

2019

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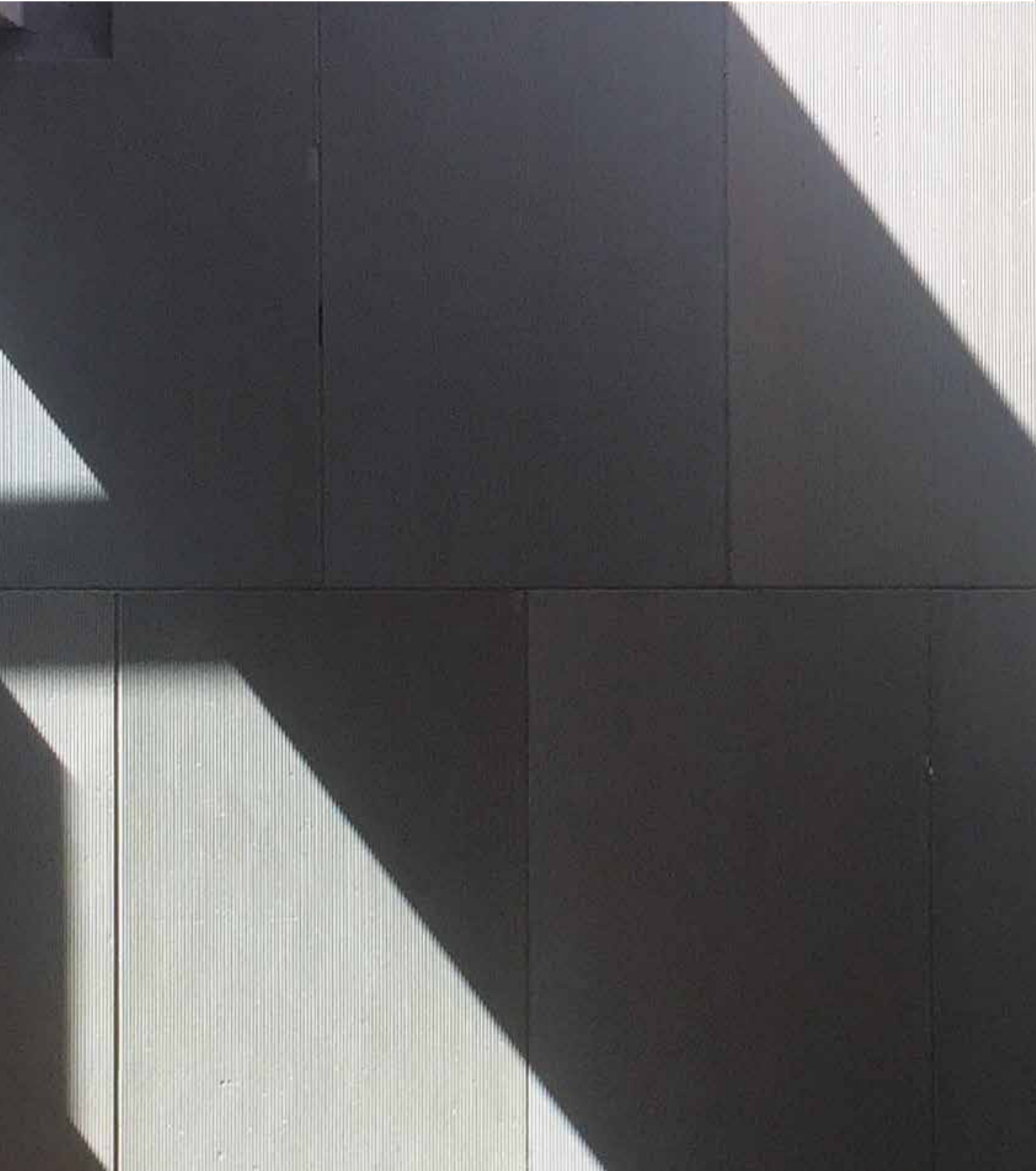


CONNECTING THROUGH THE ARTS

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## CONNECTING THROUGH THE ARTS

For more than 55 years, Confederation Centre of the Arts has been providing Canadians and visitors with an opportunity to experience the multiple cultures, histories, stories, and contexts of Canada's origins and evolution. Through engaging visual arts exhibitions, theatrical performances, music, dance, education, and heritage programming, Confederation Centre of the Arts is Canada's hub for learning about how this nation was formed, and how our identity continues to evolve.

