



**One Calgary 2019-2022 Business Plan & Budget Summary**  
**Calgary Centre for Performing Arts (Arts Commons)**  
**(Board Approved)**

**One Calgary Line of Service:** Economic Development and Tourism

**Mission:** To bring the arts...to life.

**1. What are your organization's priorities and actions for 2019-2022?**

Founded in 1976, today's Arts Commons is a diverse organization which goes beyond performing arts to a wider variety of arts and genres – where ideas are shared, people from all walks of life gather and different perspectives are welcomed. It is a space that stimulates senses, triggers emotions, challenges assumptions, starts conversations and opens minds.

Our research has identified the following indicators that have contributed to our 2019-2022 strategies:

1. Increasing the number, type, strength, and impact of community connections and partnerships
2. Ensuring diversity in staff, board, programming
3. Addressing issues of accessibility, including infrastructure, pricing, language
4. Implementing sustainable practices, including financial, environmental, health and wellness, human capital i.e. succession management
5. Applying leading edge technology and innovation, including performing arts technology, programming, audience engagement

In order to fulfill its Vision, Mission and Mandate, Arts Commons set its organizational goals, plans, according to the following Strategic Imperatives:

**Customer Experience & Community Benefit**

- Strategic partnerships
- Neighborhood revitalization
- Accessible venues
- Community & creativity
- Volunteers
- Audience engagement & diversity

**Artistic & Education Contributions**

- Relevant programming
- Support to art/ists
- Education initiatives
- Diversity in focus
- Collaboration with internal and external communities

**Learning, Growth, Efficiencies & Sustainability**

- Best practices & policy
- Non silo culture
- Living our values
- Data analysis & integration
- Technology infrastructure
- Process improvement

#### Advocacy and Awareness

- External relations & government support
- Play a leadership role locally, nationally and internationally
- Advance the role and impact of the arts in communities
- Advancement of ACT
- Brand awareness

#### Finance & Governance

- Operating results
- Growth of support for Mission / Vision
- Risk management & mitigation
- Expenditure controls
- Investment in infrastructure

Arts Commons operates under the guidance of a multi-year strategic plan, with annual business plans and budgets prepared for review and approval by our Board.

We are now in the final year of our current strategic plan and are focused on bringing those initiatives to a close by:

- Continue implementation of our functional matrix organizational structure
- Continue our focus on building relationships with our patrons, stakeholders and the community
- Complete input required for our capital planning model and extraordinary capital spend
- Gain efficiencies and data capture from our existing and new business platforms
- Continue to seek opportunities for equity, diversity and inclusion in our programming and employment practices

#### Goal 1 - Continue to refine AC shared leadership (functional Matrix) structure

- Based on successful Programming "Triad" utilize learnings to implement multi-hierarchical project teams in our approach to Capital Replacement & Venue Utilization decision making

#### Goal 2 - Strengthen infrastructure, synergies & patron experience

- Roll out year two of customer service plan
- Final Roll out of integrated HR / Employee Lifecycle platform
- Deepen focus on diversity and education initiatives

#### Goal 3 - Build Arts Commons' value as relevant and vital to the community

- Implement Producing & Engagement Pilot programs
- Increase impact and relevance of free public programming

#### Goal 4 - Sustain / Improve facility to ensure optimum care / usage

- Complete extraordinary Capital spend
- Develop process to monitor & track greenhouse gas emission reductions

Our priorities and actions for 2019-2022 include:

- Providing and maintaining performance venues and public engagement areas, ensuring appropriate utilization;
- Subsidizing the cost of venues, administrative support space, and technology necessary for the arts and cultural activities of resident companies and numerous community groups;
- Engaging in impresario activities covering not only presenting, but education, public programming and visual and media arts curation;
- Developing relationships with our funders, sponsors, donors, partners and stakeholders to ensure current and future sustainability;
- Achieve and sustain a successful business model that maximizes the value of our physical and financial assets, has diverse and predictable revenue sources, and provides resources for investing in innovation and human capital.
- Supporting all facets of the organization with marketing, sales, ticketing, finance and administrative services;
- Capital planning and project management.

## 2. Outline how your priorities align with the Citizen Priorities for 2019-2022 and Council Directives (see attached summary)

The programs, services and initiatives Arts Commons delivers support Council Directives for a Prosperous City (P1, P2, P3 and P4):

P1 & P2 - Arts Commons is working with Calgary Economic Development and tourism Calgary to advance ACT which will provide Calgary with quality cultural infrastructure that has a direct impact on quality of life and therefore on the Calgary's competitiveness in attracting people and investment.

P3 - Arts Commons' services and programs help Calgary grow as a magnet for talent, to be a place where there is opportunity for all, and be the best place in Canada to start and grow a business.

P4 - Arts Commons programs such as the Community Opportunity Fund, new efforts of the Diversity, Equity & Inclusion Officer, & TD Arts Access Pass provide diverse and equitable programming, operations and access.

## 3. Which of your programs and services are funded by The City's operating grant?

Pursuant to Article 1.2 of the Operating Grant Agreement that was entered into between The City and CCPA on May 8, 2012, The City agrees to provide an Operating Grant to assist the Centre to fulfill its mandate of providing programs to the citizens of Calgary and to operate the facility.

## 4. Identify 3-5 performance measures that you will use to evaluate your organization's performance from 2019-2022. Provide measures in the RBA format of How much you will do, How well you will do it, and Is anyone better off. (See attached sample)

Arts Commons will measure its performance against its peers throughout North America using the data collected by the Performing Arts Center Consortium (PACStats).

