



Shinook Arch Photography

CSPACE PROJECTS

STRATEGY PLAN 2024-26

MAY 2024



Greg Clark

MAY 2024

M E S S A G E F R O M T H E C H A I R + C E O

We are thrilled to share all that cSPACE will accomplish in service of artists, creative enterprise and the Calgary community over the next three years.

Our proven history and this moment in time come together to show us a path forward that we are approaching with urgency, enthusiasm and knowledge that we have tremendous opportunity to deliver value for artists and for Calgary.

cSPACE plays a unique city-building role in Calgary - transforming underutilized real estate into activated arts and culture assets. We are proud to have operated our Marda Loop creative hub for several years, which has remained fully leased since day one and is reinstated as a vital community place. In other projects such as experimenting with Meanwhile activations in vacant temporary spaces, we have facilitated utilization by the creative sector and as a result, much-needed revitalization. Overall, we have proven that our approach transforms neglected spaces into vibrant hubs benefitting artists, creatives and the surrounding community.

We know how to drive value: providing affordable spaces so artistic entrepreneurs can thrive; fighting isolation and loneliness with events and programming for all; building capacity through connections and incubation; revitalizing marginalized assets and increasing the tax base in the surrounding community. We do this well. We will continue to do this in Marda Loop. And we can do it again. .

By the end of 2026, cSPACE will have moved significantly closer to realizing our vision of a Calgary with vibrant arts and culture hubs across the city. To do this we will focus on:

1. Ensuring the Marda Loop Hub becomes a self-sustaining, zero-debt facility that is a vibrant home for tenants, artists, creative enterprises and the community.
2. Building a generative and resilient revenue model with well-established streams of a Meanwhile Lease business, fundraising, and continued delivery of affordable pricing for our primary beneficiaries.
3. Working on our 'Project Next' – by the end of this 3-year-plan cSPACE will be leading the creation of a new, artist-serving hub in Calgary.

The ambition we have set out will stretch our small but mighty team to deliver unique and meaningful value for Calgary. We are excited and energized by the challenge ahead.

Greg Clark, Board Chair
Deeter Schurig, President + CEO



STRAT PLAN 2024 - 2026

F o u n d a t i o n 2 0 2 4 - 2 0 2 6

As part of the Strategic Planning process, cSPACE reaffirmed our commitment to our existing Mission and Values. To clarify and commit our focus for the next three years, cSPACE developed a purpose statement and modified our vision to guide the plan – this will help us communicate with stakeholders and facilitate decisions throughout the life of the plan.

Purpose

To provide vibrant and accessible spaces for artists and arts organizations so that creative enterprise thrives in community.

Mission

To develop creative places that activate people and ideas to ignite collaboration and community-led change.

Vision

Artists and creative enterprises flourish in a network of hubs and spaces across Calgary, connecting community to and through arts and culture.

Values

Creativity – and the conditions that enable it to flourish – we rethink space as a platform for creative purpose.

Community – and the transformative power of engaged citizens – we connect creativity and community for the benefit of both.

Collaboration – and the innovation this unlocks – we seek out diverse and meaningful partnerships to shape our projects.

Change – and the culture that fosters it – we cultivate a wide view of sustainability to amplify our impact.

S T R A T E G I C P R I O R I T I E S

1 A Resilient Marda Loop Hub

Objectives

1. Deliver a break even or better operating model
2. Drive vibrancy with increased public engagement at the Hub
3. Eliminate the debt by end of 2026
4. Create a capital reserve plan to ensure Marda Loop sustainability
5. Confirm tenant satisfaction



Key Result/Key Performance Indicator

- Debt service & contribution ratio 1:1.1
- Foot Traffic Year Over Year Increase (as measured by door trackers & tenant feedback)
 - Baseline of 446,000 in 2023
- Debt = \$0 by 2027
- Capital Reserve by 2026 (Target reserve size established in 2024)
- Annual Survey results shows positive feedback from tenants

2 A Robust Revenue Mix

Objectives

1. Formalize a replicable 'Meanwhile Lease program' with SPACEPILOT 2.0
2. Create in-house Fundraising Capacity in the staff and Board
3. Maintain accessible pricing for arts sector
4. Explore consulting capacity with creative space development and activation expertise



Key Result/Key Performance Indicator

- Grow SPACEPILOT Portfolio 2X by Q4 2024
- Target Net Profit as per 2024 Budget
- Target Net Profit increase of 1.5X 2025
- >30% of funds are unrestricted
 - Business plan to address timing, in Q2 2024
- Rentals at below market rates. Maintain 100% leased
- Decision-making criteria established in 2024 Net profit

