

LIVING A CREATIVE LIFE: An Arts Development Strategy for Calgary

2015 Tactical Plan

March 31, 2015





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Overview

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 detail the work required to accomplish the strategy's outcomes. Revised annually with input from **LIVING A CREATIVE LIFE** stakeholders, this document includes:

- **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.

Initially, tactical plans were also intended to include measurements of progress for each focus area; however, because of the volume of information, these measurements will be published separately every November. The **Success Indicator Baseline Report**, released in November 2014, is available at LivingCreative.ca. Future success indicator reports will compare their measurements against the baselines outlined in the 2014 report.

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 in this document to be undertaken at once. Priorities will emerge as signatories align their work to the strategy's outcomes.

Please refer to the complete **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 30, 2015, and an updated list is available at LivingCreative.ca. Calgary Arts Development will continue to work with these signatories to determine how their activities best align with the tactics in this document. In addition to the signatories listed below, **LIVING A CREATIVE LIFE** has more than 300 individual and organizational endorsers so far

Arts Organizations

- 4th Street Festival Society
- Afrikadey Arts & Culture Society
- Alberta Ballet
- Alberta Theatre Projects
- Antyx Community Arts Society
- Artpoint Galleries & Studios
- ArtsCan Cooperative for Artists
- Calgary Animated Objects Society
- Calgary Boys' Choir
- Calgary Folk Music Festival
- Calgary International Fringe Festival
- Calgary Men's Chorus
- Calgary Opera
- Calgary Philharmonic Orchestra
- Cowtown Opera Company
- · Dancers' Studio West Society
- Decidedly Jazz Danceworks
- Evergreen Theatre
- Foothills Brass Society
- Glenbow
- Honens
- International Avenue Arts & Culture Centre
- International Avenue Mural Society
- Land's End Ensemble
- Loft 112
- Lougheed House Provincial and National Historic Site
- LoveCraft Gallery
- Mount Royal Conservatory
- National Music Centre
- New Works Calgary
- Old Trout Puppet Workshop
- One Yellow Rabbit
- Revv52
- Soulocentric Performing Arts Society
- Southern Alberta Jubilee Auditorium
- Springboard Dance Collective Calgary Society

- Theatre Calgary
- Theatre Junction GRAND
- Wolf Willow Studio
- Wordfest
- W.P. Puppet Theatre
- Youth Singers of Calgary

Arts Service Organizations

- 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
- Arts Touring Alliance of Alberta
- Book Publishers Association of Alberta
- Calgary Society of Independent FilmmakersRegroupement artistique francophone de l'Alberta
- Theatre Alberta
- Visual Arts Alberta Association
- Writers' Guild of Alberta, The

Other Creative Industries

- Alliance Française de Calgary
- Beakerhead
- Cab City
- City Repair Calgary
- cSPACE Projects
- Design Talks Institute
- PARK (Promoting Artists, Redefining Kulture)
- Structured Abstraction



Civic Partners and Funders

- Calgary Arts Development
- Calgary Economic Development
- Calgary Public Library
- Fort Calgary
- TELUS Spark
- Tourism Calgary

Community and Social Services

- Boys & Girls Clubs of Calgary
- Calgary Catholic Immigration Society
- Calgary Housing Company
- create! in the East Village
- Creative Aging Calgary
- India-Canada Association of Calgary, The
- Intercultural Dialogue Institute, Calgary Chapter
- Southern Alberta Heritage Language Association
- Studio C, Prospect Human Services
- Talent Pool Development Society
- Timeraiser
- YMCA Calgary
- Youth Central

Private Sector

- 4th Street BRZ
- Attainable Homes Calgary Corporation
- Brookfield Residential
- Calgary Chamber, The
- Calgary Downtown Association
- Calgary Hotel Association
- Calgary Municipal Land Corporation
- Inglewood BRZ
- International Avenue BRZ
- Montgomery BRZ
- New Urban Development
- PCL Construction
- Strategic Group
- Victoria Park BRZ

Education

- Calgary Arts Academy
- Calgary Board of Education
- Calgary Catholic School District
- Junior Achievement Southern Alberta
- University of Calgary, Faculty of Arts
- University of Calgary, Werklund School of Education



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 tracks 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).

