



CHALLENGE PAPER: RETHINKING THE ARTS AS AN ENGINE

Prepared for basecamp Toronto – November 14, 2018

Note: This paper has been prepared by your Table Team Host (Don Simpson) and a small initial design team. This team has interacted closely with Chris Kutarna and Steve Murgatroyd in shaping a draft framework for the Arts Table team to refine and develop. This preparatory effort includes the researching of significant data to help kick-start the team’s Dialogue and our efforts to deliver some significant output.

I. Purpose of this Paper

To help prepare all participants in the Arts Table Team to be efficiently and effectively involved in our two-month Dialogue (mid-October to mid-December 2018) in order to:

- help the team produce useful outputs that can be utilized by team members and others to promote our collective efforts to Rethink Art as an Engine
- help each participant receive the maximum benefits personally for supporting their own personal priorities in this sector

Action Required:

Please review the Paper and provide feedback (comments, questions, concerns, suggestions) prior to **November 14**. After each section, we offer specific questions for contemplation. You can either email your feedback to Don Simpson (dsimpson@innovationexpedition.com), the Table Group Host, or provide feedback via the threads fireside.rebase.camp. **Note – if you are starved for time, please respond to the parts that most interest you.**

Input Request #1: [CHALLENGE PAPER](#)

Do you have any questions or comments regarding this Challenge Paper?

II. The Key Challenge to be Addressed by our Team

To quickly feel part of a trusting high performing **Design, Development and Delivery Team (D³ Team)** to **Co-Create an Action Plan** for producing materials that make a powerful case for rethinking the place of the Arts in our society and for viewing **The Arts as an Engine** (for driving growth, sustainable prosperity and well-being in our communities).

Input Request #2: [KEY CHALLENGES](#)

Do you have any questions or comments regarding these challenges? Are there other challenges that you feel would be important to add?



III. Background Issues and Events Which Have Led Us to Take On this Challenge

- The current shift to a global, highly competitive, fast-changing, knowledge-based economy requires a new set of leadership skills to be successful—skills built around the strength of personal networks and the ability to collaborate and innovate.
- This new economy represents a significant period of rebirth, akin to the great Renaissance periods of the past and shares with them an intense focus on learning and inquiry, encompassing all aspects of human life.
- The Re·Base movement being stimulated by Chris Kutarna and colleagues is seeking to identify, connect, support and promote the efforts of some modern-day Renaissance Pathfinders who are:
 - > reflecting on the paradigm shifts underway in the world
 - > rethinking the nature of this global knowledge-based world and how best to prepare themselves for creative, compassionate, courageous and collaborative leadership efforts to draw new maps to “navigate the risks and rewards of our new Renaissance”
- In the historic Renaissance of the past, artists provided a major force for driving the rethinking and re-creation of society.
- This has led to the decision to challenge one specific Table Group at basecamp Toronto to make the case for “Rethinking the Role of the Arts as an Engine.”

Input Request #3: [BACKGROUND ISSUES AND EVENTS](#)

Do you have any questions or comments regarding events that led to this basecamp?
(comments, questions, concerns and suggestions are welcome)

IV. Suggested Expected Outputs and Outcomes from this Dialogue

1. Production of a Digital Booklet

A suggested Stretch Goal for our team is to produce a serious **Booklet** on our topic. This product could serve as an integrator for linking some initial ideas already stimulated in our minds by the Critical Issues Paper (from Chris, Steve and the re-base planning team). Our intent is to review some materials already drafted by some members of our Table Team, and then revise and strengthen those rough drafts with the inputs anticipated from team members over the next two months.

The framework being suggested for this Booklet (see p. 5 of this Challenge Paper) will allow all team members an opportunity to present their ideas and any priority initiatives which are a priority for them.

This Booklet is intended to serve as a useful educational and advocacy resource for team members to apply to any priority initiative they are already supporting.



2. A Call to Action and Next Steps for the Re·Base Movement

One stated intent for the overall Toronto basecamp is to engage participants in helping Chris Kutarna and his team to take the output from Toronto and use it as inputs for:

- an ongoing digital platform for those who want to continue the Dialogue
- a new online Leadership Development Program in which interested participants can play a collaborative role
- future basecamps in Europe, Asia and Africa

We might use the final chapter in our proposed Booklet to present our team's input into an overall **Call to Action** arising from the conversations in Toronto.

3. A Morale-Building Experience for all Team Participants

Our expectation is that this Dialogue will engage us in a high level conversation which will be informative, impactful and fun and will provide all of us with useful new content and influential new allies.

We can use our collective work on the Booklet to build a useful bibliography of contacts and content about supporting organizations for innovative Arts programs. This reference list could be most helpful to anyone taking on major initiatives aimed at positioning the Arts as an Engine.

Input Request #4: [EXPECTED OUTPUTS AND OUTCOMES](#)

Do you have any questions or comments regarding production of a Digital Book, Call to Action, and Morale-Building Experience

V. Some Starting Draft Assumptions as to how We Might Work Together and Co-Create Outputs

Assumption 1: We assume that in everything we do between now and mid-December we will try to model our behavior to achieve, at the highest level, the best of what we are being challenged to reach for at the basecamp Toronto.

Assumption 2: This Challenge Paper is intended to stimulate initial feedback from all team members, including those who will participate in our online dialogue AND attend the November 14 session in Toronto and those who will participate only online.

The online participation will be asynchronous (i.e., you are free to provide your comments, questions and suggestions when it suits your schedule).