2 A Compelling 'Project Next'

Objectives

1. Develop Project 'Next' Pro Forma by Q2 2025
2. Build a strong rationale for Project 'Next'

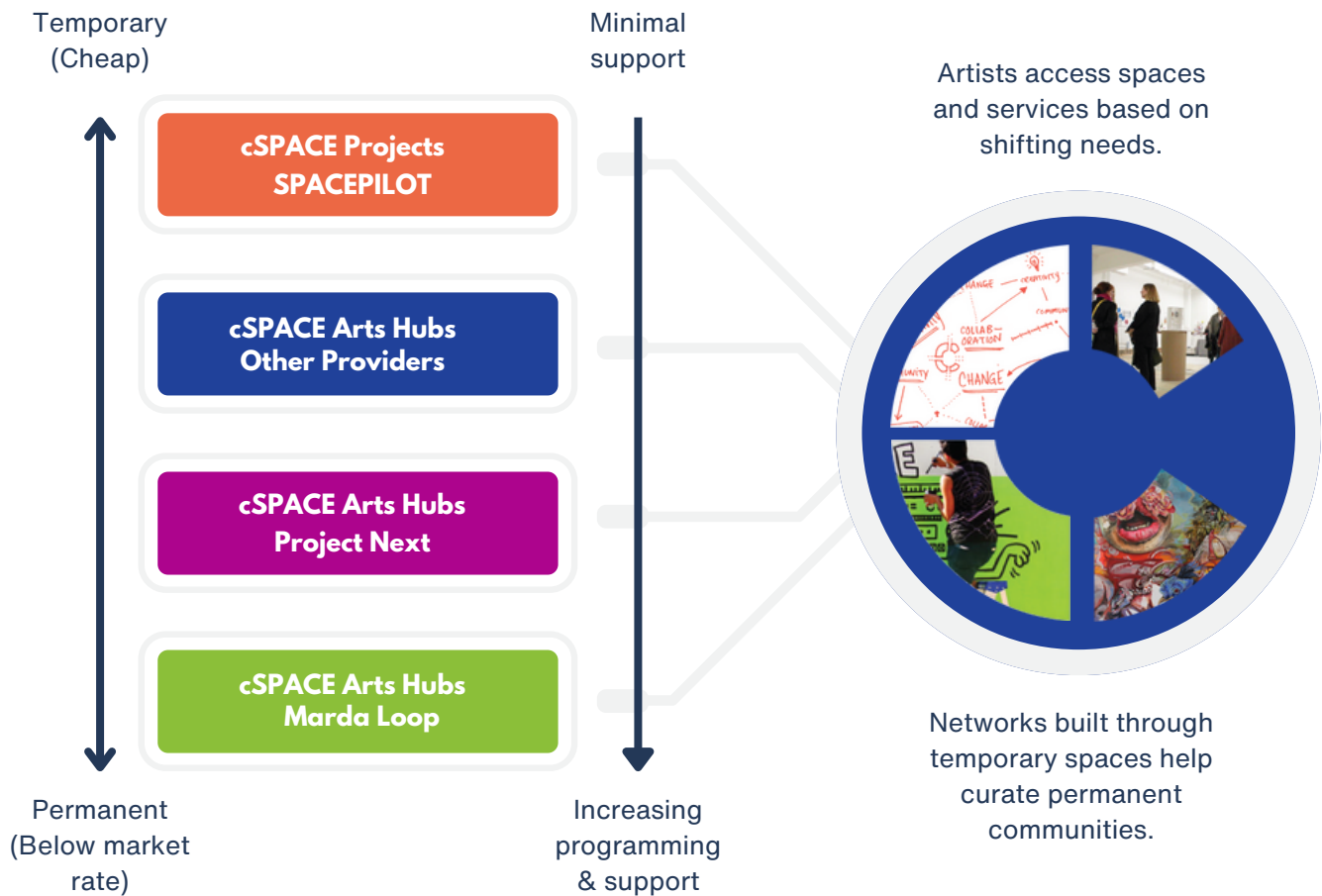


Key Result/Key Performance Indicator

- Sustainable model presented
- Market study documenting need among artists and arts organizations

PIPELINE

Other Providers
Small or standalone artist spaces at various prices



Other Providers
"Downstream" & presentation-focused performance and exhibition spaces