By tracking signatories' activities, Calgary Arts Development is able to:

- Connect signatories pursuing similar projects and goals.
- Identify tactics that need to be reconsidered and revise them annually with input from LIVING A CREATIVE LIFE stakeholders.
- Activate and coordinate signatories to address key tactics.

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
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)
		Percentage of arts organizations operating at a surplus or deficit (most recent fiscal year)
		Percentage of arts organizations with a current assets to current liabilities ratio greater than one (most recent fiscal year)
	Labour capacity of the arts sector	Number of working artists
		Number of workers in arts occupations
		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



Calgary Arts Development's Role

Calgary Arts Development is committed to supporting **LIVING A CREATIVE LIFE** by:

- Analyzing data collected from signatories and other sources.
- Tracking and 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 addition to updating these tactical documents annually after reviewing them with key **LIVING A CREATIVE LIFE** stakeholders, Calgary Arts Development also:

- Holds an annual Creative Calgary Congress in November (more information at CreativeCongress.ca).
- Shares LIVING A CREATIVE LIFE stories through LivingCreative.ca and a monthly newsletter.
- Commissioned a Calgarian Engagement Survey and Arts Professionals Survey; findings to be released by June 2015.



Focus Area: Creative Communities

Vision: Calgary's communities enjoy access to a rich spectrum of arts experiences.

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 arts spaces where artists can live and work in new developments across the city.
- Maintain or increase investment in publicly accessible 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 that currently have little or no arts presence.
- Increase understanding between permitting bodies and those seeking to create public arts experiences.

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:
 - o Percentage of Calgarians who volunteer in the arts.
 - o Percentage of Calgarians who attend arts events.
 - Percentage of Calgarians who undertake a personal artistic practice.
 - Percentage of Calgarians who engage with the arts through media consumption (watching TV, downloading music, reading magazines, etc.).



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, public and arts sectors to create and maintain opportunities to fund and promote citizen-led artistic
 initiatives.
- 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, public and arts sectors to create funding, promotion and recognition 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:

- Increase the dialogue about how arts organizations can diversify their boards of directors, staff and artists.
- Invite and encourage diverse populations to engage in arts-related 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.
 - o Number of new Canadians making a living as an artist.
- Quantity and variety of diverse arts events across the city, measured by:
 - o Number of organizations that serve underrepresented or specific populations through the arts.
 - Number of arts events in the city that intentionally serve diverse populations.

The following signatories are currently contributing to tactics in the Creative Communities focus area:

- 4th Street BRZ
- 4th Street Festival Society
- Afrikadey! Arts and Culture Society
- Alberta Craft Council
- Alberta Printmakers Society
- Alberta Theatre Projects
- Alliance Française de Calgary
- Alberta Media Artists Alliance Society

- Antyx Community Arts
- Artpoint Gallery and Studios
- ArtsCan Cooperative for Artists
- Beakerhead
- Boys and Girls Clubs of Calgary
- Brookfield Residential
- Cab City
- Calgary Animated Objects Society



- Calgary Arts Development
- Calgary Boys' Choir
- Calgary Catholic Immigration Society
- Calgary Chamber, The
- Calgary Downtown Association
- Calgary Folk Music Festival
- Calgary International Fringe Festival Society
- Calgary Men's Chorus
- Calgary Opera
- Calgary Philharmonic Orchestra
- Calgary Public Library
- Calgary Society of Independent Filmmakers
- City Repair Calgary
- create! in the East Village
- cSPACE Projects
- Dancers' Studio West
- Design Talks Institute
- Decidedly Jazz Danceworks
- Evergreen Theatre
- Foothills Brass
- Fort Calgary
- Honens
- Inglewood BRZ
- Intercultural Dialogue Institute, Calgary Chapter
- International Avenue BRZ
- International Avenue Mural Society
- International Avenue Arts and Culture Centre
- Loft 112

