



FOR CULTURAL ORGANIZATIONS

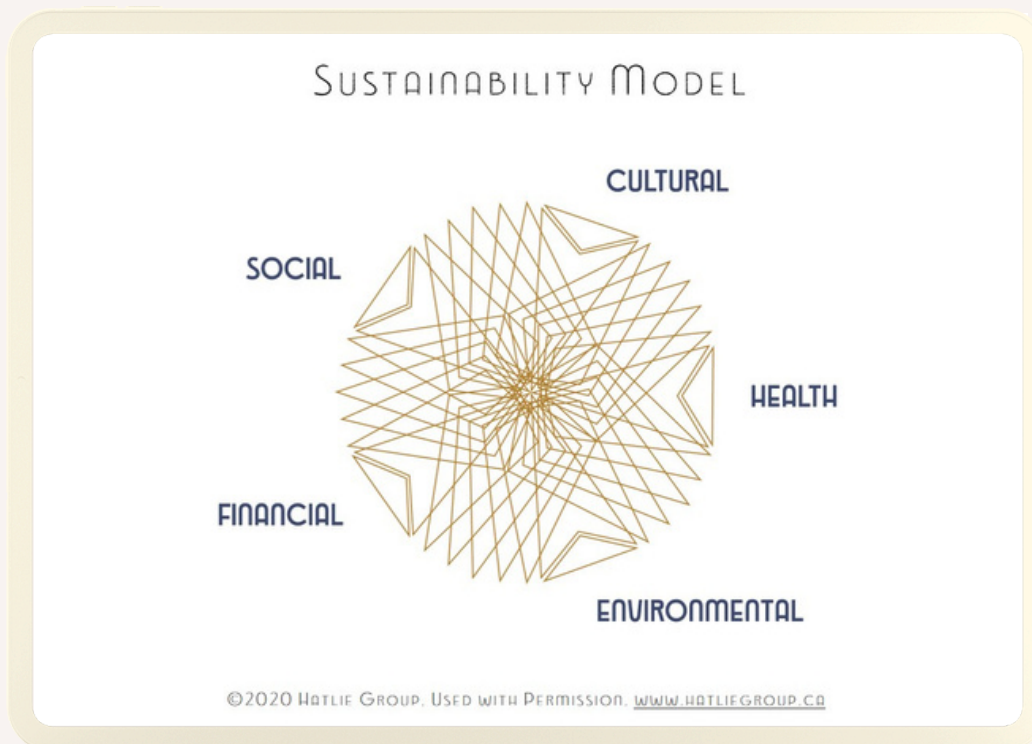
Sustainability as a journey

As cultural organizations, it's important to understand that sustainability is a journey, not a destination. It's an ongoing thinking and philosophy applied to the strategies, operations and governance of an organization to achieve a healthy balance that better serves our communities.



A holistic approach

Hatlie Group uses a 5-facet model for cultural organizations to apply a holistic approach to sustainability. The original model was developed by the Alberta Museums Association in 2013 when they launched the Sustainability Working Group.



The 5-facet model implies that no individual facet can be considered separately. If one facet is overlooked, or overemphasized, in the organization's actions or strategy, then the entire model falls apart. This holistic approach supports resiliency and agility and provides the opportunity to discuss impacts in all areas of the organization's work, including its relationships, activities, and communication.



 Here are some questions to help us think through each one of the facets:

Culture

- Does our organization establish and nurture mutually beneficial long-term relationships, partnerships, and collaborations?
- How do we encourage exploration, appreciation and expression?

Health

- Do we take the wellness of the staff and volunteers into consideration when making decisions? What about my own health?
- How is our organization contributing to the well-being of our community?

Environment

- Do the decisions our organization is making take our impact on the environment into consideration?

Social

- How do we define community?
- Are we actively contributing to addressing community issues?

Financial

- How can we create a more balanced approach, stopping the activities that have no relevance or revenue opportunity, even if they are ingrained in our organization, and strengthening the ones that have high relevance and revenue potential?



Exercise:

Evaluate the category where each one of your organization's activities fall under:



The arrows help to visualize the activities we want to increase and those we want to stop. We also want to have a balance between the Heart and the Money Tree activities.

Often cultural organizations have most of their activities located at the Heart. This embodies a challenge for long-term sustainability.

