



2019

— MAXIMIZING OUR IMPACT

2024

STRATEGIC PLAN

*theatre:*  
**CALGARY**  
Stafford Arima, Artistic Director

# MAXIMIZING OUR IMPACT

with purpose.

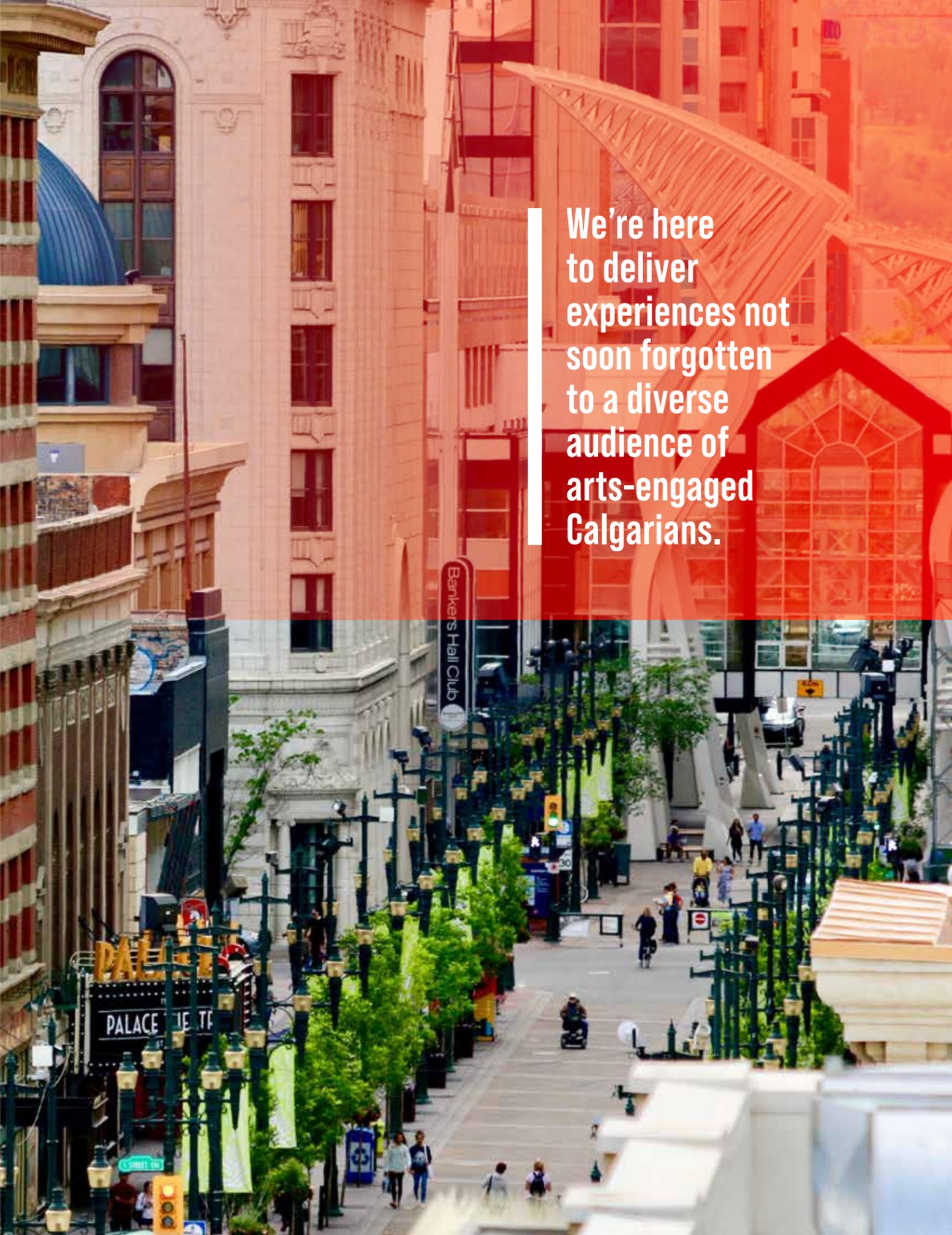
We exist to make people feel something. To tell stories and engage audiences. We're here to deliver experiences not soon forgotten to a diverse audience of arts-engaged Calgarians. We're here to live with a purpose greater than the bottom line. In short, we're here to make an impact on Calgary and the community we serve. And this document outlines exactly how, over the next five years, we'll do just that.

