



Strategy for 2011 – 2022

Cultiva – From hydropower to creative power

Strategy for 2011 – 2022:

Children's city of culture

Introduction

Kristiansand kommunes energiverksstiftelse – Cultiva – was established in 2002. The objectives of the foundation is regulated through the statutes where Paragraph 3 describes the foundation's objectives as *'..to secure jobs and good living conditions in Kristiansand by providing financial support to projects that set up art, cultural and educational institutions or organisations that contribute to innovation, development and expertise in the creative communities of Kristiansand.*

Educational institutions that develop creativity and innovation can be awarded grants from the foundation.

Institutions or organisations that receive funding must conduct the business on a level of high standards.'

The objectives of Cultiva are broadly worded. The foundation was established for the people of Kristiansand. The tools to fulfill the purpose are defined as investment in art, culture, expertise and creativity.

During the initial phase, Cultiva focused on the construction of infrastructure. Central priority areas have been:

- Development of regional centres of expertise: SØRF, Sørnorsk Filmsenter, Forfattersentrum Sørlandet, Agder Kunstnersenter and Fotohuset.
- Upgrading of the local education: Universitetet i Agder, Handelshøyskolen BI, Mediehøgskolen Gimlekollen and Fagskolen Noroff.

- Strategically important festivals and event, such as: Quart, Punkt, Kirkefestspillene, Figurteaterfestivalen, Dark Season, Otera Open, Kultopia, Kulturkarneval, Gimletroll Vintercup Festival and PlussbankCup.
- The establishment of pre-seed, seed and venture funds: Gallion Sørlandet Etablererfond, Skagerak Seed Capital II and Skagerak Venture Capital.
- The financing of Kilden and Sør Arena.
- Development of young talents, such as: trafo.no, Cultiva Ekspress Kunst and Cultiva Ekspress Idrett.

The values of Cultiva should be:

Focus on living conditions by investing in initiatives and ideas that heightens the quality of life for the population and the right to self-expression

Committed by being an active partner for the further developments of Kristiansand

Brave by daring to choose new paths and thinking long-term

In the upcoming strategy period Cultiva aims to concentrate the effort. The foundation believes that a focus on children and young adults will have a positive effect on both living conditions and jobs.

Vision and strategic targets

Kristiansand is attractive to children and families with children. The town has a high score in developmental environments that are inclusive and good for children and young adults. In addition the region has a vibrant experience economy that is particularly aimed at children. The upcoming focus of Cultiva will actively contribute to the strengthening of this position and with the following vision:

Kristiansand will become the leading city of culture for children in the Nordic countries. With this the city will become the best place for growing up and a city that children and families alike must visit.

With this Cultiva want to contribute to:

- Improvement of the living conditions in Kristiansand by laying the foundation so that all children have the best conditions for self-expression.
- Make Kristiansand more attractive to parents by creating the best conditions for the upbringing of children. Continue to develop Kristiansand to secure the town's position as the number 1 holiday destination for families with children.



Strategy

The vision will act as a guideline for Cultiva's strategy. The foundation will bring the vision to life in cooperation with other partners in the town and the region.

This will be achieved by:

- **Main focus: Children and young adults**
Initiatives and projects that particularly strengthens children and young adult through developing their creativity, cultural participation, experience and development. A portion of the funds will be earmarked the development of those groups of children and youth who have the greatest challenges in living condition. The foundation believes that a targeted effort for children and young adults will have a profound effect on living conditions. The experience and expertise in art, culture and creativity is considered fundamental in ensuring the population's quality of life and the attractiveness of the town.
- **Area 1: Talent development**
A broad focus on young talents with particular prospects of success within the arts and culture. With this the foundation will build on the experiences gained through the work of Cultiva Ekspress.
- **Area 2: Development of expertise**
Measures that contribute to the development of research and education linked to the arts and cultural industries. Focus will remain on important centres of expertise that are absent in the region. The focus is an important contribution to strengthening the level of competition in the region.

New opportunities

In addition to what is mentioned above, there will always be an opening for Cultiva to involve in emerging new possibilities that is particularly important for the town.

Cultiva will prepare an annually action plan where measures are prioritized.

Method of work

The foundation will use the vast majority of its funds on children and young adults. The activities in this field will mainly not be based on processing applications. As an independent partner Cultiva will define the processes, projects and measures that are to be supported.

For the wider development of talents the foundation will open for applications according to specific criteria. The aim is to continue a simple and unbureaucratic application process.

Through dialogue with relevant partners Cultiva will identify the projects of expertise development that the foundation will support.

In order to realise the strategy Cultiva will open up for a broad partnership of those who wish to take part in Cultiva's vision. We will seek cooperation with the local authorities, the county and the state, professional and volunteer partners, the business sector and organisations within art, culture and education.

In addition to continue working with the existing communities of artists and cultural organisations already in Kristiansand, Cultiva will strive to facilitate these resources in areas where art and culture is not normally used, for instance substance abuse and psychiatry.

The following items will act as a guideline for the priorities of Cultiva:

- **Landmark projects:** initiated projects must be innovative
- **Activating effect:** the contributions from Cultiva must make a difference and hopefully contribute in releasing other means, particularly national funds.
- **Sustainable:** projects must be viable in the long-term without Cultiva's participation. Cultiva will be an initiator, and not provide ongoing operational support.
- **Complimentary role:** Cultiva will be an additional resource that allows Kristiansand to take a position that other cities are unable to

do. This entails that Cultiva does not assume responsibility for areas such as culture and living conditions where other parties hold responsibility.

- **Cost/Benefit:** projects and initiatives that have the greatest expected effect on the objectives of Cultiva, in relation to cost, will be given priority.

The statutes requirements for high standards apply to all types of activities that the Foundation supports. Cultiva will actively join forces with expertise in the various fields in order to assess the quality of the projects.

Financial leeway

Cultiva aims to be able to distribute funds on a regular basis and on a larger scale than currently today. The foundation will build up a buffer fund in order to increase the likelihood of higher returns. The structure of the buffer fund will result in, regardless of the development in the capital markets, a slow increase in the size of the funds that can be distributed. In the first year Cultiva will have approximately 15 million NOK available for the development of projects. In the long term this will most likely increase to approximately 60 million NOK annually.

Self-assessment

Cultiva will continue to document the effects of their own work. Fundamentally the initiatives through Cultiva are rooted in the belief that the way to the society of tomorrow is built through facilitating people to develop and unfold, to sense and experience in a time where art, culture and experience economy shape the conditions of living and employment in a completely different manner than before.

Communication

Based on the new strategy Cultiva will emphasize an open and clear communication on the projects and activities that the foundation contributes to realise, the motives for these and the results that are generated.