The following performance measures will be used to evaluate Arts Commons performance from the 2018/19 Season through to the 2021/22 Season:

1. Operating Budget Results
2. Number of Events
3. Average Use Days Per Venue
4. Tickets Sold - All Events
5. Lifecycle Program

1. Operating Budget Results: During the past several years, Arts Commons has undertaken a series of initiatives in order to diversify and grow its earned revenues while ensuring the efficient utilization of its primary venues, such as the Jack Singer Concert Hall, and grew its annual operating revenues by 39% (\$3.5M) from 2009 to 2017. Arts Commons will strive to maintain the current practice of achieving positive annual operating financial results.
2. Number of Events: Advance the programming priorities of the new Diversity, Engagement & Inclusion Officer (Producing and Engagement) to support the equitable and inclusive opportunities for diverse communities. The term diverse communities is intentionally broad in order to capture the complex network of groups we aim to better serve. Those served by this portfolio may self-identify with one or more of the following communities: an ethno-cultural community (e.g. Asian Canadians, Indigenous nations), an ability-based community (e.g. deaf/hard-of-hearing, developmental disability), a sexual-minority/gender-variant community (e.g. queer, non-gender conforming), an age-defined community (e.g. seniors/families with young children), an artistic community (e.g. interdisciplinary performance, new media practice), as well as Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians.
3. Average Use Days Per Venue: According to the most recent PACStats reports, Arts Commons assets (venues) are currently operating beyond industry standards (Average Use Days Per Venue Arts Commons 229 Days vs. Others 189 Days). Arts Commons will strive to continue to ensure its assets are operating at or beyond industry standards.
4. Tickets Sold - All Events: Through Arts Commons Presents we play a key role in presenting diverse and accessible programming, arts education program delivery, free public and visual arts programming along with numerous community engagement initiatives and partnerships for creative collaborations.
5. Lifecycle Program: Reduction of greenhouse gas emissions by 29,950 metric tonnes starting with the 2018/19 Season.

**5. Identify how you will leverage resources from 2019-2022. Please provide specific examples.**

Arts Commons leverages the operating grant it receives from The City of Calgary to generate additional operating revenues through venue and event management (venue rental, parking lot, and food & beverage), ticket sales (Arts Commons Presents) and fundraising (corporate sponsorships, philanthropic gifts from corporations and individuals, project grants from foundations and government agencies, and management of special events). For every \$1 in operating support Arts Commons has requested of The City for the 2018/19 Season, Arts Commons will generate an additional \$3.88, or \$10,168,070 for total operating revenues of \$12,789,500.

**6. Provide your board approved\* budget projections covering 2019-2022:**

<b>Operations</b>	<b>2018/2019*</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
City of Calgary proposed operating grants (based on 2% annual increase)	\$2,621,430	\$2,679,101	\$2,738,041	\$2,798,278
Other operating grants	\$0	\$0	\$0	\$0
Earned revenue from operations	\$8,729,128	\$8,096,614	\$8,220,911	\$8,494,222
Donations & fundraising revenue	\$1,342,250	\$1,575,295	\$1,553,851	\$1,542,928
Operating expenses	\$12,671,474	\$12,322,198	\$12,494,716	\$12,764,951
<b>Net of revenue and expenses</b>	<b>\$61,334</b>	<b>\$28,812</b>	<b>\$18,087</b>	<b>\$70,477</b>
Opening operating reserves	\$1,236,574	\$1,297,908	\$1,326,720	\$1,344,807
<b>Ending operating reserves</b>	<b>\$1,297,908</b>	<b>\$1,326,720</b>	<b>\$1,344,807</b>	<b>\$1,415,285</b>
<b>Capital</b>	<b>2018/2019*</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
Opening capital reserves	\$4,638,776	\$4,617,336	\$4,617,336	\$4,617,336
Requested City of Calgary lifecycle grants	\$1,438,800	\$1,762,200	\$2,013,000	\$2,062,500
Other City of Calgary capital grants	\$0	\$0	\$0	\$0
Other capital revenues	\$650,000	\$822,360	\$939,400	\$962,500
Capital expenditures	\$2,110,240	\$2,584,560	\$2,952,400	\$3,025,000
<b>Ending capital reserves</b>	<b>\$4,617,336</b>	<b>\$4,617,336</b>	<b>\$4,617,336</b>	<b>\$4,617,336</b>

**7. What are the key financial risks or challenges related to your organization's budget projections for 2019-2022? Provide specific examples and the year in which challenges are anticipated.**

There is always risk in the accuracy of our forecasted plans and budgets as there are still significant unknowns and unconfirmed revenues. In order to mitigate this as much as possible, projected figures were derived by analyzing the previous five years of results as well as factoring in the economic climate and other leading indicators. Continual and timely (quarterly) monitoring of projected results will also help us deal with unexpected outcomes.

Some risks, such as risk to venue and event usage, and even presenting, will naturally have corresponding savings in direct costs or reduced marketing efforts.

In the 2018/19 Season we are doubling (from a revenue perspective) our presenting season (Arts Commons Presents). Although this initiative has been years in the planning and every effort have been made to ensure success, there is inherent risk around this ambitious presenting season.

From a fundraising perspective the most significant risk is the current environment of sustained economic conditions which are negatively impacting many business sectors, all levels of government and our donors. Corporations, including many of our most significant partners, have reduced their community investment budgets by 2/3rds and reduced their workforce.

The health and stability of the Resident Companies continues to be a risk.

Unexpected equipment / facility breakdowns, utility cost increases above our projections and unforeseeable changes to government regulations (carbon tax, minimum wage, utility transmission, statutory holiday pay, overtime calculations, etc.) that increase operating costs continue to be areas of significant risk.