# STRATEGY

born from collaboration.

This strategic plan was not pulled from the mind of a single person. It was crafted from a disciplined, **collaborative process**, founded on research, allowing input from both internal and external stakeholders, audiences and the community at large.

Starting with the blank page, we engaged all levels of our organization, including our Board of Directors, our leadership team and our entire staff. We surveyed the community, including arts-engaged Calgarians, current ticket buyers, subscribers and donors. What emerged is a thorough, thoughtful plan that will push Theatre Calgary to new heights by 2024.



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# DRIVEN

by purpose.

In the past, the direction of Theatre Calgary was guided by Vision and Mission statements. This plan introduces a shift in that approach. Going forward, the organization will be guided by a newly defined organizational **Purpose**. How is that different? A purpose statement is the higher ideal an organization strives to achieve. It articulates our reason for being. It strives to inspire our team and give direction for our decision making. After much research, discussion and writing, we are defining our purpose this way: **At Theatre Calgary our purpose is clear:**



to crush monotony  
through creative  
and engaging  
experiences.



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**CRUSHING MONOTONY** - we offer an escape from the daily grind. An escape from the repetition of everyday life. Through our passion, we can deliver extraordinary and unique experiences. We can be bold in our approach and awaken our audience to the world around them.

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**CREATIVE** - as artists, creativity is the lifeblood of our business. But our creative mandate isn't just for the stage, it should carry into every aspect of our business.

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**ENGAGING EXPERIENCES** - we deliver experiences. But more than that, we deliver experiences that draw people in, which engage them to feel something. It's part of our core. Onstage, for certain. But also in the lobby, on our website, in our workplace and in the community. Everywhere we engage with people, we should be delivering unique, valuable and creative experiences.

# ARTICULATING

## our ambition.

In developing this 5-year strategic plan, the ambition of our staff and stakeholders (including our Board of Directors in particular) for the future of Theatre Calgary and its role in society emerged. It became an important part of this plan, anchoring high the expectations and desired outcomes of our work over the next 5 years.

**TO POSITIVELY IMPACT** the quality of life in Calgary. Our presence is an important part of what makes Calgary great.

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**TO BE LEADERS** in the Arts Community, with a focus on our local community first.

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**TO BROADEN AND DEVELOP** our cultural competency, internally and with new audiences, to include more diverse people engaged with Theatre Calgary.

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**TO CONSISTENTLY DELIVER** exceptional experiences both onstage and across all audience touchpoints.

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**TO BE A WORLD-CLASS** organization that is stable and financially sustainable.

# ATTRACTING

## new audiences.

We have been fortunate to have a long-standing, loyal customer base. Their support has enabled over 50 years of programming and cultural enrichment. However, the demographics of our city have changed over this time, particularly in recent years. Our ongoing success, and our future growth, depends on our ability to attract new audiences that reflects the **diversity of our city** – being inclusive of our current patrons while making room for new audiences by removing barriers and enhancing accessibility. For our 5-year plan, our audience focus will reflect this duality.



# 1. MAINTAIN

our core audience.

**Current Loyalists** - our long-standing core of subscribers, donors and sponsors will remain an important audience.

 <b>58.2</b>	<b>AVERAGE SUBSCRIBER AGE</b>
 <b>75%</b>	<b>LIVED IN CALGARY 20+ YEARS</b>
 <b>72%</b>	<b>PERCENTAGE FEMALE</b>
 <b>22%</b>	<b>POSTGRADUATE</b>

**Existing Single Ticket Buyers** - our other existing loyal audience- they don't buy subscriptions, but they are consistently engaged with us on a single show basis and offer strong potential for a deeper engagement.

