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LIVING A CREATIVE LIFE:
An Arts Development Strategy for Calgary

Tactical Plan

March 5, 2014

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Introduction

LIVING A CREATIVE LIFE is an arts development strategy for Calgary, by Calgarians. The strategy was produced through a rigorous consultation process facilitated by Calgary Arts Development and is a result of our year as a Cultural Capital of Canada in 2012. **LIVING A CREATIVE LIFE** is guided by the following vision and mission:

> **OVERARCHING VISION: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.**
>
> **MISSION: To align and activate Calgarians in creating a vital, prosperous and connected city through the arts.**

LIVING A CREATIVE LIFE is divided into five focus areas:

- **Creative Communities:** Calgary's communities enjoy access to a rich spectrum of arts experiences.
- **Centre City Arts District:** Calgary's Centre City radiates creative energy from the core out, making it a destination for Calgarians and visitors alike.
- **Arts Incubation:** Calgary strongly attracts artistic talent to live, work and achieve artistic excellence.
- **Artistic Exchange:** Calgary is regarded as a world-class city because its artists, arts organizations and presenters import and export the highest quality of work on regional, national and international markets.
- **Youth & Education:** Calgary's youth become highly engaged and innovative citizens as they connect with their communities through the arts.

Each of these focus areas is divided into the following components:

- **outcome**: the state or condition that does not currently exist but must exist in order to achieve the vision
- **driver**: a movement coordinated by various stakeholders to help achieve the outcome
- **tactic**: a single program, task or initiative that contributes to the driver

Tactical plans are an essential part of **LIVING A CREATIVE LIFE**, as they will detail the work of accomplishing the strategy's outcomes. As the first tactical plan to accompany **LIVING A CREATIVE LIFE**, this document includes, for each focus area:

- **tactics** that contribute to achieving the goals of each focus area
- a list of **signatories** who have committed to aligning with some or all of the strategy's focus areas
- **success indicators and measurements** for each focus area

Future tactical plans will also contain the following:

- a summary of the **work currently being undertaken** in support of each focus area and the **activities of relevant signatories**
- **measurements of progress** in each focus area, as data is collected by Calgary Arts Development in collaboration with **LIVING A CREATIVE LIFE** signatories

Please refer to the **LIVING A CREATIVE LIFE** report, available at LivingCreative.ca, for the context, process overview and strategy framework.

Signatories

The following organizations have committed to aligning their activities in support of one or more focus areas of **LIVING A CREATIVE LIFE**. This list is current to March 3, 2014, and will be continually updated as Calgary Arts Development is in ongoing conversations with potential signatories. Calgary Arts Development will continue to work with these signatories to determine which focus area(s) best align with their activities and aspirations. In addition to the signatories listed below, **LIVING A CREATIVE LIFE** has close to 100 individual and organizational endorsers so far.

- Afrikadey Arts & Culture Society
- Alberta Craft Council
- Alberta Dance Alliance
- Alberta Magazine Publishers Association
- Alberta Media Arts Alliance Society
- Alberta Media Production Industries Association
- Alberta Music Industry Association
- Alberta Potters Association
- Alberta Printmakers Society
- Alberta Theatre Projects
- Antyx Community Arts Society
- Artpoint Galleries and Studios
- ArtsCan Cooperative for Artists
- Arts Touring Alliance of Alberta
- Beakerhead
- Book Publishers Association of Alberta
- Brookfield Residential
- Cab City
- Calgary Animated Objects Society
- Calgary Arts Development
- Calgary Board of Education
- Calgary Boys Choir
- Calgary Chamber, The
- Calgary Economic Development
- Calgary Folk Music Festival
- Calgary Foundation, The
- Calgary International Fringe Festival
- Calgary Men's Chorus
- Calgary Municipal Land Corporation
- Calgary Opera
- Calgary Philharmonic Orchestra
- Calgary Public Library
- Calgary Society of Independent Filmmakers
- Calgary Spoken Word Society
- cSPACE Projects
- Dancers' Studio West Society
- Evergreen Theatre
- Foothill Brass Society
- International Avenue Arts and Culture Centre
- International Avenue BRZ
- International Avenue Mural Society
- Loft 112
- Mount Royal Conservatory
- National Music Centre
- New Urban Development
- Old Trout Puppet Workshop Society, The
- One Yellow Rabbit
- PARK (Promoting Artists, Redefining Kulture)
- Performing Arts Medicine Centre of Excellence
- Regroupement artistique francophone de l'Alberta
- Southern Alberta Jubilee Auditorium
- Springboard Dance Collective Calgary Society
- Soulocentric Performing Arts Society
- Theatre Alberta
- Theatre Calgary
- Theatre Junction GRAND
- Tourism Calgary
- University of Calgary, Faculty of Arts
- University of Calgary, Werklund School of Education
- Visual Arts Alberta Association
- Wolf Willow Studio
- Wordfest
- Writers' Guild of Alberta, The
- YMCA Calgary
- Youth Singers of Calgary