As Canada's living monument to confederation, this Centre has the responsibility to learn and evolve with the country. We learn from the stories, images, and cultures of all Canadians, and celebrate this learning by connecting through the arts.

As a national cultural hub in the Atlantic region, the Centre plays a critical role in the economic and social well-being of the community. We draw hundreds of thousands of visitors each year who connect in our gallery, theatre, and educational spaces. In the heart of downtown Charlottetown, the birthplace of Canadian Confederation, we bring indigenous, francophone, and multicultural Canadian voices to the world and help visitors connect with the past, present, and future. We can only accomplish these goals through meaningful community partnerships including government, sponsors, donors, and patrons, and we are so grateful for their support.

After more than a year of input from our many stakeholders, we are proud to present this strategic plan to the local and national community. It outlines our priorities and goals for the next five years. With a focus on artistic excellence, engaging diverse communities, and achieving long-term sustainability, we are excited to move the institution forward by connecting communities through outstanding arts and heritage programs. Thank you for helping us to celebrate Canada by connecting through the arts!

**Steve Bellamy,**  
Chief Executive Officer

**Robert Sear,**  
Chair, Board of Directors





## CONFEDERATION CENTRE OF THE ARTS

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### VISION

Connecting artists, audiences, and communities through creativity, dialogue, and collaboration as a leading Canadian arts centre

### MANDATE

A living monument to Canadian Confederation

### MISSION

Inspire and engage, through visual and performing arts, to celebrate an evolving Canada

The Centre operates on land that is the traditional unceded territory of the Mi'kmaq, and we acknowledge with respect, the history, spirituality, and culture of the Mi'kmaq people.

## PILLAR 1: **Artistic Excellence**

*“Creative work on new frontiers is a constant element in the strength of a nation and its people.”* – FRANK MACKINNON

## PILLAR 2: **Engaged Diverse Communities**

*“To neglect history is one of the shortcomings of civilization.”* – ERIC HARVIE

## PILLAR 3: **Organizational Sustainability**

*“A great gulf, however, has been opened between man’s material advance and his social and moral progress, a gulf in which he may one day be lost if it is not closed or narrowed.”* – LESTER B. PEARSON, PRIME MINISTER OF CANADA

## SETTING THE STAGE

Confederation Centre of the Arts invites all to be inspired and engaged through performing and visual arts. The Centre is a vibrant arts centre that is on a pursuit to be more accessible and to partner and showcase the arts across the country.

Created out of a vision to commemorate the birthplace of Canada, Confederation Centre of the Arts opened its doors in 1964. Our mandate is "A Living Monument to Canadian Confederation." We celebrate an evolving Canada by connecting people through the arts.

Since 1964, the Centre has enabled the appreciation and exploration of creative expression through various programs. Generations of visitors have had their lives enhanced through the Centre's visual and performing arts, education, heritage, and community engagement programs.

## WE VALUE:

...open environments that welcome new ideas.

...creativity and artistic excellence.

...the way diversity strengthens and invigorates the arts.

...efforts to make the arts accessible to everyone.

## THE PATH AHEAD

There is more to do,

The Centre has developed a new strategic plan to provide direction for continued, long-term success. The 2019-2024 Strategic Plan: *Connecting Through the Arts* was developed based on the engagement and input of a broad array of stakeholders including patrons, the public, the National Board of Directors, management and staff, indigenous and francophone communities, government, and other key stakeholders. This plan outlines the Centre's vision, mission, and strategic priorities for the next five years. The Centre's values guide decision-making and inform the way we communicate with one another and the community

The plan prioritizes a strong commitment to creativity, community leadership, and continuous improvement toward ensuring long-term stability for the Centre and its impact on all Canadians.

## WE VALUE:

...partnerships  
which increase our  
collective impact.

...the multiple  
histories and  
experiences of  
the people of  
this land.

...the integration  
of the arts into  
the everyday fabric  
of society.

...and respect  
each other and  
our individual  
and collective  
contributions.