 <b>49.1</b>	<b>AVERAGE AGE</b>
 <b>55%</b>	<b>LIVED IN CALGARY 20+ YEARS</b>
 <b>75%</b>	<b>PERCENTAGE FEMALE</b>
 <b>72%</b>	<b>NO CHILDREN IN HOUSEHOLD</b>

# 2. ENGAGE

a new audience.

**Arts-Engaged Calgarians** - this diverse group engages in a mix of arts activities (music, museums, festivals, theatre) but are generally younger, more diverse and looking for more unique experiences than our core audience.

 <b>49.8</b>	<b>AVERAGE AGE</b>
 <b>63%</b>	<b>LIVED IN CALGARY 20+ YEARS</b>
 <b>55%</b>	<b>PERCENTAGE FEMALE</b>
 <b>78%</b>	<b>COLLEGE/UNIVERSITY/POSTGRADUATE</b>



# Three Strategic Pillars. **ONE BIG IMPACT.**

With our purpose now clear – **to crush monotony through creative and engaging experiences** – the question becomes how do we work towards this? Our planning has identified three main strategic pillars that span across the functional areas of the company. These include the critical areas of **Artistic Advancement** and **Customer Centricity**, both of which will be anchored on the strength of **Organizational Sustainability and Excellence.**



# ARTISTIC ADVANCEMENT

**We are committed to artistic advancement.** In exploration and advancement lies our path to creating an even greater impact. As a premier theatre company, we will present new and innovative works alongside established titles. We will foster new voices, playwrights and stories as we present plays and musicals for the national and international stage. And we'll do this with a bias to our local community.

We will become a destination for exceptional, industry-leading talent. A company recognized for its quality and commitment to advancing the art.

Through our work we will unleash the power of theatre - creating anticipation for new experiences, eliciting joy through discovery and broadening perspectives along the way.

## 5 YEAR OBJECTIVE

**To be the destination theatre for audiences and industry leaders (actors, writers, directors, designers, producers, national and international arts institutions), while being globally recognized for the art we produce on our stage.**



### KEY ACTIVITIES:

- Cultivate and evolve our mainstage programming to include all genres of new plays and musicals, developed on our own, or in partnership with other theatre companies locally, nationally and internationally.
- Continue intentional selection of new and classic stories that reflect the world we live in, which will attract more diverse artists, theatre practitioners and audiences, especially from our local market.
- Expand mentorship and emerging artist programs for artistic and production personnel through proactive recruitment.
- Foster and expand national and international collaboration opportunities.
- Develop educational programs for our audiences, stakeholders and partners.



### HOW WE'LL KNOW WE ARE SUCCEEDING:

- Produce, develop, and/or commission a minimum of 5 new works per year that are either featured on our mainstage or through TC Scribes.
- Over the next 5 years, 5 new works will live beyond our mainstage.
- Based on the daily show surveys, the measurement of "likelihood to recommend attending new works" grows to be on par with the measurement of "likelihood to recommend existing works."
- Double the number of participants in the mentorship program by 2024.
- Increase investment in stage technology and theatre innovation that will meet industry averages spent on budget. We will develop the baseline for 2019.

# CUSTOMER CENTRICITY

# 2

**We are focused on customer centricity.** Which means obsessing about relationships. Gaining them, nurturing them, maintaining them. And in doing this we will weave ourselves deeper into the fabric of our community and become an essential part of the Calgary experience.

Engaging our audience, including our current donors, subscribers and sponsors along with new, diverse patrons, will require an increased focus on creative experiences across all touch points. Recognizing not every experience is right for every audience, we will focus on meeting customers on their terms by delivering a barrier-free and fully accessible experience that matters to them. In doing this, we will not only develop more meaningful relationships with our audiences, moving them to deeper levels of participation, but they will also bring like-minded people through our doors along with them.

