was the recipient of the 2015 Arnold Edinborough Award, celebrating a young business professional who has demonstrated exemplary leadership and volunteerism in the arts.

*"Leadership needs to be present at all levels of an organization for it to thrive. It's all about collaboration."*



### MICHAEL PROSSERMAN

Michael is a professional Bboy ("break-dancer") and Founder of UNITY Charity. He has performed for over 300 audiences, has spoken at over 100 schools, and has taught hundreds of workshops all over the world from Canada to Italy to Asia to the Arctic. Michael has competed world-wide, placing first in over 22 competitions. Michael is the founder and Executive Director of UNITY Charity, an organization that uses hip hop to empower youth with the confidence and skills for success through after school programs in break dancing, graffiti art, spoken word poetry and beat boxing. UNITY has reached over 100,000 young people across Canada.

*"True leadership involves living your values in every action you take. If you lead by example with honesty and humility you attract and retain incredible people to collectively live out big dreams."*



## IRFHAN RAWJI

Irfhan Rawji is a Principal with Totem Capital Corporation. Irfhan has significant experience as an investor (Birch Hill Equity Partners, Onex Corporation) consultant (McKinsey & Company, Accenture), and public company officer and senior executive (Parkland Fuel Corporation). Irfhan is committed to public service, having served on the boards of the Heart & Stroke Foundation of Canada, the Harbourfront Centre and Business for the Arts. He is currently on the boards of the Institute for Canadian Citizenship, Glenbow Museum, imagiNation150, and the Harvard Business School Global Alumni board.

Irfhan has a Bachelor of Commerce degree from the Sauder School of Business at the University of British Columbia where he graduated with Honours as a Wesbrook Scholar and a Masters degree in Business Administration from Harvard Business School where he graduated with High Honours as a Baker Scholar.

*"I believe leadership in the arts requires one to be open to doing new, bold, and risky things – both in the creation of and delivery of the art(s) itself, and importantly, in the management of the same."*



## JOYCE ROSARIO

Joyce Rosario is currently Associate Curator at the PuSh International Performing Arts Festival in Vancouver. She developed her practice in performing arts curation concurrent to her work in the dance milieu, leading organizations such as New Works and Made in BC – Dance on Tour. Joyce is a graduate of UBC Theatre Production/Design Program.

*"Some reflections on leadership that has served me well over the years, which are values that I hold equally as a curator: Make space, listen with an open heart and open mind, cultivate curiosity, and above all have courage."*



## ALICIA ROSE

Alicia is an arts administrator, workshop facilitator and Managing Director of Framework. At Framework she leads a team in delivering Timeraiser events across Canada, which invests in the careers of emerging artists. She is passionate in developing methodologies of inclusion to engage the voices of the next generations to bolster the arts sector. Some of the organizations she has worked with include: Business for the Arts, Harbourfront Centre and National Arts Centre. She is currently on the fundraising committee for the School for Social Entrepreneurs Ontario and on the Board for Cultural Pluralism in the Arts Movement Ontario as well as Literature for Life. She is currently a 2015/2016 CivicAction DiverseCity Fellow.

*"It is important for us to think about how to effectively lead through collaboration. It's imperative to connect our talents to achieve meaningful impact and change when necessary."*



## MICHAEL RUBINOFF

Michael Rubinoff is a Toronto based theatre producer, lawyer and the Associate Dean of Visual and Performing Arts at Sheridan College. He is responsible for 7 academic programs and produces Theatre Sheridan's 6 show season. In 2011 he launched the Canadian Music Theatre Project (CMTP), Canada's largest incubator of new musicals. He has produced and developed 12 new musicals via the CMTP. He will make his Broadway producing debut when *Come From Away* opens in spring, 2017. He is a member of the Governor General's 2015 Canadian Leadership Conference.

