



A Message From CEO Heather Sinclair

Welcome to our first newsletter! The CEEO began practical operations in March 2011 and grew out of the Waterloo Region Prosperity Council's desire to create a politically agnostic body that would enable the local creative community to become increasingly self-sufficient and economically successful, while also bolstering their image and that of the entire Region, around the world. But behind the scenes leading up to 2011, the CEEO board secured a net per-capita basis funding deal, and we applaud the municipal partners that have joined the call to action infusing over \$700,000 resulting in the creation of NEW regional arts funding. This money was in addition to existing municipal spends and never before available to the creative sector. CEEO is extremely proud to have enabled this.

Today, it is the CEEO's job to position the Waterloo Region as a world class destination to live, work, play and stay by initiating and sustaining outstanding creative enterprise. Simply put, helping the Region's creative sector reach its full potential is the objective. We will accomplish this by:

- Securing investments and creating sustainable revenue streams for the creative sector and for CEEO operations and special projects
- Managing investment for projects that require risk capital and allow the creative sector to go from good to great
- Providing access to services from financial to marketing and from grant-

- writing to personal group benefits plans, business planning etc.
- Providing resources by making access to advice and expertise available to the creative sector

We will be circulating a newsletter regularly, always endeavouring to keep you informed, but if you ever have any questions or ideas, please contact us at your earliest convenience. Our [draft Strategic Plan](#) was developed in mid-2010. This plan informed our current 18 month priorities which can be found in our full [Community Update Presentation](#) (links also below). We will go into this in-depth during our first public meeting at Chrysalids Theatre on November 9th. We have recently created a Facebook site and will also be 'tweeting' in the very near future, so please be sure to follow us on both those social media. There is a huge amount of work to do and we are committed and keen to get down to it.

A handwritten signature in black ink, appearing to read "Heather", with a long horizontal line underneath it.

A Message From The CEEO Board Chair, Roger Farwell

On behalf of the Board we want to thank our private and public investors, and the community for their vision and ongoing support. The CEEO Board was established in March of 2010 and worked diligently throughout the year to complete detailed research and compile community input (all data on creativeenterprise.ca) which resulted in both the procurement of the NEW per capita funding of \$700 K for the sector, the draft CEEO Strategic Plan and the search process required to find and hire the inaugural CEO. We intentionally held off on a mass distribution of this draft plan until we had our CEO in place, and as we know, Heather Sinclair joined as CEO and began work seven months ago at the end of March 2011. We are

delighted to share this draft plan which has informed the immediate action plan and 18 month Strategic Priorities. We continue to work on evolving and fine-tuning the Strategic Plan as we move forward with the community mandate.

The important foundational work for the CEEO and the community has been laid and we have moved quickly into action. We look forward to an ongoing dialogue with you, and to delivering on our mandate for the betterment of our creative workers and our community.

A handwritten signature in black ink, appearing to read 'Heather Sinclair', followed by a period.

What's New

CEEEO INVESTS IN LOCAL ARTS BUSINESSES

At the end of September, the Creative Enterprise Enabling Organization (CEEEO) completed its first round of local investment in the arts. Twelve groups were selected out of 59 applications. Applicants came from all arts disciplines, ranging from individual visual artists and galleries to production studios and education programmes. Investment amounts were as small as \$500 and as high as \$10 000.

“We prefer to use the term investment as opposed to grant,” said Creative Enterprise CEO, Heather Sinclair. “It implies there is a return on the money as with any investment, and for the arts scene in the Waterloo Region, this means not only increased sustainability for artists and arts businesses, but also creates multiplying factors in terms of local economic impact. When an artist or arts business is given a chance to become more economically self-sufficient, naturally they contribute more to the local economy by things they purchase locally be it supplies, eating out, hiring local freelancers and so-on. Attracting visitors and increasing the region’s artistic attractiveness are also off-shoots that have economic impacts,” says Sinclair.

The CEEO was formed last year by the Prosperity Council of Waterloo Region and aims to bring financial stability to the region's arts sectors. Truly a pioneering model, the CEEO is in place to ensure that the Waterloo Region becomes the most attractive place for advanced manufacturing and high-tech companies to set up shop, while it also aims to increase co-operation and synergy between the arts, technology and sciences.

"Attracting talented individuals to the region is one thing, but keeping them here requires a vibrant, thriving and up-to-the-minute, fully accessible arts scene," adds Sinclair. "It has been proven to work in the mega-cities around the world," she said citing the success of enlivening arts investment in London, Paris, New York and Toronto. She has now been on the job for just over six months and is clearly thrilled about the first round of investments. "We invested \$6000 into the KWARTZ lab who sourced a laser cutter in China for \$4000. As I understand it, these units cost upwards of \$40 000 over here. The additional \$2000 for shipping costs will get the equipment into the region before Christmas when KWARTZ lab will see increased membership that will in turn drive economic sustainability," Sinclair said.

The investments include:

- CAFKA – Contemporary Art Forum Kitchener + Area \$10 000
- The New Quarterly: Canadian Writers & Writing \$6 400
- Kwartzlab Society Inc. \$6 000
- Arts Education Initiative \$5 000
- Kitchener Blues Festival \$5 000
- Maxwell's Music House \$5 000
- UpTown Waterloo Comedy Festival \$3 300
- UpTown Waterloo Jazz Festival \$3 300
- Grand River Film Festival \$3 000
- Lost&Found Theatre Company \$2 000
- Canadian Clay & Glass Gallery \$500
- McDonald Art \$500

A WATERLOO REGIONAL ARTS PORTAL

One of the first tasks for the CEEO is the evolution of the existing comprehensive arts websites (artsportalwr.ca and explorewaterloo.ca) into the creation of a truly regional arts portal that constitutes a one-stop shop for audiences, artists, venue managers and any curious member of the public. The primary aim of the portal is to provide artists and audiences a way to connect.