- LoveCraft Gallery
- Montgomery BRZ
- Mount Royal Conservatory
- National Music Centre
- New Urban Development
- PARK (Promoting Artists Redefining Kulture)
- PCL Construction
- Regroupement artistique francophone de l'Alberta
- Revv52
- Southern Alberta Heritage Language Association
- Southern Alberta Jubilee Auditorium
- Springboard Performance
- Strategic Group
- Structured Abstraction
- Studio C, Prospect Human Services
- Talent Pool Development Society of Calgary
- TELUS Spark
- Theatre Alberta
- Theatre Calgary
- Timeraiser
- University of Calgary, Faculty of Arts
- Visual Arts Alberta Association
- Wolf Willow Studio
- Wordfest
- Writers' Guild of Alberta
- YMCA Calgary
- Youth Central



Focus Area: Centre City Arts District

Vision: Calgary's Centre City radiates creative energy from the core out, making it a destination for Calgarians and visitors alike.

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:

- Increase communication among Centre City arts venues regarding existing models, expansion and redevelopment of sustainable arts spaces.
- Extend the reach of density incentives to include donations to purpose-built arts facilities.
- Provide financing or in-kind support for non-profit arts tenants to improve their leased 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.
- Increase awareness and knowledge of municipal permitting processes to facilitate the production of innovative arts projects and events in 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 (visual art incorporated into infrastructure, spaces for street performers, etc.).
- Embrace the opportunity to include arts spaces where artists can live and work in new developments within the Centre City.
- Invest in public realm infrastructure (e.g., power sources for buskers to hook up equipment) 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.
 - o Total audience capacity of spaces in inventory.
- Quantity and diversity of arts events in Centre City, measured by:
 - o Number of arts events in the Centre City.
 - o 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, public and arts sectors to coordinate resources and create remarkable arts experiences in the Centre City.
- 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.

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.
 - Foot, vehicle and transit traffic in Centre City.
- Reasons that locals travel to the Centre City, measured by:
 - Percentage of Calgarians motivated to travel to the Centre City for arts-related activity.

The following signatories are currently contributing to tactics in the Centre City Arts District focus area:

- Alberta Craft Council
- Alberta Theatre Projects
- Beakerhead
- Cab City
- Calgary Animated Objects Society
- Calgary Arts Academy
- Calgary Arts Development
- Calgary Catholic Immigration Society
- Calgary Chamber, The
- Calgary Downtown Association
- Calgary Folks Music Festival
- Calgary Hotel Association
- Calgary International Fringe Festival
- Calgary Men's Chorus

- Calgary Municipal Land Corporation
- Calgary Opera
- Calgary Public Library
- City Repair
- Calgary Arts Development Authority
- Cowtown Opera
- create! in the East Village
- cSPACE Projects
- Design Talks Institute
- Dancers' Studio West
- Decidedly Jazz Danceworks
- Evergreen Theatre
- Fort Calgary
- Honens



- Loft 112
- National Music Centre
- PARK (Promoting Artists Redefining Kulture)
- PCL Construction
- Revv52

- Strategic Group
- Structured Abstraction

- Talent Pool Development Society
- Theatre Calgary
- Theatre Junction GRAND



Focus Area: Arts Incubation

Vision: Calgary strongly attracts artistic talent to live, work and achieve artistic excellence.

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, public and arts sectors to create funding opportunities for independent artists.
- Continue ongoing public consultation and monitor the current state of the arts sector.

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

Tactics:

- Engage with and encourage the artistic practices of early-career artists.
- Create large-scale opportunities through which emerging artists can showcase their work.
- Foster connections between arts organizations, mentors, community partners and post-secondary institutions to help develop emerging artists' entrepreneurial skills.

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 stakeholders engaged with the arts and arts organizations can develop relationships through discussing current needs in the sector.





