

April 6, 2026

Dear Members of Council:

Re: Building Calgary's Creative Future: A Long-Term Arts, Culture and Creative Economy Strategy

On behalf of Calgary Economic Development, I am writing to support the Notice of Motion re: *Building Calgary's Creative Future: A Long-Term Arts, Culture and Creative Economy Strategy*.

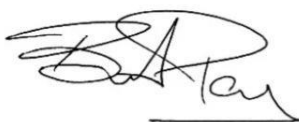
Across the city, creative industries are diversifying our economy, creating jobs, attracting investment and strengthening Calgary's appeal as a place to build a career. From film and television to digital media, design and lived experiences, the creative economy also plays an important role in downtown revitalization and in building more connected communities.

This motion presents a timely opportunity to establish a more coordinated and long-term cultural vision for Calgary, aligned with broader economic priorities outlined in *Uplink: An Action Plan for Our Economy*. This approach will strengthen how we plan and invest in cultural infrastructure, improve predictability for partners and ensure arts and culture are fully integrated into economic development, tourism and city-building efforts.

We support the focus on measurable outcomes, integrated planning and strong partnerships across sectors — an approach that will help Calgary remain competitive with peer cities investing in their creative economies.

We look forward to working with The City of Calgary and partners to advance this work and support the continued growth of Calgary's creative industries as a key part of the city's economic future.

Sincerely,



Brad Parry
President and CEO, Calgary Economic Development
CEO, Opportunity Calgary Investment Fund



April 3rd, 2026

John Pantazopoulos
Ward 6 Councillor – The City of Calgary
John.pantazopoulos@calgary.ca

Re: Letter of Support – Notice of Motion: Building Calgary’s Creative Future

Dear Councillor Pantazopoulos,

On behalf of the National Music Centre (NMC), I am writing to express our strong support for your Notice of Motion, *Building Calgary’s Creative Future: A Long-Term Arts, Culture and Creative Economy Strategy*.

This motion represents an important and timely step toward establishing a coordinated, forward-looking approach to growing Calgary’s arts, culture, and creative economy, especially as it relates to Calgary emergence as a recognized **music city**. As one of Canada’s fastest-growing cities, Calgary has a significant opportunity to align its cultural vision with broader economic, tourism, and city-building objectives, ensuring that creativity remains a central pillar of its future prosperity.

At NMC, we see firsthand the impact that strategic investment in arts and culture can have on a city. Since opening the National Music Centre in 2016, we have welcomed over one million visitors, created over eighty jobs in the sector, contributed to the revitalization of Calgary’s East Village, and positioned Calgary as a national hub as Canada’s home for music and helped to create the conditions for Calgary’s emergence as an emerging **music friendly city**. Our experience reinforces the importance of long-term planning, coordination, stable investment frameworks, and strong partnerships across government, industry, and community.

We particularly support the motion’s emphasis on developing clear objectives, improving coordination, and establishing measurable outcomes. These elements are essential to building a sustainable and competitive creative ecosystem, especially within the Calgary music ecosystem. We also believe there is a meaningful opportunity within this work to further recognize the music sector and industry as a key economic driver supporting jobs, tourism, as well as national and global city branding to position Calgary as a leading “music-friendly city” in Canada.

Through our work with West Anthem (Alberta Music Cities Initiative) and partners across the province and the country, we have seen growing momentum toward a more coordinated approach to music and creative industry development. This motion provides a strong foundation to build on that momentum and to better align Calgary’s efforts with leading global practices.

NMC stands ready to support the City of Calgary, Administration, and partners in advancing this important work. We would welcome the opportunity to contribute our experience, insights, and national perspective as the strategy is developed.

Thank you for your leadership and vision in bringing this forward.

A handwritten signature in blue ink, appearing to read "Andrew Mosker".

Andrew Mosker
President & CEO – Président et Chef de la Direction
National Music Centre
Centre National de la Musique



April 1, 2026

Calgary City Council
800 Macleod Trail SE
Calgary, Alberta T2G 5E6

Letter of Support: Notice of Motion: Building Calgary's Creative Future

Dear Councillor Pantazopoulos and Members of Council,

On behalf of Werklund Centre, I am writing to express our strong support for the Notice of Motion: Building Calgary's Creative Future: A Long-Term Arts, Culture and Creative Economy Strategy.

Calgary is at a defining moment in its evolution. As one of the fastest-growing cities in Canada, we have an opportunity and a responsibility to ensure that our growth is not only measured in population, but in the strength, vibrancy, and inclusivity of our civic life. Arts and culture are not ancillary to that ambition; they are foundational to it.

Over the past decade, The City of Calgary has demonstrated meaningful leadership through investments in arts and culture. These investments—including Werklund Centre, Glenbow Museum, National Music Centre, Contemporary Calgary, cSPACE, and public art initiatives—have helped position Calgary as a city that understands the value of culture as both a civic asset and an economic driver. This Notice of Motion builds on that momentum and takes an important next step: moving from project-based investment toward a coordinated, long-term strategy.