Tools and Resources

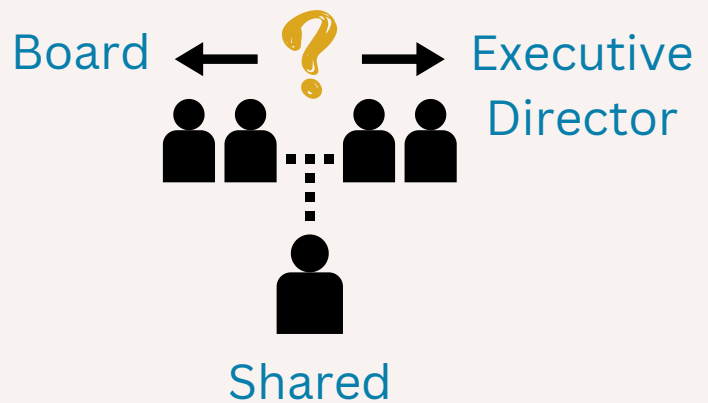
These are some of the tools that Hatlie Group has developed and adapted to help cultural and arts organizations to work on their sustainability.

Strategic framework:

- ✓ Declare your **values**; this way all stakeholders can have realistic expectations of what it is like to work with you.
- ✓ Determine your **vision** based on your desired future.
- ✓ Define your **mission** based on three questions:
 - **WHY DO YOU EXIST?**
 - **WHO ARE YOU SERVING?**
 - **WHAT BUSINESS ARE YOU IN?**
- ✓ Identify, through **impact statements**, the tangible changes that will happen because of the work your organization does.

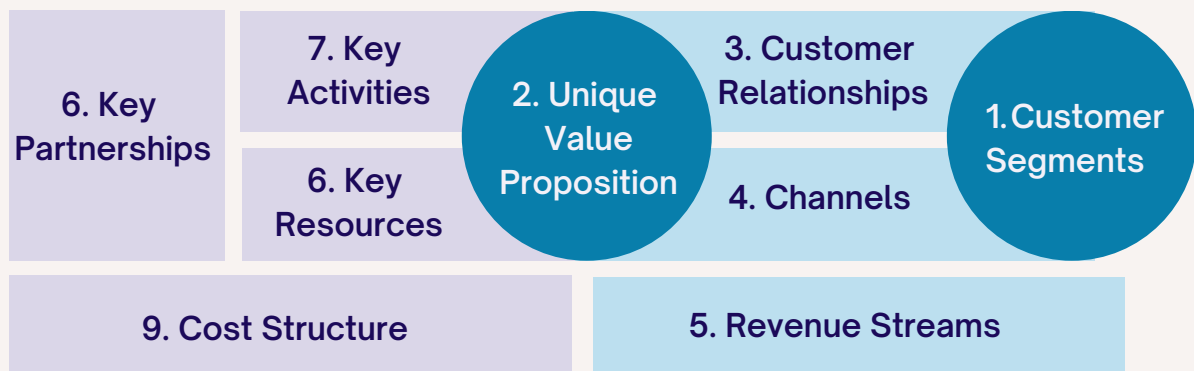
Governance:

Identify who is responsible for each task and minimize the number of tasks that fall under gray areas. Capture those understandings in policy and find the right tools to keep your meetings on track.



Operations:

Adapted from the Business Model Canvas developed by Strategyzer.com, this is a model that works well for non-profit organizations because it begins with who you serve first and moves through the model from there; illustrating how your organization creates, delivers, and captures value.



Core building blocks

What gives meaning

Interested in expanding more into the topic?

Agile and Sustainable Organizations in Changing Times.
Essay by Alexandra Hatcher and Crystal Willie presented as part of the L’AiR Arts Residency in January 2020.

Recommendations Report. Final Report developed by the Sustainability Working Group launched by the Alberta Museums Association.



About our Speakers: Alexandra, Crystal and the Hatlie Group

Alexandra Hatcher and Crystal Willie founded Hatlie Group in 2019.

Hatlie Group is a full-service consulting firm that utilizes a holistic approach to strategy creation and execution, empowering non-profit and public sector organizations to strengthen and serve their communities efficiently, effectively, and sustainably.

A values-based firm, Hatlie Group’s practice is grounded in an approach to sustainability that strengthens a cultural organization by focusing on their relevance, providing meaning to their communities, improving their health, making intentional decisions, and encouraging active contributions to community.

Clients include:

- Arts Commons
- ArtsHab Edmonton
- SAM Centre, Calgary Stampede
- Canada Council for the Arts
- Corps Bara Dance Company
- Festivals and Events, City of Calgary
- Vancouver Island University Libraries



Alexandra Hatcher
& Crystal Willie

If you are interested in discussing your organization’s sustainability plan with Alexandra or Crystal or want to know more about the work of Hatlie Group, please visit <https://hatliegroup.ca>.