## 5 YEAR OBJECTIVE

**To create raving fans who become loyal advocates of the Theatre Calgary brand.**



### KEY ACTIVITIES:

- Develop a guest experience plan that acknowledges all key touchpoints in the consumer journey and defines all the opportunities to improve upon that experience and create more opportunities for delight.
- Create a digital strategy that starts with a refreshed website and further addresses the entire digital footprint of Theatre Calgary and all the opportunities to grow our awareness and engagement.
- Develop an overarching approach to brand positioning and promotions that positions Theatre Calgary as a unique experience and grows our overall awareness.
- Create a cultural competency committee that will assess, develop and execute a plan to increase the outreach capabilities of the organization and the diversity of our audiences.
- Develop a corporate engagement strategy that strengthens ties between Theatre Calgary and the corporate sector in Calgary.



### HOW WE'LL KNOW WE ARE SUCCEEDING:

- Increase the overall brand awareness scores by 8% over the next 5 years.
- Grow the audience that gives a top rating (8, 9, 10) on their experience with us. We will develop the baseline for 2019.
- Grow the number of Arts Engaged Calgarians who think what we offer is unique, by 10%.
- Increase overall digital engagement scores by 25%.
- Grow the number of diverse people (as defined by the committee) attending or participating with Theatre Calgary. We will develop the baseline for 2019.



# ORGANIZATIONAL SUSTAINABILITY & EXCELLENCE

**We are focused on continuing and strengthening organizational sustainability and excellence.** And the path to achieve this is rooted in our people. An engaged, motivated team ultimately translates to a better experience for everyone, especially our patrons. And ultimately, engaged patrons mean financial strength and stability for the company.

For the next five years, our focus will be on **our people and our culture.** Driven by our purpose, we will crush the monotony of an ordinary workplace. We will remove barriers, increase diversity, improve communication and collaboration, and move from surviving to thriving in our day-to-day engagement. We will implement sustainable practices and financial controls to deliver on our targets and implement processes that support a positive culture.

Historically, our focus in this area has been financial. With this plan, we're shifting the emphasis to our people and culture, confident that this will lead to the financial growth of the company. And greater security for everyone.

## 5 YEAR OBJECTIVE

**To achieve financial stability by recruiting, retaining and engaging the top talent in the industry.**



### KEY ACTIVITIES:

- Through the creation of a human resource strategy, identify the elements that will increase the engagement of our team and support the goals of the organization.
- Create a physical and digital environment that provides appropriate spaces and tools to be successful and engaging.
- Build a more philanthropic community for Theatre Calgary that encourages all stakeholders to invest in our art ensuring the financial sustainability of the organization.
- Champion the professional and personal growth of our employees.
- Establish a Board and employee committee to further the cultural competency of Theatre Calgary.
- Create a wholesome communication environment that fosters and grows the loyalty and trust across the organization.
- Develop a whole compensation strategy for the organization that assures the retention of our team and enhances top talent recruitment.