Sample Tracking Sheet

Calgary Arts Development's role in **LIVING A CREATIVE LIFE** is to act as an information hub, particularly in terms of:

- the activity going on in the sector as it addresses each individual tactic of the plan, and
- the performance of the sector and city with regard to achieving the outcomes outlined in the strategy.

The following is a sample of how Calgary Arts Development will track the activities of signatories in support of a particular tactic (Table 1). This tactic is one of several that will contribute to a driver, which will in turn help effect one of the strategy's outcomes. Success indicators and measurements will be tracked at the outcome level (Table 2).

Table 1 is a sample of a tracking sheet for a tactic that will contribute to the driver "Develop sustainable funding models and other initiatives to address the evolving needs of Calgary's arts sector" in the Arts Incubation focus area. It contributes to the outcome measured in Table 2.

TABLE 1: Tactic and Activity Breakdown (Sample)

TACTIC	SIGNATORY	ACTIVITY	TIMEFRAME
Work with the private and public sectors to create funding opportunities for independent artists.	Organization/individual A	Research and pitch the benefits of having a resident artist within a business or workplace to local companies.	Ongoing
	Organization/individual B	Create grant programs specifically for independent artists.	To launch during the 2015-16 fiscal year
	Organization/individual C	Create an educational program for young professionals on buying and collecting art in Calgary.	To launch during the 2014-15 fiscal year
	Organization/individual D	Create a community-supported art program for Calgary.	Presently in the research phase, hoping to launch in 2015
	Organization/individual E	Hire local artists to work within my own company.	Ongoing
	Organization/individual F	As an artist, start networking within the business community, e.g., attend Chamber of Commerce events.	Ongoing

TABLE 2: Arts Incubation Outcome One Success Indicators (Sample)

OUTCOME	SUCCESS INDICATORS	MEASUREMENTS
Calgary artists and arts organizations have access to an ample range of resources required to support artistic creation.	Financial health of the arts sector	Overall revenue of sector (divided into sources) Wages and annual earnings of careers in sector Overall expenses of sector (divided into sources) Capital held by sector Increased capital investment in sector
	Labour capacity of the arts sector	Number of working artists Number of workers in arts occupations Number of of non-profit arts organizations Number of full-time equivalents and artists employed by non-profit arts organizations Number of new grads from Calgary institutions
	Inventory of artistic spaces	Number of adequate, available and affordable arts creation, production, rehearsal, performance and exhibition spaces
	Quantity and diversity of professional opportunities	Number of emerging artist opportunities Reported perceptions on access and utilization of professional development opportunities Perceptions on peer-to-peer networking opportunities and connectedness of arts community

Next Steps

Calgary Arts Development is committed to delivering the following support to **LIVING A CREATIVE LIFE**:

- analyzing data collected from signatories and other sources
- ongoing tracking and annual reporting on the progress made towards the outcomes of **LIVING A CREATIVE LIFE**
- continuing to engage endorsers and signatories to **LIVING A CREATIVE LIFE**
- facilitating collaboration between signatories

In 2015, Calgary Arts Development will present one tactical plan for each of the five **LIVING A CREATIVE LIFE** focus areas. These tactical plans, and those that follow, will include detailed measurements for all of the outcomes outlined in this document, as well as selected signatory activities. The measurements published in the 2015 plan will serve as a baseline against which future years can be measured for progress.