*"Leadership is inspiring and working with others to realize their full potential."*



## DEVYANI SALTZMAN

Devyani Saltzman is a Canadian writer, curator and journalist. She is the author of *Shooting Water* (Publishers Weekly, Library Journal starred reviews, 'A poignant memoir' The New York Times) and is the Director of Literary Arts at The Banff Centre as well as the Founding Curator, Literary Programming, at Luminato, Toronto's Festival of Arts and Creativity. Her work has appeared in *The Globe and Mail*, *National Post*, *The Atlantic* and *Tehelka*, India's weekly of arts and investigative journalism. She sits on the advisory committee for Project Bookmark Canada and has been a juror for the National Magazine Awards, Canada Council for the Arts and The Hilary Weston Writers' Trust Prize for Nonfiction.

*'Leadership is about vision, inspiration and inclusion, and the ability not only to inspire its execution but to let it be fed by smarter voices in the room.'*



## ALI SHIVJI

Thought leader, Agent of Change, Seniors Quality of Life Expert, Dementia Enthusiast, Recovering Barista

Ali is a partner with Optima Living, a boutique seniors living company focused on creating smaller more intimate seniors living communities that allow residents to be "Welcomed home". He has previously worked with the NHS(UK), McKinsey & Company, and AgeCare Seniors Communities. Ali holds a BEng from McGill, an MBA from INSEAD and is one of Calgary's Youngest Top 40 under 40 recipients.

*"Leadership is the art of bringing people along on a journey that they can feel, engage in, and be empowered by."*



## GILLIAN SMITH

Gillian is VP, Membership and Marketing at the Toronto Region Board of Trade. Dedicated to the arts and civic life in Canada, she is Chair of the Toronto Public Library Foundation, Vice Chair of Community Food Centres Canada, a board director with Business for the Arts and Culture Days and serves on committees of the board of the Art Gallery of Ontario. She is the mum of twins, Aurélie and Clémentine, stepmum to Arnaud, and is married to Paul.

*"Leadership is a deliberate, thoughtful attempt to draw the best out of disparate talents and knit them together in common cause."*



### ROBIN SOKOLOSKI

Robin Sokoloski has been the Executive Director of Playwrights Guild of Canada (PGC) since April 2010. Robin strives to maintain an environment in which creators can devote themselves to the act of creation. She is currently spearheading an initiative called Mass Culture 150 alongside some of Canada's most well regarded arts managers to renew efforts at developing cultural policy for Canada in the 21st century.

*Leadership is to be conscious of balance while mobilizing the world around you.*



### RYAN STEC

Ryan Stec is an artist, producer and designer working in both research and production. Beginning his relationship to the moving image through documentary, his practice has slowly expanded off the edges of the screen, increasingly combining light, color, structure and material with deeper consideration of site and the city. As a producer he has developed creative methods to facilitate collaboration across disciplinary boundaries, and as a researcher is focused on the creative activation of public space as a means for political engagement in the city. He has been heavily involved in the artist-run culture of Ottawa since 1998; is the Artistic Director of Artengine, a center for art, design and research in Canada's capital, and is currently pursuing a PhD in Architecture at Carleton University.

*"Today's leaders need a broad understanding of the complex context in which their organization works. To work with complexity, transforming its challenges into opportunities for creative thinking and action, will be an invaluable quality of any leader as we move deeper into the 21st century."*



### SU YING STRANG

Su Ying Strang is an artist and cultural worker based in Calgary, Alberta. Hailing from the southern United States, Strang relocated to Canada in 2006 to pursue her BFA from the Alberta College of Art + Design. In addition to her studio practice, Strang is the Director of The New Gallery, and the President of the Alberta Association of Artist-Run Centres.

*"Leaders understand the importance of equity, diversity, and empathy, particularly when working towards a shared vision. They mobilize their networks and encourage radical thinking and openness, leading to innovation in their fields."*

# ADVOCACY COMMITTEE REPORT: MARCH, 2016

## MANDATE

At the 2015 Canadian Arts Summit, with an election on the horizon, agreement was reached on the following Advocacy priorities for 2015-16:

- To support the request for increased research that can help to develop an effective case for the arts (this was undertaken by Business for the Arts);
- To support and engage in the collective initiatives of the Canadian Arts Coalition in the run-up to the federal election;
- To continue to work with the Canadian Arts Coalition to advocate for:
  - Doubling the investment in the Canada Council for the Arts to \$300 million
  - Funding for international market access for the arts
- To continue to support Culture Days, an entity created by the Summit to encourage public engagement in the arts.