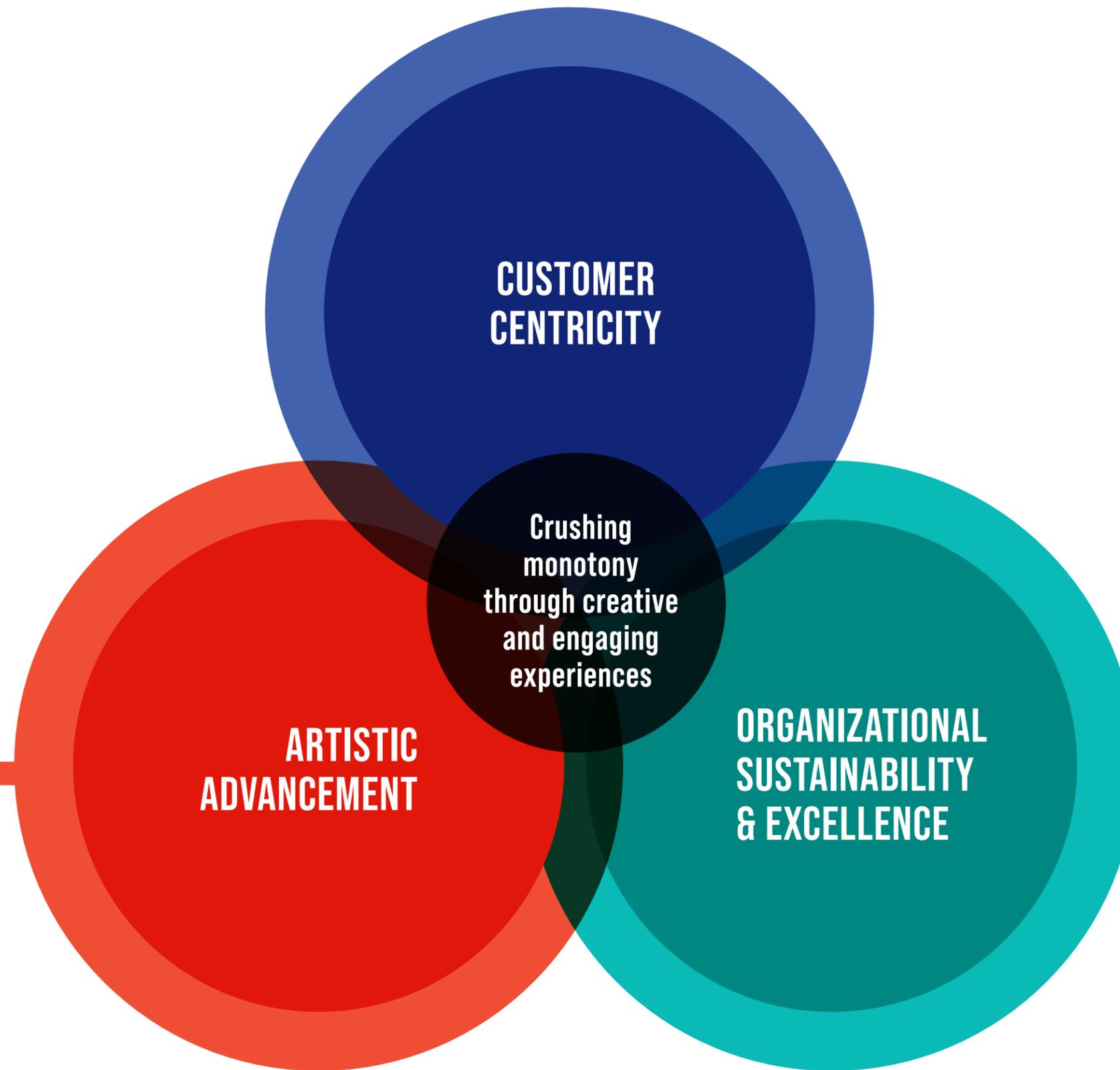
### HOW WE'LL KNOW WE ARE SUCCEEDING:

- Increase employee and contractor engagement. Baseline in 2020.
- Become a more culturally competent organization. Baseline in 2020.
- Contribute 60% of our annual surplus to our Endowment Foundation.
- Develop process awareness, adherence and effectiveness across the organization. We will develop the baseline for 2019.
- Achieve a working capital reserve of \$300,000 in the next 5 years to ensure continued sustainability and success.
- Increase stakeholder investment. We will develop the baseline for 2019.

# The 5-year Strategy IN ACTION

While introduced separately on the previous pages, the reality is each component of this strategy is inter-dependent. For example, **Artistic Advancement** requires strong relationships founded in **Customer Centricity**, while **Customer Centricity** and attracting **new audiences** requires resources delivered as a result of **Organizational Sustainability and Excellence**.

Further, all three of these pillars fall out of and support our organizational **purpose**. And only with these components working together can we **impact** society and realize our **ambitions**.



# THEATRE CALGARY BOARD OF DIRECTORS

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