Calgary Arts Development will take **LIVING A CREATIVE LIFE** into account when crafting its next four-year Strategic Plan, to be finalized June 30, 2014. This strategic plan will provide the basis for Calgary Arts Development's budget, which will inform Calgary Arts Development's request to The City of Calgary in fall 2014 as part of their four-year budget cycle.

LIVING A CREATIVE LIFE is an arts development strategy of wide scope, and neither Calgary Arts Development nor the signatories expect all of the tactics outlined below to be undertaken at once. Priorities will emerge as signatories align their work to the strategy's outcomes.

Focus Area: Creative Communities

YMCA Calgary is thrilled and honoured to be a signatory to **LIVING A CREATIVE LIFE**: An Arts Development Strategy for Calgary. *This important and forward-thinking strategy perfectly aligns with our YMCA Calgary vision—"our communities are vibrant and healthy because children, youth and adults belong, grow, thrive and lead."*

YMCA Calgary believes arts and cultural programming represents an excellent opportunity to expand the definition of wellness in the community. We will develop user-focused arts programming with an emphasis on discovery in a range of artistic modes. It will include performing arts (music, dance and drama), visual arts (traditional and new media-based) and offer opportunities for multi-disciplinary and cross-disciplinary exploration. YMCA Calgary will integrate a number of strategies, including "how-to" arts mentorship, new work development, amateur and professional exhibition and creative play. We intend to partner with both professional and amateur cultural groups in the city, leading to new, surprising and exciting collaborations beyond traditional arts practices. YMCA Calgary's focus will be around creating opportunities for the community to have milestone arts and cultural experiences, and we aim to incorporate this new area of impact in both our current facilities and in new City of Calgary facilities we will be operating.

Ken Lima-Coelho
VP, Communications + Financial Development, YMCA Calgary

Outcome one: A wide variety of arts experiences are embedded in neighbourhoods across the city.

DRIVER: Encourage the private, public, community and arts sectors to incorporate the arts into the daily lives of Calgarians in both purpose-built and alternative arts spaces.

Tactics:

- Create artist residency programs across all sectors and neighbourhoods.
- Embrace the opportunity to include live/work arts spaces in new developments across the city.
- Maintain or increase investment in public art.
- Broker connections between the arts and the private sector to encourage an arts presence in corporate and commercial space.
- Create incentives for artists and arts organizations to bring their work to neighbourhoods across the city.
- Extend the "Cut Red Tape" program to include the municipal processes required to produce arts events in alternative spaces.

DRIVER: Increase awareness within the arts community of opportunities to create and present work in neighbourhoods throughout Calgary, in both purpose-built and alternative arts spaces.

Tactics:

- Create a centralized agency or roster that connects artists, freelance arts educators, arts organizations, families and community groups to ease the process of bringing the arts into homes and communities.
- Create a city-wide inventory of available arts spaces, both purpose-built and alternative.

SUCCESS INDICATORS:

- Quantity and usage of arts spaces across the city, measured by:
  - Number of available purpose-built and non-traditional arts spaces
  - Number of nights arts spaces are occupied
  - Total audience capacity of spaces in inventory
- Quantity and diversity of arts events across the city, measured by:
  - Number of arts events (classes, performances, exhibits, etc.) in the city
  - Percentage of arts events by on discipline
- Calgarians' engagement in the arts, measured by:
  - Percentage of Calgarians who volunteer in the arts
  - Percentage of Calgarians who attend arts events
  - Percentage of Calgarians who undertake a personal artistic practice

Outcome two: Calgarians' arts participation and the arts sector itself are reflective of Calgary's diversity, its inclusivity and the desire of Calgarians to learn more about one another.