## UPDATE: MINISTER'S MANDATE AND SUMMIT PRIORITIES FOR 2016

Read the Minister's Mandate Letter here: [pm.gc.ca/eng/minister-canadian-heritage-mandate-letter](http://pm.gc.ca/eng/minister-canadian-heritage-mandate-letter)

When the Prime Minister released his Mandate Letter to the newly appointed Minister of Canadian Heritage, Mélanie Joly, it was clear that the repeated requests that the Summit has been making had been heard. In particular the PM's letter charges the Minister to "deliver on your top priorities" among which are the following:

- Double investment in the Canada Council for the Arts.
- Restore the Promart and Trade Routes International cultural promotion programs, update their design, and increase related funding.

The Minister's Mandate Letter is attached, for information. In it, you will see that there were a further 11 priorities laid out by the PM as well as clear direction to "engage constructively" and to enter into "constructive dialogue". As a result, the Advocacy Committee has actively advocated for the Minister to attend the Summit and she will be attending, along with Deputy Minister Graham Flack. In addition, Pierre Lassonde, Chair of the Canada Council, will bring us up to date with his views on the Council's future plans.

To aid with the discussion at the Summit Advocacy session, the Advocacy Committee decided to survey the Summit membership to gauge your views on what you see as the priorities for our collective advocacy in the year ahead. The Survey is being sent out by Business for the Arts to everyone – whether or not they can attend the

Summit in Banff this year. We look forward to discussing the results with you at the Advocacy session at the Summit in April.

Finally, the Advocacy Committee has agreed that, in light of the fact that there is a new government and many new members of Parliament we should, once again, undertake an Arts Day on the Hill in 2016. The date has been set for October 25th. The Summit has supported such events a number of times, most notably in 2005, 2010, 2011, 2012 and 2014. Working with the Canadian Arts Coalition again we plan to secure the services of a government relations firm to ensure the most effective use of this advocacy event.

## UPDATE: THE CANADIAN ARTS COALITION & THE CANADIAN ARTS SUMMIT

The Canadian Arts Summit was a founding member of the Coalition, which advocated successfully for an increase to the Canada Council's budget in 2005 and subsequently became seen as an effective, non-partisan, umbrella advocating for federal arts support. Sarah Iley was re-elected to the Steering Committee of the Canadian Arts Coalition in 2010, and continues to serve in that capacity, representing the Summit. Camilla Holland also joined the Steering Committee of the Coalition in 2013.

Over the course of the past year the Coalition, ably led by Co-Chairs Frederic Julien of CAPACOA and Kate Cornell of the Canadian Dance Assembly, undertook significant work in preparation for the federal election campaign.

In particular, the Coalition undertook the following activities:

- Following consultation meetings with some 45 member arts service organizations, the Coalition prepared a pre-budget brief for the Standing Committee on Finance.
- The pre-budget brief contained the following recommendations:
  1. In order to encourage job growth in the arts and culture sector, increase the Canada Council for the Arts' Parliamentary appropriation by \$35 million in 2016 with a long-term goal of reaching \$300 million.
  2. Develop Canada's international market access by increasing investment in the Department of Canadian Heritage's Strategic Initiatives by \$15 million and the Canada Council's Arts Abroad - international touring program by \$10 million.
  3. Stimulate the donor base, especially for charities in the arts and culture sector, by introducing the Stretch Tax Credit.
- These became the basis of questions sent to each of the federal parties in order to determine their platforms on arts and culture. All but the Conservatives responded and three parties included the Coalition's requests in their platforms.

- The Coalition mounted a vigorous communications campaign leading up to the election and has subsequently begun planning for an Arts Day on the Hill in October of 2016.
- For the release of the federal budget on March 22nd, preparations have been made to be in the lock-up and prepared to comment immediately.

## CULTURE DAYS

Although Culture Days has been incorporated as a not-for-profit entity, with the former Executive Committee becoming the Board of Directors, it continues, for now, to be housed by the Stratford Festival. Lucille Pacey has replaced Antoni Cimolino as Chair. Jean Giguere is Vice-Chair. Antoni continues to serve on the Board along with Summit members Sarah Iley and Janice Price.

