



Strategic Plan: 2015 – 2018 June 13, 2014

Our “Why”

Our “Why”: We believe that art infusing the lives of Calgarians has the power to build our city.

Our “why” forms the basis of our Strategic Plan. The Plan has been guided by *Living a Creative Life: An Arts Development Strategy for Calgary* as well as our core values: creativity, collaboration, authenticity, diversity, optimization and wise judgement.

Living a Creative Life

Overarching Vision: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.

Our Strategic Plan has been guided by and developed in support of Calgary’s first long-term arts development strategy, *Living a Creative Life*. 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. It has been supported by City Council and many other passionate signatories.

Vision & Mission

Vision: A creative, connected Calgary through the arts.

Mission: We are an arts development agency that supports and strengthens the arts to benefit all Calgarians.

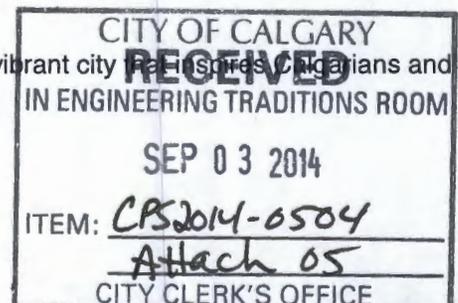
To deliver on our mission, we are:

- A connector, facilitator and collaborator
- A champion, supporter and amplifier
- An investor in artists and arts organizations
- A catalyst and opportunity-maker

Outcome for 2018

Outcome for 2018: By 2018, Calgary is recognized as a creative and artistically vibrant city that inspires Calgarians and the world. *(Based on Calgary Arts Development’s 2008 vision for Calgary.)*

All strategic priorities in this plan align to this four-year outcome.





Strategic Priorities

Raise Value: Calgary Arts Development continues its leadership role in the arts and with other stakeholders to make the arts integral to the lives of Calgarians.

Build Relationships: Calgary Arts Development fosters collaborative relationships across sectors and communities to help ensure that Calgarians can experience art in their everyday lives.

Increase Resources: Calgary Arts Development identifies ways to increase and sustain our finances and expertise, and use these resources wisely for greater impact.

Strategic Assumptions

Our city

- Calgarians increasingly value the arts.
- The arts provide a return on investment that is supported by metrics.
- The arts improve quality of life, which helps the corporate sector attract and retain talent.
- Our city's population and communities are increasingly diverse.
- Calgary's prosperity can help create opportunities for artists and arts organizations.

Our shareholder

- City Council unanimously supports *Living a Creative Life*.
- City Council's Action Plan priorities align to Calgary Arts Development's investment strategies.
- The arts are sometimes perceived as a "nice to have" rather than a "must have."
- There is a high expectation to show increased impact with current investments, i.e., to do more with less.

Our arts communities

- Demand for arts experiences is increasing.
- More artists and arts organizations are demonstrating activity that merits public investment consideration.
- Arts organizations are exploring new models that encourage resilience and innovation.
- Artists are accessing new earning potential as their work is increasingly valued and integrated across civic life.

Our organization

- Our strategy must be in support of our "why" and City Council's priorities.
- Many organizations seek to partner and collaborate with us.
- A focused, sufficiently resourced strategy will allow us to effectively engage with communities to achieve the vision of *Living a Creative Life*.

Strategic Priority 1: Raise Value

Calgary Arts Development continues its leadership role in the arts and with other stakeholders to make the arts integral to the lives of Calgarians.