DRIVER: Encourage cross-cultural collaboration during the artistic process to create more diverse arts programming that will attract audiences from across the city.

Tactics:

- Work with the private and public sectors to create and maintain opportunities to fund and promote citizen-led artistic initiatives.
- Create incentives for artists and arts organizations to produce work that reflects Calgary's cultural diversity.
- Produce events that encourage cross-cultural exchange and networking between arts organizations, artists and cultural groups.

DRIVER: Increase support for Calgary-based artists who are new to Canada.

Tactics:

- Work with the private and public sectors to create funding opportunities for new Canadian artists in Calgary.
- Ensure that new Canadian artists feel welcome in Calgary and are aware of opportunities for networking with the arts community.

DRIVER: Diversify the range of cultural, social, geographic and economic voices within the arts community.

Tactics:

- Encourage arts organizations to diversity their boards of directors, staff and artists.
- Ensure that municipal arts and culture organizations extend invitations to diverse populations when engaging in public consultations or review processes.

SUCCESS INDICATORS:

- Artists and arts participants represent diverse populations, measured by:
  - Percentage of arts engagement by race/ethnicity, age, geographic location and socio-economic status
  - Number of immigrants making a living as an artist
- Quantity and variety of culturally diverse arts events across the city, measured by:
  - Percentage of cultural backgrounds represented in arts events (classes, performances, exhibits, etc.) in the city

Focus Area: Centre City Arts District

As Calgary Municipal Land Corporation (CMLC) spearheads the transformation of Calgary's oldest downtown neighbourhood, East Village, we have gained a keen perspective of the energy required to change opinions and perceptions. Once viewed as a derelict neighbourhood with social challenges and few redeeming qualities, East Village is now blossoming into a community of 11,500 urban explorers who are united in their desire to belong to a vibrant community—a community with great amenities and ready access to art and cultural experiences. The personality of East Village is fast becoming synonymous with music (National Music Centre); literature and learning (new Central Library), and community arts programming (Opera in the Village; permanent art installations, other) and for these reasons, urban explorers are choosing to call this community home.

As we study the **LIVING A CREATIVE LIFE** *strategy, we relate to the new energy and thinking being cultivated by Calgary Arts Development. We imagine the leaders of Calgary Arts Development as placemakers, visionaries who must challenge old opinions and perceptions to uncover a new energy for Calgary's arts/cultural personality. The task Calgary Arts Development is undertaking is commendable and the* **LIVING A CREATIVE LIFE** *strategy thorough; and if the strength of the strategy lies in their many community partnerships and supporters, then, they may call on CMLC for support.*

Susan Veres
Vice President, Marketing & Communications, Calgary Municipal Land Corporation

Outcome one: A wide variety of arts experiences are embedded in the Centre City, creating a dynamic, central arts hub for the city.

DRIVER: Prioritize the creation and upkeep of purpose-built arts spaces within the Centre City.

Tactics:

- Draft a 10-year plan for the sustainability of Centre City purpose-built arts facilities.
- Extend the reach of the density bonusing system to include contributions to purpose-built arts facilities.

DRIVER: Ease the process of creating arts experiences in alternative spaces within the Centre City.

Tactics:

- Broker connections between the arts and the private sector to encourage an arts presence in corporate and commercial spaces within the Centre City.
- Ease and streamline municipal processes to accommodate innovative arts projects within the Centre City.
- Increase awareness within the arts community of purpose-built and alternative arts spaces available in the Centre City.

DRIVER: Include an artistic element in key aspects of Centre City planning.

Tactics:

- Encourage integrated arts experiences within Centre City plans.
- Embrace the opportunity to include live/work artist space in new developments within the Centre City.
- Invest in public realm infrastructure (e.g., water or power sources) that supports arts experiences within the Centre City.