The 2015 Culture Days weekend was the 6th edition of this national event. In the past few years Culture Days has attracted some 10 million Canadians to participate in over 40,000 free, hands-on, interactive activities hosted by a wide variety of artists and arts organizations in over 800 cities and towns during the annual 3-day event at the end of September. The independent research that Strategic Counsel has conducted has shown that 89% of those 10 million participating Canadians feel that Culture Days is an important event in their community and, in fact, as a result of their own participation 57% have increased their own involvement: 39% visiting/attending events more often; 29% volunteering to help and 16% inspired to donate more to arts organizations. There is no question that Culture Days has galvanized Canadians from coast to coast, raising awareness of the arts and of culture through a variety of activities.

The federal government has made a new 3 year commitment to support Culture Days and sponsors CTV Bell and Sun Life Financial have renewed their support as well.

## OTHER ADVOCACY ACTIVITY

Various Summit members have also been working on the following issues over the course of the year:

- Treatment of temporary foreign workers (undertaken by Orchestras Canada and its members)
- Tourism support for major festivals (undertaken by those who are members of FAME / Festivals and Major Events)

# CURRENT ACCOUNT

Over the years, the Canadian Arts Summit has twice levied a fee from Summit organizations to provide funds for a separate Advocacy account. Over time that account has provided some funds to develop Culture Days, to support the Canadian Arts Coalition and to hire government relations support for Arts Day on the Hill.

Total amount remaining in the Summit Advocacy account is \$40,594.

The Advocacy Committee has agreed to provide \$10,000 to the Canadian Arts Coalition to support Government Relations work undertaken to plan and execute an Arts Day on the Hill in October, 2016.

We look forward to a lively discussion with you at the Canadian Arts Summit in Banff.

*On behalf of the Advocacy Committee  
Jim Fleck and Sarah Iley  
Co-Chairs*



# CULTURE TRACK CANADA – PROGRESS UPDATE

April 2, 2016

For those of you who attended the Summit I Chaired last year in Toronto, you will remember that we invited Arthur Cohen to present his firm's research called, Culture Track, which is the largest national tracking study in the US focused exclusively on the ever-changing attitudes and behaviors of cultural consumers in that country.

Following Arthur's presentation, there was a unanimous call from Summit delegates attending for the Summit to pursue a Culture Track study for Canada; furthermore, when I asked delegates the next morning if they would invest \$1000 per organization with a show of hands, again all were supportive.

For those of you who were not present, the feeling among delegates last year was that Canada's cultural institutions would benefit greatly from a Culture Track Canada study, because it would provide essential, deep, rigorous analysis of our vibrant and diverse set of current and potential cultural audiences, which we don't currently have. Deputy Minister Graham Flack also emphasized the importance of rich data in making a case for further investment in the arts in his remarks that day. Many cultural leaders outside of the Summit delegation have also expressed interest in commissioning a Culture Track Canada study, because they share a sense of urgency to comprehensively understand and respond to the changing cultural landscape in Canada.

As LaPlaca Cohen's proposal describes: Culture Track Canada will provide an unparalleled opportunity to understand what audiences want and need, and will arm regional cultural institutions from across the disciplines—from museums to orchestras to cultural government agencies—with specific, actionable data that will accelerate and inform strategic decision-making, and ensure the vitality and enduring growth of cultural institutions into the future.

For your reference, the results of Culture Track 2014 (US) are available to the public at [www.laplacacohen.com/culturetrack](http://www.laplacacohen.com/culturetrack)

Sincerely,

*David Binet*  
*Chair, National Ballet of Canada*  
*Chair, 18th Annual Canadian Arts Summit*

# WHAT'S ON DURING THE SUMMIT

**Celebrate the Arts Summit and along with the JUNO weekend in Calgary. Entrance is free to all of these events to all conference attendees.**



## **THEATRE YES – The National Elevator Project.**

*Various times and locations on the campus during the summit.*

Theatre Yes is an award-winning, boutique theatre company that has toured across the country. We respond to national, and international cultural conversations with programming that invites audiences to become a vital part of each performance. We fearlessly engage audiences in plays and artistic happenings that surprise, challenge and empower, creating regional and national cultural conversations, honouring of art and the artist as forces that challenge and focus us toward exploring complexities of modern life.