Goal	Strategies	Key Performance Indicators
<p>1. Calgarians and organizations advocate for the arts to their peers.</p>	<ul style="list-style-type: none"> Develop and encourage arts champions in many sectors and communities in Calgary. 	<ul style="list-style-type: none"> The Mayor's Lunch for Arts Champions and Arts Champions Committee attract new attendees and members who become actively engaged in the arts. Arts champions are visible at arts and civic events, and are vocal in the media about the value of the arts.
<p>2. Calgary Arts Development is considered a leader by our sector and our peers locally, nationally and internationally.</p>	<ul style="list-style-type: none"> Strengthen our position as an arts champion and advocate. Strengthen our relationship and collaborative efforts with City administration. Focus resources on developing relationships with civic leaders, community leaders, arts sector and peer organizations to ensure we align with their arts-related needs. 	<ul style="list-style-type: none"> Volunteers who have a passion for the arts and are city builders populate Calgary Arts Development's board. Calgary Arts Development board and staff lead and participate in events and conversations locally, nationally and internationally. Calgary Arts Development receives positive feedback on our leadership and effectiveness from the arts sector, partners and community leaders. Calgary Arts Development board and staff are visible as attendees and volunteers in the arts and beyond.
<p>3. Calgarians understand the value of the arts as multifaceted and impactful at the individual, community and city levels.</p>	<ul style="list-style-type: none"> Undertake research projects that provide empirical support of how the arts strengthen communities and cities. 	<ul style="list-style-type: none"> Calgary Arts Development's benchmarks and baselines are informed by comparable cities and our previously collected data on the arts in Calgary. More Calgarians understand that the arts are valuable to our city, and that their value is supported by empirical data. Stakeholders can easily assess return on investment through Calgary Arts Development's programs and activities. Our annual Accountability Report shares comprehensive data on impact and value.
<p>4. Calgary Arts Development has a strong sense of identity and purpose in its interactions.</p>	<ul style="list-style-type: none"> Create an overarching communications strategy that develops a consistent style and quality of our brand. 	<ul style="list-style-type: none"> By early 2015, Calgary Arts Development's communications strategy and brand guidelines are consistently used and recognized.

Strategic Priority 2: Build Relationships

Calgary Arts Development fosters collaborative relationships across sectors and communities to help ensure that Calgarians can experience art in their everyday lives.

Goal	Strategies	Key Performance Indicators
<p>1. <i>Living a Creative Life</i> becomes the shared vision of many communities and has a positive and measurable impact on Calgarians.</p>	<ul style="list-style-type: none"> Catalyze initiatives spearheaded by <i>Living a Creative Life</i> signatories that have a positive impact on the strategy's tactics, drivers and outcomes. 	<ul style="list-style-type: none"> The <i>Living a Creative Life</i> newsletter demonstrates engagement with subscribers through subscription numbers, open rates and click-through rates. The number of <i>Living a Creative Life</i> signatories and endorsers continues to increase, with organizations approaching Calgary Arts Development to become signatories. Many Calgary communities have arts-related goals that align with <i>Living a Creative Life</i> in their community plans. Calgary Arts Development gathers annual success indicators in partnership with signatories such as the Calgary Board of Education, Tourism Calgary, Calgary Economic Development and The Calgary Foundation. Calgary Arts Development tracks and reports on qualitative and quantitative data from surveys like Vital Signs and the Citizen Satisfaction Survey. <i>Living a Creative Life's</i> successes and failures are tracked to improve stewardship of the strategy.
<p>2. The arts sector collaborates internally and with strategically engaged partners in other sectors.</p>	<ul style="list-style-type: none"> Maximize our abilities as a hub, connector and catalyst through community engagement and building relationships. Strategically align with and support partners' communications campaigns. 	<ul style="list-style-type: none"> By 2015, establish metrics for community engagement that will be tracked and reported on regularly. Calgary Arts Development builds and tracks connections within the arts and between the arts and other sectors. Calgary Arts Development supports collaboration through relevant communications platforms.
<p>3. Calgary Arts Development continues to engage Calgarians as arts supporters and participants.</p>	<ul style="list-style-type: none"> Strategically invest in arts opportunities throughout Calgary. Strategically leverage and communicate the stories of Calgary's arts communities. 	<ul style="list-style-type: none"> By 2018, Calgary Arts Development invests in and is a catalyst for arts activities in every ward of the city. Calgarians' participation in arts events and activities increases each year. Calgarians report on the intrinsic impact of the arts in their lives, such as feelings of connectedness and inclusivity.

Strategic Priority 3: Increase Resources

Calgary Arts Development identifies ways to increase and sustain our finances and expertise, and use these resources wisely for greater impact.