SUCCESS INDICATORS:

- Quantity and usage of Centre City arts spaces, measured by:
  - Number of available purpose-built and non-traditional arts spaces
  - Number nights these spaces are occupied
  - Total audience capacity of spaces in inventory
- Quantity and diversity of arts events in Centre City, measured by:
  - Number of arts events in the Centre City
  - Percentage of arts events held in the Centre City based on discipline

Outcome two: Calgarians and tourists often visit the Centre City specifically to experience the arts.

DRIVER: Provide resources to create remarkable arts experiences in the Centre City.

Tactics:

- Work with the private and public sectors to create new funding opportunities for remarkable arts experiences in the Centre City.
- Work with organizations and agencies to create more arts events that draw people to the Centre City during the winter months.
- Maintain or increase public and private sector investment in publicly accessible art.

DRIVER: Create incentives to travel to and within the Centre City from other parts of Calgary.

Tactics:

- Increase or improve multimodal transportation options to allow Calgarians and tourists to move quickly and easily throughout the Centre City.
- Improve the connectivity and experience of moving between arts events throughout the Centre City.
- Pool marketing dollars and media sponsorships to implement a marketing strategy to bring more Calgarians to the Centre City.
- Promote parking incentives to draw people to the Centre City on evenings and weekends.

SUCCESS INDICATORS:

- Attendance at Centre City arts events, measured by:
  - Number of attendees at paid and free Centre City events
- Number of people travelling to or within the Centre City outside of business hours, measured by:
  - Number of hotel rooms booked annually in the Centre City
  - Number of hotel room stays by arts patrons
  - Foot, vehicle and transit traffic in Centre City

Focus Area: Arts Incubation

cSPACE is a proud signatory to **LIVING A CREATIVE LIFE**, *a call to collaborative action for those who are restless for Calgary to become even more remarkable, more inclusive, more open and more edgy.*

Great cities are incubators of creative talent and Calgary's new arts development strategy is an inspired road map to ensure our talent thrives, not just survives.

The impacts that young creators generate in our economy are deepening as we emerge as a truly cosmopolitan city. As individuals, they engage us in dialogue as thoughtful and passionate citizens. They enliven our neighbourhoods, creating desirable places to live. They spark innovations and bring imagination into our workplaces.

Brought together and empowered to take creative risks, they have even more potential to be powerful forces in the life of our communities and economy.

cSPACE's work is deeply aligned with this aspiration, dedicated to building a network of affordable and sustainable workspaces for risk-taking artists, innovative non-profits and start-up social enterprises. We believe that these entrepreneurial communities of artists, designers, musicians and makers can shape our city for the future.

Imagine what young creators could do with an inspiring space, a collaborative community and the entrepreneurial confidence to bring their ideas to life? The opportunities for generating social, economic and cultural value in Calgary would be unlimited.

This is why incubation matters to our city and this is why we are champions of **LIVING A CREATIVE LIFE**.

Reid Henry
President and CEO, cSPACE Projects

Outcome one: Calgary artists and arts organizations have access to an ample range of resources required to support artistic creation.

DRIVER: Develop sustainable funding models and other initiatives to address the evolving needs of Calgary's arts sector.

Tactics:

- Work with the private and public sectors to strategically invest in arts spaces.
- Work with the private and public sectors to strategically invest in the ongoing operations and programs of arts organizations.
- Research and develop new investment trends that push for social return on investment, such as social impact bonds and working capital loans.
- Create events and programs to increase and strengthen partnerships between the arts and the private sector.
- Work with the private and public sectors to create funding opportunities for independent artists.
- Continue ongoing public consultation and monitor the current state of the arts sector.
- Offer both artistic and business training as part of post-secondary arts programs.

DRIVER: Provide ample opportunities for emerging artists to transition from school to their professional arts careers.

Tactics:

- Create incentives for arts organizations to offer emerging artist programs.
- Create large-scale opportunities through which emerging artists can showcase their work.

DRIVER: Increase opportunities for artists and arts organizations to network, learn and share their knowledge and resources.

Tactics:

- Pool knowledge from across sectors to increase awareness of rental space available for creation, performance and exhibition, varying in size, type, price and location.
- Create platforms or events where artists and arts organizations can meet one another and develop relationships.