Robin Rhodes, CEEO's Director of Audience Development has been tasked with its creation and intends to get it up and running posthaste. "We have heard from the community very clearly that this is something they want," says Rhodes. "There has been much success with similar portals in London, Ontario as well as New York City," he added, referring to websites such as the one hosted on the New York Magazine website and the much-touted LondonFuse hub created just down the 401. As the portal is developed, modules will be added that will increase the site's usefulness and functionality, allowing among other things, online ticket purchases to Regional events, a database for volunteers and micro-sites populated by the artists themselves. The portal will not compete with existing websites created by the cultural community because it will provide links directly to them. "We are simply providing another way in," says Rhodes. "Think of the listings, both online and in print that NOW Magazine publishes in Toronto. If you want to learn more, you simply click through to the primary or official sites. It is really about driving traffic and interest, not competing for advertising dollars. But if you want to go down that road, increased traffic to any site always increases its potential for earning advertising revenue," he explains.

AUDIENCE DEVELOPMENT

Robin Rhodes recently joined the CEEO team as Director of Audience Development, so we thought we'd take a moment to explain exactly what audience development is.

Audience development is a hand-holding concept that involves actively engaging audiences and taking them through an arts experience while never leaving their side. It is the undertaking of a long-term relationship with an audience and

increasingly challenging them to try new things. This relationship is active; complete with dialogues and exchanges, and it will always be an ongoing process. To use an analogy from the culinary arts, most foodies who want to convince a friend to attempt a move away from traditional North American fare and try Japanese cuisine (for example) do not immediately suggest a plate of blowfish for uni (raw sea urchin, with a very 'distinct' texture and flavour). Rather, they begin by suggesting something safer, like a vegetarian California roll, and gradually move up to sushi, sashimi and so on. As their palette develops, so too does their desire to taste new things, and they are more willing to experiment over time. Before long, the individual may take an interest in visiting Japanese restaurants alone and in turn, tell others about their experience. In the consumption of arts, the concept is similar. As an audience's literacy increases within a specific art; as they develop a taste for that art, they grow hungrier for new and more challenging product. From an audience development standpoint, the hope is that over time, they convince others to share the experience, attend a wider array of events, may consider volunteering, subscribing and perhaps even donating to the institutions nearest to their hearts.

What's Coming Up

CEEEO COMMUNITY UPDATES

The first CEEEO Community Update will be held 4:30pm – 6:30pm, Wednesday, November 9th, 2011 at Chrysalids Theatre, Kitchener. We will provide updates on what has happened to date, what's coming up in the future and a public question and answer session. Click [here](#) for map.

The December Community Update will be held 4:30pm – 6:30pm, Wednesday, December 14, 2011 at the University of Waterloo School of Architecture in Cambridge. Click [here](#) for map.

The January Community Update will be held 4:30-6:30pm, Tuesday, January 24th, 2012 in Waterloo. Location tbc.

"WHAT'S HAPPENING" EMAIL BULLETINS

In the coming weeks we will begin circulation of a bi-weekly email highlighting what's on in the community. If you have an event or show you'd like added to the list please send us your details! To sign up for the bulletin or to add a listing, please contact info@creativeenterprise.ca

REFRESHED WEBSITE

We are doing a quick and dirty refresh to the creativeenterprise.ca website to allow us to be more effective and timely in communications. This should be complete within the coming months. We have engaged Digital North to do this work in recognition of the amount of donated work they have done for CEEO over the past 12 months. Moving forward, it is anticipated that a more fulsome revamp of the site will be part of the overall RFP process noted below.

WE WANT YOU

We are currently populating both the Cultural Database and our mailing list. As of last month there were 279 entries on the Cultural database, and we know this falls far short of everything that is happening locally. Please join our list by sending a quick email to info@creativeenterprise.ca and we will put you on our mailing list. Send us your links, news, and we'll get it included whenever possible. Please forward this newsletter to others you think may be interested or provide them our link to get onto the mailing list.

DOWN THE ROAD

Upcoming sessions and events we are working on include a workshop on "How to Navigate What Funders and Grants Work for Whom". Think of this as a speed-dating session on how to successfully apply for funding. Hosted by CEEO, MCI, and Region of Waterloo Tourism.

Survey on priority resources and services that CEEO should act on for the region. Administered via online survey and virtually painless!

RFP for the enhanced arts portal to be posted by November 30th.

Presentation on the Group Benefits programme for the Region's creative sector that we've been working on with Cowan Insurance Group and the Greater Kitchener Waterloo Chamber of Commerce.

LINKS

[CEEO's 3 Year Strategic Plan \(DRAFT\)](#)

[CEEO Community Update Presentation](#)

CEEO gratefully acknowledges our financial and contra supporters including Accelerator Centre, Cities of Cambridge, Kitchener and Waterloo, Communitech, Greater KW Chamber of Commerce, Ontario Trillium Foundation and the Region of Waterloo. We would also like to thank the Prosperity Council and their member agencies: Canada's Technology Triangle, Communitech, The Cambridge Chamber of Commerce and The Greater Kitchener-Waterloo Chamber of Commerce, for their continued support.

