



## 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.

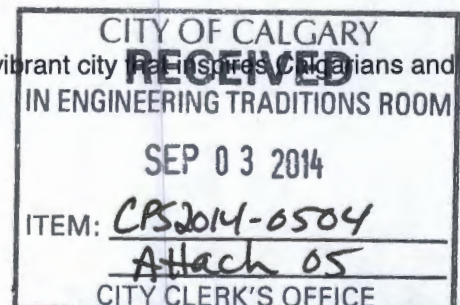
To deliver on our mission, we are:

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



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



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



## 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             |
| <b>Revenues:</b>  |                                  |                    |                    |                    |                    |                    |                    |
|   | 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          |
| <b>Total Revenues</b>   |                                  | <b>\$6,794,536</b> | <b>\$6,194,067</b> | <b>\$7,126,500</b> | <b>\$7,832,000</b> | <b>\$8,469,000</b> | <b>\$9,291,000</b> |
| <b>Expenses:</b>  |                                  |                    |                    |                    |                    |                    |                    |
|   | 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          |
| <b>Total Expenses</b>   |                                  | <b>\$6,755,902</b> | <b>\$6,193,816</b> | <b>\$7,091,500</b> | <b>\$7,831,500</b> | <b>\$8,429,000</b> | <b>\$9,191,500</b> |
| <b>Annual Surplus/(Deficit)</b>                                   |                                  | <b>\$38,634</b>    | <b>\$251</b>       | <b>\$35,000</b>    | <b>\$500</b>       | <b>\$40,000</b>    | <b>\$99,500</b>    |
| Earned/contributed revenue as a percentage of CoC 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                    | ✓           |                     | ✓                  |