SUCCESS INDICATORS:

- Financial health of sector, measured by:
  - Overall revenue and expenses of sector (divided into sources)
  - Wages and annual earnings of careers in sector
  - Capital held by sector
  - Increased capital investment in sector
- Labour capacity of sector, measured by:
  - Number of working artists and of workers in arts occupations
  - Number of non-profit arts organizations
  - Number of full-time equivalents and artists employed by non-profit arts organizations
  - Number of new graduates from Calgary art institutions
- Access to an inventory of arts spaces, measured by:
  - Number of adequate, available and affordable arts creation, production, rehearsal, performance and exhibition spaces
- Quantity and diversity of professional opportunities for artists, measured by:
  - Number of emerging artist opportunities
  - Reported perceptions on access and use of professional development opportunities for artists
  - Perceptions on peer-to-peer networking opportunities and connectedness of arts community

Outcome two: A strong arts sector is highly valued by Calgarians and is part of what defines us as a city.

DRIVER: Raise Calgarians' artistic discourse to a higher level.

Tactics:

- Increase the amount of informed arts criticism that appears in Calgary media.
- Maintain or increase investment in public art.
- Increase public awareness of Calgary's local arts awards.

DRIVER: Encourage Calgary's private and public sectors to incorporate the arts into their operations and business practices in a way that is meaningful for them and impactful to their stakeholders.

Tactics:

- Encourage Calgary's private and public sectors to incorporate the arts into their operations and business practices in a way that is meaningful for them and impactful to their stakeholders.
- Continue and strengthen municipal arts events and programs such as Calgary's Poet Laureate Program and the Mayor's Lunch for Arts Champions.
- Include arts sector leaders in the decision-making processes surrounding important municipal issues.

DRIVER: Increase Calgarians' familiarity with arts opportunities available to them across the city.

Tactics:

- Create incentives for new audiences to engage with the arts.
- Direct more resources to ongoing, widespread promotion of arts experiences across the city.

SUCCESS INDICATORS:

- The Calgary Foundation's *Vital Signs* Arts & Culture grade
- Calgarians' familiarity with and awareness of local arts activities, measured by:
    - Awareness of the arts scene in Calgary among both Calgarians and non-Calgarians
- Increased media coverage of the arts in Calgary, measured by:
    - Volume (number of articles) and tone (qualitative nature of articles) of traditional media coverage
    - Volume (number of mentions, number of shares/retweets) and tone (qualitative nature of mentions) of social media

Outcome three: Calgary's arts professionals are able to dedicate themselves to their careers while maintaining a healthy and fulfilling quality of life.

DRIVER: Increase the affordable housing options available to Calgary arts professionals.

Tactics:

- Embrace the opportunity to include live/work arts space in new developments across the city.
- Increase awareness within the arts community of programs that address affordable housing.
- Support existing and proposed municipal initiatives that address affordable housing in Calgary.

DRIVER: Increase the resources available to arts professionals to help them manage their personal health, wellness, safety and finances.

Tactics:

- Establish new resources specifically to address the health, wellness, safety and financial needs of artists.
- Increase awareness within the artist community of programs that address health, wellness and financial literacy.
- Pool resources to reduce the living costs of retired artists.

SUCCESS INDICATORS:

- Housing security of arts professionals, measured by:
  - Adequacy, suitability and affordability of housing of arts community, based on Canadian Index of Wellbeing
  - Number of affordable housing units available to artists in Calgary
  - Number of affordable housing units occupied by artists in Calgary
- Financial security of arts professionals, measured by:
  - Perceptions on income adequacy of artists
  - Assessment of savings habits among artists
  - Number of arts professionals with access to EI, receiving welfare and with retirement plans and/or pension plans
- Access to health care for arts professionals, measured by:
  - Number of arts professionals with access to health benefits, covered by benefits, working in safe conditions, receiving regular health care and with a family doctor