Theatre Yes's National Elevator Project is a series of 16 short play between 3-12 mins in length that require audience members to ride elevators with actors placing them in the thick of one-of-a kind performance experiences. The National Elevator Project has been performed at festivals and events in Edmonton, Halifax, Winnipeg, and Calgary, next stop .... Banff.

The plays represent all ten provinces in Canada and were commissioned in partnership with Magnetic North Theatre Festival, Mulgrave Road Theatre, Eastern Front Theatre, Artistic Fraud, Playwrights' Atlantic Resource Centre, Imago Theatre, Nightswimming Theatre, Persephone Theatre, Canadian Centre for Theatre Creation, L'Unithéâtre, Shadow Theatre, Workshop West Playwrights' Theatre, The High Performance Rodeo and Rumble Theatre.

The National Elevator Project was conceived and created by Heather Inglis, co-curated by Melissa Thingelstad and designed by Brian Bast.

Kendra Fanconi's THE CLUB, Greg MacArthur's SWEDEN and Jason Chinn's I LOVE YOUR HAIR AND OTHER CONVERSATIONS and the surprising Eric Rose and David van Belle piece THE PROGRAM will all be featured at this year's Canadian Arts Summit.

"The National Elevator Project was an incredible night of Theatre...The shared experience was intensely personal, passionate and at times very funny." – Annette Loiselle, Actor/ Artistic Director, Skirts Afire Festival

It is conceived and created by Heather Inglis, co-curated by Melissa Thingelstad and Designed by Brian Bast.

[nationalelevatorproject.ca](http://nationalelevatorproject.ca)  
[theatre-yes.ca](http://theatre-yes.ca)



## JUNO JAZZ QUINTET

Thursday 31st March

The Club, 2 sets starting at 9pm

This is an amazing and probably once in a lifetime line-up brought to you by these fabulous artists all nominated in this year's JUNOS. This is your chance to hear them before they hit the stage at the Ironwood in Calgary at the weekend.

Join host Scott Morin ( of cjsw Radio "Jazz Fo Yo Soul!") for two stonking sets featuring former Banff Jazz faculty member Rich Brown on bass, Mark Kelso - drums, Luis Deniz – alto sax, Calgary's own Sheldon Zandboer - piano with special guest, the Humber College emerging star, Joey Martell on guitar.

We are also delighted that rising star Tara Kannangara will be joining the line-up. Tara is JUNO nominated for Vocal Jazz Album of the year, 2016. Tara was a participant in the 2014 Jazz Programme.

*"Tara Kannangara is a wonderful young artist with a prodigious musical gifts and a remarkably mature creative vision. Her music is packed with ideas, and yet it flows along with a natural warmth and elegance. She's got a rare and special combination of assets: her songs are full of soul and wit, her improvisations are graceful and lyrical, and she's a sparkling performer. I can't wait to hear what she does next!"*

**Vijay Iyer**

- Grammy-nominated pianist and composer,  
Director of Banff Centre's Jazz Programme.

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

## THE LEMON BUCKET ORKESTRA

Friday 1st April – The Club, Starts at 9pm

The Lemon Bucket Orkestra is Canada's only balkan-klezmer-gypsy-party-punk-super-band. Born on the streets of Toronto as a busking band in 2010, the original quartet of guerrilla-folk troubadours quickly amassed a battalion of troops armed with brass and bows and started touring the world space.

Their new album, Moorka, was recorded in a friend's barn in Waterloo right after their 3-month Canadian tour and was released in March 2015. It includes re-worked folk songs that the band learned in Romania, Ukraine, Serbia, and Macedonia from local virtuosos on their last European tour, each tune spiked with a unique blend of funk, punk, psychadelia, blues and swing to give it that now infamous LBO momentum. The LBO are on their way to the Juno's in Calgary to celebrate their nomination in the World Music Category. Join them in a lively celebration and get dancing.