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.
 - Percentage of arts organizations operating at a surplus or deficit in the most recent fiscal year.
 - Percentage of arts organizations with a current assets to current liabilities ratio greater than one in the most recent fiscal year.
- Labour capacity of sector, measured by:
 - Number of working artists and of workers in arts occupations.
 - o Number of full-time equivalents and artists employed by non-profit arts organizations.
 - o 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:
 - o Number of emerging artist opportunities.
 - o Reported perceptions on access and use of professional development opportunities for artists.
 - o 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 publicly accessible 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:

- Create artist residency programs within organizations and institutions across all sectors and neighbourhoods.
- Strengthen existing and create new 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:

- Increase and encourage dialogue about the many ways that Calgarians live creatively every day.
- 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:
 - o Volume (number of articles) and tone (qualitative nature of articles) of traditional media coverage.
 - o Volume (number of mentions) 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 arts spaces where artists can live and work 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.

SUCCESS INDICATORS:

- Housing security of arts professionals, measured by:
 - Adequacy, suitability and affordability of housing of arts community, based on Canada Mortgage and Housing Corporation standards.
- Financial security of arts professionals, measured by:
 - Assessment of savings habits among artists.
 - o 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:
 - Percentage of arts professionals covered by extended health benefits and WCB insurance, working in safe conditions and reporting access to health care professionals when needed.

The following signatories are currently contributing to tactics in the Arts Incubation focus area:

- 4th Street BRZ
- 4th Street Festival Society
- Alberta Craft Council
- Alberta Magazine Publishers Association
- Alberta Music Industry Association
- Alberta Printmakers Society
- Alberta Theatre Projects

- Alliance Française de Calgary
- Alberta Media Artists Alliance Society
- Antyx Community Arts
- Artpoint Gallery and Studios
- ArtsCan Cooperative for Artists
- Attainable Homes
- Beakerhead



- Book Publishers Association of Alberta
- Boys and Girls Clubs of Calgary
- Brookfield Residential
- Calgary Animated Objects Society
- Calgary Arts Development
- Calgary Boys' Choir
- Calgary Catholic Immigration Society
- Calgary Chamber, The
- Calgary Downtown Association
- Calgary Economic Development
- Calgary Folk Music Festival
- Calgary Hotel Association
- Calgary Housing Company
- Calgary Municipal Land Corporation
- Calgary Opera
- Calgary Philharmonic Orchestra
- Calgary Public Library
- Calgary Society of Independent Filmmakers
- City Repair Calgary
- Cowtown Opera
- create! in the East Village
- cSPACE Projects
- Dancers' Studio West
- Design Talks Institute
- Decidedly Jazz Danceworks
- Foothills Brass
- Fort Calgary
- Honens
- Inglewood BRZ
- International Avenue BRZ
- International Avenue Mural Society
- International Avenue Arts and Culture Centre
- Junior Achievement of Southern Alberta
- Land's End Ensemble
- Loft 112
- LoveCraft Gallery
- Mount Royal Conservatory
- National Music Centre
- New Urban Development
- New Works Calgary
- PARK (Promoting Artists Redefining Kulture)
- PCL Construction
- Regroupement artistique francophone de l'Alberta
- Revv52
- Southern Alberta Jubilee Auditorium

- Springboard Performance
- Strategic Group
- Structured Abstraction
- Studio C, Prospect Human Services
- Talent Pool Development Society of Calgary
- TELUS Spark
- Theatre Alberta
- Theatre Calgary
- Theatre Junction GRAND
- Timeraiser
- Tourism Calgary
- University of Calgary, Faculty of Arts
- Visual Arts Alberta Association
- Wolf Willow Studio
- Wordfest
- Writers' Guild of Alberta
- YMCA Calgary



Focus Area: Artistic Exchange

Vision: 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.

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:

- Examine the barriers to presenting the work of national and international artists to inform and advocate for possible solutions.
- 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:
 - o Number of artistic works presented and number of visiting artists in Calgary.
- Calgarians' perception of Calgary as a world-class city, measured by:
 - o 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:

- Encourage partnerships that increase the prevalence and prominence of Calgary's artists and arts organizations at 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 exchange.