Goal	Strategies	Key Performance Indicators
<p>1. Calgary Arts Development leverages existing resources in pursuit of new support for the sector.</p>	<ul style="list-style-type: none"> Assess our current and potential fund development initiatives to ensure we do not undermine arts organizations' fund development activities. Develop awareness of the value of the arts with new sponsors and donors, and provide opportunities for investment through our programs. Establish at least one partnership, program or opportunity funded by new sponsors, donors or other new sources. 	<ul style="list-style-type: none"> By 2018, revenue from leveraging efforts has increased and represents 30% of Calgary Arts Development's annual revenue. Calgary Arts Development's signature events and engagement programs, such as The Mayor's Lunch for Arts Champions and the Calgary Poet Laureate program, are fully resourced by sponsors and donors. By late 2015, Calgary Arts Development has investigated and made recommendations for new fund development programs.
<p>2. Provide innovative approaches to arts investment to maximize public and artistic impact.</p>	<ul style="list-style-type: none"> Establish tactics to develop a Centre City arts district. Establish tactics to inspire opportunities for arts experiences in Calgary. Ensure that needs from all areas of the arts ecosystem are considered in the design and implementation of investment programs. Include <i>Living a Creative Life</i> in all program design. 	<ul style="list-style-type: none"> Arts organizations have healthy financial operating models that provide a strong foundation upon which to grow. Artists and arts organizations have significant public impact, and arts engagement metrics continue to grow. Artists and arts organizations take thoughtful risks and innovate while maintaining sound business practices. Calgary artists and arts organizations gain national and international acclaim from peers and audiences alike. Artists and arts organizations can easily identify which of Calgary Arts Development's investment programs are most relevant to their needs. By 2018, Calgary Arts Development's budget has grown to \$6.4 million dollars annually in direct arts sector investment.
<p>3. Provide ample known and trusted non-monetary resources in support of artists and arts organizations.</p>	<ul style="list-style-type: none"> Collect information about relevant resources and disseminate it to Calgary's arts communities. Research and develop tools that connect Calgary's arts communities with non-monetary resources. 	<ul style="list-style-type: none"> Artists report a better quality of life, including increased income and access to support mechanisms such as health benefits and insurance. Artists and arts organizations report improved access to affordable and suitable arts spaces. Arts spaces throughout the city are highly active.

Budget Assumptions and Board Direction

Board direction to prepare a budget request based on the following directions and assumptions:

1. Ensure our request is aligned to support The City of Calgary's strategic priorities.
2. Strive to maintain our overhead costs at not more than 15% of our budget.
3. Work to secure additional funding to meet our goal of budgeting revenues comprised of 70% City of Calgary grant and 30% external sources.
4. Align our budget request with the goals of *Living a Creative Life: An Arts Development Strategy for Calgary* and Calgary Arts Development's strategic plan.
5. Demonstrate the ROI of an increased investment on The City's part over the next 4-year budget cycle.

Calgary Arts Development Budget Scenario 2015 - 2018
DRAFT JUNE 9, 2014

Scenario - \$9.2M budget by 2018		2013	2014	2015	2016	2017	2018
		actuals	budget	budget	budget	budget	budget
Revenues:							
	City of Calgary (CoC) Grant	\$5,440,715	\$5,441,292	\$5,650,000	\$5,900,000	\$6,150,000	\$6,400,000
	Contributed Income						
	Donor Income	\$390,063	\$0	\$400,000	\$550,000	\$750,000	\$1,000,000
	Sponsorship	\$822,402	\$621,100	\$931,500	\$1,200,000	\$1,350,000	\$1,650,000
	Earned Income	\$141,356	\$131,675	\$145,000	\$182,000	\$219,000	\$241,000
	Total Revenues	\$6,794,536	\$6,194,067	\$7,126,500	\$7,832,000	\$8,469,000	\$9,291,000
Expenses:							
	Community Investment	\$5,633,301	\$5,062,812	\$5,659,500	\$6,122,000	\$6,487,000	\$7,005,500
	Arts Development Programs	\$592,108	\$613,695	\$860,500	\$1,081,750	\$1,258,000	\$1,454,000
	Overhead Management and Salaries	\$317,641	\$317,958	\$346,500	\$387,750	\$429,000	\$462,000
	General & Administration	\$212,852	\$199,351	\$225,000	\$240,000	\$255,000	\$270,000
	Total Expenses	\$6,755,902	\$6,193,816	\$7,091,500	\$7,831,500	\$8,429,000	\$9,191,500
	Annual Surplus/(Deficit)	\$38,634	\$251	\$35,000	\$500	\$40,000	\$99,500
	Earned/contributed revenue as a percentage of CoIC grant	25%	14%	26%	33%	38%	45%
	Earned/contributed revenue as a percentage of total revenues	20%	12%	21%	25%	27%	31%
	Overhead management and salaries as a percentage of total expense	5%	5%	5%	5%	5%	5%
	General and administration as a percentage of total expenses	3%	3%	3%	3%	3%	3%

Alignment to City Priorities

City Priority	Raise Value	Build Relationships	Increase Resources
A Prosperous City	✓	✓	✓
A City of Inspiring Neighbourhoods	✓	✓	✓
A City that Moves			
A Healthy & Green City	✓	✓	✓
A Well-Run City	✓		✓