Assumption 3: Your Table Host will offer team members a Profile of Modern Day Renaissance Pathfinders and will encourage and support efforts by team members to model the attributes of such leaders in our collaborative interactions.



Assumption 4: In working to co-create the framework and some content for a digital Booklet, team members can opt to choose which chapter(s) they might most like to focus on with their input.

Assumption 5: Our conversation will be [posted online in fireside](#) for any participant in the basecamp to view. In addition, our team members will have brief profiles and email contacts of everyone on our team. This will allow them to make direct contact with the Team Host or any other team members if they wish to share specific ideas, raise urgent questions, or make requests for assistance.

Note: Alison Jackson has agreed to take on responsibility for engaging team members in providing practical profiles and contact points (aejackson@tomali.com).

Assumption 6: In our interactions with each other, it is assumed that we will respect the diversity of our group members, practice the principles of good Dialogue and commit to functioning as a high performing, collaborative team that demonstrates a capacity to collaborate and innovate to co-create an Action Plan Booklet.

Note: Ross Rennie has agreed to act as Knowledge Integrator for our team (rennie5@sympatico.ca).

Assumption 7: In suggesting to team members that we might turn our Action Plan into an online Booklet available on the Re·Base’s ongoing platform, the assumption is that we have the support of Steve Murgatroyd’s **futureTHINK press** and the editing leadership of a member of Chris Kutarna’s team, Leah Andrew.

Assumption 8: We assume that the overall program agenda for November 14 will allow participants opportunities to experience the conversations at some other Table Groups, to input our ideas into some of the other Table Group conversations and to present some of our big Action Ideas to the “Thoughtful Funders” Table for their initial reactions.

Assumption 9: We assume that while our team is serious about working collaboratively to produce useful outputs, we expect to enjoy some good fun together while producing these results.

Input Request #5: [DRAFT ASSUMPTIONS](#)

Please review and reflect on the Assumptions and indicate:

- Assumptions which are unclear to you.
- Assumptions with which you strongly disagree
- Additional assumptions that you think should be added.



VI. List of Potential Action Options to Consider During our Dialogue

Any or all team members are invited to suggest major initiatives that they feel are significant examples demonstrating the role of the Arts as an Engine. We are looking to capture as many powerful examples as we can and then consider how to weave them into our Dialogue and into our Action Plan.

Input Request #6: [POTENTIAL ACTION OPTIONS](#)

Please submit any priority options you wish us to consider.

VII. Critical Questions to Consider

As we move along in our Dialogue, we anticipate constantly presenting high level questions aimed at creating clarity and alignment.

Action Required: If you have one or more such questions right now, please raise them in your feedback form.

VIII. Next Steps

- Provide feedback on this Challenge Paper by emailing your answers to the questions posed within this document (also summarized at the end of this document) to dsimpson@innovationexpedition.com OR post your responses to fireside.rebase.camp.
- Be ready to respond to a note coming from Alison Jackson asking you to present your brief profile in a fun manner which focuses on the question, “What do you most want other team members to know about you personally and about aspects of your work which will best help us to quickly create a trusting, high performing team?”

APPENDIX I: SUGGESTED CHAPTER HEADINGS FOR A PROPOSED BOOKLET

1. **The Rationale for Rethinking the Arts Sector and Viewing the Arts as an Engine**
2. **The Arts and the Economy**—Arts and cultural industries have become a major driver of economies in both developed and emerging economies. Indeed, they are among the most rapidly growing sectors world-wide. They influence income generation, job creation and export earnings and help to build sustainable prosperity in communities
3. **The Arts and our Wellbeing**—Spotlights the benefits of music, visual arts, literature and other artistic endeavours in relation to healthcare and well-being.
4. **The Arts and Our Young People**—The powerful role the Arts can play in positively transforming the lives of young people. Making the case for inserting the Arts into STEM Education to produce STEAM that will drive transformational change.
5. **The Arts and Our Identity**—Encouraging efforts to look at our nation, not from how others see us but how we see ourselves. Identifying both our similarities and differences requires confident,



intelligent self-reflection. We negotiate our own identity with the arts which we embrace and consume.

Note: The intent is to organize **each of Chapters 2-5** under the following four headings.

- Some Facts
- Making the Numbers Real (presenting some past and present examples)
- Five Big Challenges
- Essential Reading

Some starting materials for each of these chapters has already been collected or created by your planning team. **These starting materials will be provided to you prior to November 14 for your input regarding refinements and additions.**

6. **Specific Inspirational Models.** Our team could identify and profile a few examples from the Toronto region, a few from other parts of Canada and a few external ones.
7. **Reference Lists of Agencies or Institutions with a Commitment to Support the Arts as an Engine**
8. **Call to Action and Next Steps for our Team**

FEEDBACK FORM for RETHINKING THE ARTS AS AN ENGINE

Please provide your responses via fireside.rebase.camp or email dsimpson@innovationexpedition.com prior to November 14, 2018. If you have limited time, please respond to the questions that are most important to you.

Input Request #1: [CHALLENGE PAPER](#)

Do you have any questions or comments regarding this Challenge Paper?

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Input Request #2: [KEY CHALLENGES](#)

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Input Request #6: [POTENTIAL ACTION OPTIONS](#)

Please submit any priority options you wish us to consider

Input Request #7: OTHER QUESTIONS AND COMMENTS

DO YOU HAVE ANY OTHER QUESTIONS OR COMMENTS YOU WOULD LIKE TO RAISE?

Please provide your responses by November 14.

Many thanks for your contribution!