At Werklund Centre, we see firsthand the impact that arts and culture have on our city. As the steward of Western Canada's largest performing arts centre, and as a Civic Partner of The City of Calgary, we host more than 2,000 events annually and welcome hundreds of thousands of Calgarians and visitors into shared experiences that foster connection, dialogue, and belonging. Through our ongoing transformation—Canada's largest cultural infrastructure project—we are working to create a campus that reflects the scale, diversity, and ambition of this city.

But infrastructure alone is not enough. What brings these spaces to life are the artists, organizations, and communities who animate them. A comprehensive, long-term strategy will help ensure that Calgary's creative ecosystem is supported through clear, transparent, and predictable frameworks. This is essential not only for the sustainability of individual organizations, but for the health of the broader sector.

We are particularly encouraged by the Notice's emphasis on:

- Aligning arts and culture with economic diversification, tourism, and city-building;
- Expanding access to cultural experiences across Calgary's neighbourhoods;
- Integrating culture into downtown revitalization and growth planning; and
- Strengthening partnerships across government, the private sector, philanthropy, and community.

These priorities reflect a deep understanding that culture is not a luxury of successful cities—it is a strategy for becoming one.

Equally important is the commitment to establishing shared outcomes and performance measures. As Calgary continues to grow, it will be critical that we are able to articulate, measure, and communicate the impact of investments in arts and culture—not only in economic terms, but in how they contribute to social cohesion, civic pride, and quality of life.



We commend Council for bringing forward this motion and for recognizing the importance of a coordinated, forward-looking approach. Werklund Centre stands ready to work alongside our many community partners to help shape and realize this vision.

Together, we have an opportunity to ensure that Calgary's creative future is not left to chance, but is intentionally built reflecting the aspirations of all who call this city home.

Sincerely,

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Alex Sarian
President & CEO
Werklund Centre



Mayor Farkas and Members of Calgary City Council
Calgary City Hall
Calgary, Alberta

April 6, 2026
Sent via email

Re: Notice of Motion – Building Calgary’s Creative Future: A Long-Term Arts, Culture and Creative Economy Strategy

To Mayor Farkas and the members of City Council,

On behalf of **Calgary Arts Development**, I am writing to express our unequivocal support for the Notice of Motion regarding the development of a comprehensive, long-term strategy for arts, culture, and the creative economy in Calgary.

As Calgary approaches a population of two million, the need for a cohesive cultural vision has never been more urgent. We believe this motion provides the essential framework to transition from fragmented, project-specific investments to a unified, strategic approach that reflects the lived experiences and aspirations of all Calgarians.

Our support is grounded in the alignment between our organizational goals and the seven key directives outlined in the motion:

- **Economic Diversification & Downtown Revitalization:** We strongly endorse the directive to establish shared long-term objectives for economic diversification and tourism (Resolution 1) and to intentionally integrate arts into downtown revitalization (Resolution 4). As noted in our sector analysis, cities that strategically invest in their creative economy are better positioned to attract global talent and foster innovation.
- **Infrastructure & Accessibility:** The motion’s call for a framework to guide strategic capital investments (Resolution 2) and expand access to neighborhood-level cultural programming (Resolution 3) is critical. With major venues like the Werklund Centre, the new Glenbow at the JR Shaw Centre for Arts and Culture, and the Scotia Place event centre on the horizon, we require a clear roadmap to ensure these assets serve the entire city, not just the downtown core.

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calgaryartsdevelopment.com | 403.264.5330



- **Transparency & Partnership:** We welcome the commitment to improve transparency for partners (Resolution 5) and leverage cross-sector partnerships (Resolution 6). This collaborative approach mirrors the success of our own *Living a Creative Life* strategy, which relied heavily on citizen engagement and civic partnership to drive growth.

A Strategic Imperative: Smart Power The development of this strategy is not merely about funding; it is about wielding "Smart Power." As defined in our recent advocacy, Smart Power strategically aligns **hard power** (infrastructure, capital investment, and economic capacity) with **soft power** (attraction, persuasion, culture, and diplomacy).

By adopting the framework proposed in this motion, Calgary can ensure its hard investments in facilities are matched by a robust soft-power strategy that shapes preferences and builds long-term influence. This alignment is essential if we are to become a city that is not only the best in the world but the best *for* the world—a city that is truly deserving of *all* Calgarians.

We stand ready to collaborate with our colleagues in Administration, and other civic partners to ensure this strategy delivers measurable outcomes (Resolution 7) and secures Calgary's place as a global leader in the creative economy.

We urge Council to pass this motion without delay.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Patti Pon', with a horizontal line extending to the right.

Patti Pon
President & CEO
Calgary Arts Development