Focus Area: Artistic Exchange

The Calgary Folk Music Festival is happy to put its stamp on the **LIVING A CREATIVE LIFE** *strategy, particularly around the Artistic Exchange focus area as that's what we're all about. The Calgary Folk Music Festival is one of Calgary's most prominent events, attracting over 53,000 audience members annually from around the globe. Each year, we program over 120 professional performing acts and 500 individual artists at the (35th) annual Festival on Prince's Island Park in 120+ concerts and collaborations on 11 stages as well as at its year-round venue, Festival Hall. We're a collaborative organization that's very engaged with other local, national and international organizations, conferences and festivals. The Festival is also key to the development of local artists' careers, by programming them with national and international artists and utilizing our expertise and networks to provide resources, information and connections to the national and international music industry.*

We are proud to be ambassadors for **LIVING A CREATIVE LIFE** *and align our existing activities to the Artistic Exchange goals, bringing outstanding international artists to our city so Calgarians can experience stellar music, while celebrating the strength of our incredible homegrown talent for the world to enjoy.*

Kerry Clarke
Artistic Director, Calgary Folk Music Festival

Outcome one: Calgarians benefit from experiencing world-class art presented locally.

DRIVER: Support and strengthen arts events and organizations that present national and international artists, performers and productions as part of their mandates.

Tactics:

- Work with the public and private sectors to create new funding opportunities for local arts organizations that present the work of national or international artists.
- Create and support large-scale arts events that specifically showcase world-class art.

DRIVER: Ease the process of importing artistic work from outside the city.

Tactics:

- Establish a strong network of Western Canadian presenters that can work together to create attractive touring opportunities for national and international artistic work.
- Train Calgary arts organizations in how to navigate the customs system and import international talent.

SUCCESS INDICATORS:

- Quantity of artistic work from outside Calgary presented locally, measured by:
  - Number of artistic works presented and number of visiting artists in Calgary
- Calgarians' perception of Calgary as a world-class city, measured by:
  - Perception survey of Calgarians
- Local media coverage of national and international art presented in Calgary, measured by:
  - Volume (number of articles) and tone (qualitative nature of articles)

Outcome two: Made-in-Calgary artistic work has a high profile outside the city and is often found on tour in other regions, provinces and countries.

DRIVER: Raise the profile of our outstanding local artists and arts organizations.

Tactics:

- Encourage national arts critics and media outlets to visit Calgary and provide informed criticism of our artists and arts organizations' work.
- Train Calgary artists and arts organizations in creating "export-ready" products that attract tourists from outside the city limits.

DRIVER: Ensure that artists are included in trade missions at the municipal and provincial levels.

Tactics:

- Ensure that Calgary has a strong presence at prominent international arts exhibitions, festivals and trade shows.
- Create opportunities to host and attract international presenters to Calgary to scope out our local talent.

DRIVER: Ease the touring process for Calgary artists and arts organizations.

Tactics:

- Work with the public and private sectors to create new funding opportunities for touring.
- Facilitate memberships to international organizations that promote artistic tours for artists and arts organizations.

SUCCESS INDICATORS:

- Quantity of Calgary-based artistic projects exported beyond the city, measured by:
  - Number of Calgary-produced artistic works toured outside of Calgary
- Non-Calgarians' perception of Calgary as world-class city, measured by:
  - Perception survey of non-Calgarians
- National and international media coverage of Calgary-produced artistic work, measured by:
  - Volume (number of articles) and tone (qualitative nature of articles)

Focus Area: Youth & Education

The Calgary Board of Education (CBE) believes the arts play an integral part in every student's educational experience, where students learn of, about and through the arts. Multifaceted and process-oriented, arts curriculum provides students with opportunities to engage and build competencies required for contemporary learning. Collective creativity and collaboration with experts, arts organizations and partners ensure a unified vision where we value the integrity of the artistic disciplines as well as integrate arts throughout the curriculum.