SUCCESS INDICATORS:

- Quantity of Calgary-based artistic projects exported beyond the city, measured by:
 - o Number of Calgary-produced artistic works toured outside of Calgary.
- Non-Calgarians' perception of Calgary as world-class city, measured by:
 - o 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).

The following signatories are currently contributing to tactics in the Artistic Exchange focus area:

- Afrikadey! Arts and Culture Society
- Alberta Craft Council
- Alberta Music Industry Association
- Alberta Printmakers Society
- Alberta Theatre Projects
- Alliance Française de Calgary
- Alberta Media Artists Alliance Society
- Arts Touring Alliance of Alberta
- Beakerhead
- Book Publishers Association of Alberta
- Calgary Animated Objects Society
- Calgary Arts Development
- Calgary Boys' Choir
- Calgary Economic Development
- Calgary Folk Music Festival
- Calgary Hotel Association
- Calgary International Fringe Festival Society
- Calgary Men's Chorus
- Calgary Opera
- Calgary Philharmonic Orchestra
- Calgary Society of Independent Filmmakers
- Cowtown Opera
- Dancers' Studio West

- Decidedly Jazz Danceworks
- Foothills Brass
- Fort Calgary
- Honens
- Land's End Ensemble
- Loft 112
- Mount Royal Conservatory
- National Music Centre
- New Works Calgary
- Old Trout Puppet Workshop
- PARK (Promoting Artists Redefining Kulture)
- Regroupement artistique francophone de l'Alberta
- Springboard Performance
- Structured Abstraction
- Theatre Alberta
- Theatre Calgary
- Theatre Junction GRAND
- Tourism Calgary
- Wordfest
- YMCA Calgary



Focus Area: Youth & Education

Vision: Calgary's youth become highly engaged and innovative citizens as they connect with their communities through the arts.

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.
- Provide volunteer opportunities for youth that help connect them with arts experiences throughout the city.
- Empower youth to take a leadership role in creating authentic arts experiences for themselves and their peers.
- Research the relationship between arts experiences and youth development.

SUCCESS INDICATORS:

- Youth arts participation, measured by:
 - Number of youth attending arts events.
 - o 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.



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, public and arts sectors to create and maintain funding opportunities for authentic arts experiences for youth, both inside about outside the school.

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.
- Foster equitable access to arts experiences and learning by sharing knowledge and resources among schools, school boards and communities.
- 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:
 - o Number of arts experiences in schools and outside of schools.
 - o Number of arts experiences available online.
- Equitable access to arts experiences for all youth, measured by:
 - Percentage of arts engagement across school districts compared to population demographics.

The following signatories are currently contributing to tactics in the Youth and Education focus area:

- 4th Street BRZ
- 4th Street Festival Society
- Alberta Music Industry Association
- Alberta Theatre Projects
- Antyx Community Arts
- Beakerhead
- Boys and Girls Clubs of Calgary
- Cab City
- Calgary Animated Objects Society
- Calgary Arts Academy
- Calgary Arts Development
- Calgary Board of Education
- Calgary Boys' Choir
- Calgary Catholic Immigration Society
- Calgary Catholic School District

- Calgary Downtown Association
- Calgary Men's Chorus
- Calgary Philharmonic Orchestra
- Calgary Public Library
- City Repair Calgary
- Design Talks Institute
- Foothills Brass
- Fort Calgary
- Honens
- Intercultural Dialogue Institute, Calgary Chapter
- International Avenue BRZ
- International Avenue Arts and Culture Centre
- Junior Achievement of Southern Alberta
- Land's End Ensemble
- Loft 112



- LoveCraft Gallery
- Mount Royal Conservatory
- National Music Centre
- New Urban Development
- Southern Alberta Heritage Language Association
- Springboard Performance
- Strategic Group
- Structured Abstraction
- Studio C, Prospect Human Services
- TELUS Spark
- Theatre Calgary
- Wordfest
- YMCA Calgary
- Youth Central