**MEASHA BRUEGGERGOSMAN Soprano and  
Christopher 'Topher ' Mokrzewski on piano**

*Special mini concert during the buffet dinner at  
The President's Home*

*Saturday 2nd April 6:30pm.*

Measha needs no introduction to most of you. She is a leading Canadian soprano with an international career in opera with a fabulous repertoire of roles, recordings and concert appearances. More recently she has been embarked a new career in television as a judge on the inaugural season of "Canada's Got Talent".

*"The concert's final, crowning moment came courtesy of soprano Measha Brueggergosman. The New Brunswick native is the closest thing that Canada has to a big classical music star. With the help of expressive accompanist Christopher Mokrzewski, she wasted no time in showing off a magnetic artistry in the French art song."*

- John Terauds, Toronto Star, March 22, 2011

**MAGNUS TIESENHAUSEN**

*Saturday 2nd April – Late night in MacLab Bistro*

Join the Banff Centre's interdisciplinary new media artist, Magnus Tiesenhausen as he presents his selections of rare and interesting grooves.

Magnus Tiesenhausen has been experimenting with sound and music for a number of years. Currently a preparatorial practicum at The Banff Centre's Walter Phillips Gallery, Tiesenhausen's interests expand far beyond the rightly rigorous aspects of drywall, straight lines and paint, to encompass esoteric aspects of sound and noise, the absurd properties of synthetic materials, the unruliness of internet aesthetics, and the wondrous nature of the universe.

## EXHIBITIONS

**things you can't unthink**  
Sara Cwynar, Eunice Luk,  
Virginia Lee Montgomery, Erica Prince  
Walter Phillips Gallery

*things you can't unthink* speculates on conventional materials and making, emphasized through constellations of unusual and familiar objects. Curiously shaped ceramics, mirrored pools, former partitions from Yale University's Particle Accelerator, and video coalesce in the space of the exhibition.

**Rose, Dear**  
Nicole Kelly Westman  
Eric Harvie Theatre, West Lobby

Filmed on location in the Albertan badlands, *Rose, Dear* is a non-linear vignette film where both landscape and female characters interchange as protagonists. The film brings together various analogue technologies such as Super8, stop-motion animation, slide film, and chromogenic photography.

## On the Video Screens in MacLab Bistro

**Embrace**  
Amalie Atkins

Shot in autumn, just outside of Saskatoon, *Embrace* is a short film of Austrian-Canadian twin sisters who partake in a simple yet symbolic ritual of sisterly devotion. Amalie Atkins is a multidisciplinary artist whose work hop-scotches from filmmaking to fabric-based sculpture to performance.

**Blue**  
Bridget Moser

Bridget Moser is a Toronto-based performance and video artist whose work is suspended between prop comedy, experimental theatre, performance art, absurd literature, existential anxiety and in

## ABOUT BUSINESS FOR THE ARTS

---

Founded in 1974, Business for the Arts is Canada's only national charitable organization of business members who support the arts. Our vision is to inspire Canada's business community to partner with the arts to ensure a thriving cultural sector. We connect, educate and invest to bridge the gap between business and the arts.

Visit [www.businessforthearts.org](http://www.businessforthearts.org).

## ABOUT THE BANFF CENTRE

---

The Banff Centre is the world's largest incubator of original art and ideas. Thousands of artists and leaders visit the Centre every year to attend programs that allow them to conceive, produce and present new work and ideas that are shared with audiences at The Centre, across Canada and around the world through physical and digital dissemination on multiple platforms.

Visit [www.banffcentre.ca](http://www.banffcentre.ca)

## JOIN THE CONVERSATION!

---

Make sure you connect to the Canadian Arts Summit partners on Twitter and Facebook, and follow the event on Twitter using **#cdnartssummit**.



**@BUSINESSFTARTS**



**The Banff Centre**  
inspiring **creativity**

**@THEBANFFCENTRE**

## CANADIAN ARTS SUMMIT STAFF

---

**Nichole Anderson**, President and CEO, Business for the Arts

**Aida Aydinyan**, Vice President, Business for the Arts

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

**Raji Aujla**, National Marketing and Program Strategist, Business for the Arts

**Valerie Morelli**, Events Coordinator, Business for the Arts

**Eric Overton**, Graphic Designer and Web Developer, Business for the Arts