To emphasize the importance of the arts, Calgary Board of Education will align the outcomes for **LIVING A CREATIVE LIFE***'s Youth & Education outcomes to CBE's Three-Year Education Plan. The intention of CBE's Three-Year Education Plan is to ensure student success is realized through personalizing learning, building professional capital, engaging our public and stewarding our resources. At CBE we are committed to finding ways to enable students to gain greater perspectives, extend their visions and to strive for new ways of apprehending the complex world.*

As Calgarians recognize the value of the arts, we will continue to seek out authentic arts experiences for youth, and design learning that includes artists and arts organizations. Through increased participation, the creation of an independent artist roster, developing training for artists and teachers as well as sharing facilities throughout the city, we will increase participation and awareness of the programs and events offered for youth by freelance arts educators, artists and arts organizations.

CBE has demonstrated its commitment to including arts in a wide variety of student experiences by creating the document, "Starting a Conversation for a Blueprint for the Future of Fine and Performing Art Education." This document supports the development of Alberta Education's New K-12 Curriculum Redesign and emphasizes the arts as a way of developing creative competencies. This thinking requires CBE to encourage authentic encounters with art and artists, which means that CBE will facilitate partnerships, job shadowing, and opportunities for mentorships and internships with artists and arts organizations. CBE is also actively incorporating the arts into existing community programs, such as Junior Achievement's 'Entrepreneurial Artist,' Beakerhead Summer Institute and the Maker Movement.

It is now well known that engagement in and through the arts enhances academic success and contributes to students' overall wellness. Calgary Board of Education is dedicated to sustaining and nurturing the arts by building strong alliances globally, nationally, provincially and with Calgary's arts community.

Julie Barton
Fine Arts Specialist, Calgary Board of Education

Outcome one: Calgarians recognize the value of the arts in developing creative thinking, and seek out authentic arts experiences for youth.

DRIVER: Increase awareness of the programs and events offered for youth by freelance arts educators, artists and arts organizations.

Tactics:

- Support Calgary artists, freelance arts educators and arts organizations in communicating with educators and navigating education systems.
- Create a city-wide event that provides free access to educational arts opportunities for one day or weekend per year.
- Create a centralized roster that connects artists, freelance arts educators, arts organizations, teachers, families and community groups to ease the process of incorporating the arts into education.

DRIVER: Emphasize the value of the arts through their inclusion in a wide variety of youth programs.

Tactics:

- Support the development and implementation of K-12 curriculum that emphasizes the arts as a way of developing creative competencies.
- Incorporate the arts into existing community programs for youth.
- Include an arts element in youth volunteer programs.

SUCCESS INDICATORS:

- Youth arts participation, measured by:
  - Number of youth attending arts events
  - Number of enrollments in arts classes
  - Number of youth volunteering in the arts
- Perceptions of the value of arts experience for youth, measured by:
  - Perception survey of youth and adults about the value of arts experiences during education and upbringing
- Correlations between arts participation and academic achievement among youth
- Correlations between arts participation and community involvement among youth

Outcome two: A strong base of resources facilitates authentic arts experiences for youth.

DRIVER: Sustain a healthy baseline of funding dedicated to arts programs in schools and communities.

Tactics:

- Continue to offer subsidies for youth admission to arts events and increase awareness of these programs.
- Advocate for the preservation or improvement of arts funding for schools.
- Work with the private and public sectors to create and maintain funding opportunities for authentic arts experiences for youth.

DRIVER: Optimize the use of resources already present in school and community settings to increase access to authentic arts experiences.

Tactics:

- Increase the comfort and knowledge levels of educators in all artistic disciplines through effective professional development.
- Pool existing resources (such as equipment, funds, insurance, facilities and transportation) and spread them equitably across a given school board.
- Optimize the use of school facilities as community hubs for the arts.
- Increase the use of digital infrastructure and develop digital platforms to deliver authentic arts experiences online.

SUCCESS INDICATORS:

- Quantity of arts experiences available to youth, measured by:
  - Number of arts experiences in schools and outside of schools
  - Number of arts experiences available online
- Equitable access to arts experiences for all youth, measured by:
- Percentage of arts engagement by race/ethnicity, age, location and school