# STRATEGIC PILLARS AND PRIORITIES

## PILLAR 1

### **Artistic Excellence**

#### STRATEGIC PRIORITIES

- 01** | Showcase diverse content that reflects an evolving Canada
- 02** | Deepen our partnership with Indigenous Communities
- 03** | Actively contribute to the national arts sector
- 04** | Support the development and growth of arts and culture in Atlantic Canada





## STRATEGIC PRIORITIES

### 01 | Showcase diverse content that reflects an evolving Canada

#### Supporting Actions

- Encourage and support diverse forms of visual arts, performing arts, arts education, and heritage programming
- Develop, produce, and present high-quality programming that appeals to diverse populations
- Leverage our unique assets and strengths to appeal to a broader audience

### 02 | Deepen our partnership with Indigenous Communities

#### Supporting Actions

- Recognize and celebrate Mi'kmaq history and culture
- Engage First Nations, Métis, and Inuit communities and artists in the development of programming and audience engagement that integrates Indigenous history, heritage, values, and memory practices
- Expand working relationships with Indigenous artists and arts professionals from across the country in ways that contribute to the reconciliation process

### 03 | Actively contribute to the national arts sector

#### Supporting Actions

- Lead in dialogue on the arts and heritage
- Actively contribute to national conversations on the arts and heritage
- Leverage and grow partnerships within the national and international arts community

### 04 | Support the development and growth of arts and culture in Atlantic Canada

#### Supporting Actions

- Provide a national platform for artists from the Atlantic region
- Bring outside art into the region to educate Atlantic Canadian artists and audiences
- Play a leading role for youth involvement in the arts
- Leverage and grow partnerships with post-secondary institutions
- Function as a creative hub for the region through meaningful connections with other arts institutions

# STRATEGIC PILLARS AND PRIORITIES

## PILLAR 2

### **Engaged Diverse Communities**

#### STRATEGIC PRIORITIES

- 05** | Be accessible to, and inclusive of, diverse communities
- 06** | Expand our reach into the local community and across the country
- 07** | Provide innovative and welcoming spaces
- 08** | Demonstrate the multiple benefits of the arts



## STRATEGIC PRIORITIES

### **05 | Be accessible to, and inclusive of, diverse communities**

#### **Supporting Actions**

- Enhance our patron experiences to attract diverse populations
- Improve access for local organizations
- Strengthen and build connections with donors and funders
- Build connections with diverse stakeholders

### **06 | Expand our reach into the local community and across the country**

#### **Supporting Actions**

- Strengthen outreach activities with youth through schools and community groups
- Broaden the diversity of artists from across the country
- Increase access through digital technology

### **07 | Provide innovative and welcoming spaces**

#### **Supporting Actions**

- Revitalize the building in order to better engage with the community
- Activate the exterior of the property to be more attractive and inclusive

### **08 | Demonstrate the multiple benefits of the arts**

#### **Supporting Actions**

- Conduct and gather research on the multiple values of the arts
- Improve communication about the value of our programming to all stakeholders
- Increase awareness about the role of the Centre within the country and the region

# STRATEGIC PILLARS AND PRIORITIES

## PILLAR 3

### **Organizational Sustainability**

#### STRATEGIC PRIORITIES

- 09** | Foster a high-performance workplace culture
- 10** | Achieve financial sustainability
- 11** | Adopt leading environmental practices
- 12** | Embrace long-range organizational planning



## STRATEGIC PRIORITIES

### **09 | Foster a high-performance workplace culture**

#### **Supporting Actions**

- Demonstrate exemplary organizational governance
- Attract, develop and support engaged staff, artists, and volunteers
- Model an inclusive and collaborative organization

### **10 | Achieve financial sustainability**

#### **Supporting Actions**

- Develop a long-term financial sustainability model
- Grow private and public sector revenues

### **11 | Adopt leading environmental practices**

#### **Supporting Actions**

- Embed sustainability practices in infrastructure development
- Embed sustainability practices in all program areas
- Incorporate environmental best practices into operations and maintenance
- Adopt energy saving initiatives

### **12 | Embrace long-range organizational planning**

#### **Supporting Actions**

- Implement longer-term capital planning
- Implement an Enterprise Risk Management framework
- Facilitate the effective and efficient use of all resources
- Define key performance indicators and metrics to track success and impact
- Maintain and modernize the Centre as a living monument to Confederation









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## GRATEFUL FOR YOUR SUPPORT

Thank you to all stakeholders who participated in the creation of this 2019-24 Strategic Plan. Consultation and input was received from many including patrons, staff, donors, government, board members, liaisons, indigenous and francophone communities. Priorities were derived from all of this rich discussion and feedback, and the senior management team has created an implementation plan that will help us deliver on these goals over the coming five years. We will regularly review and report to the Board on our progress with strategic priorities. We are so grateful for the support of our volunteers on the Board of Directors, our staff who are incredibly dedicated, our donors and sponsors who help us do our work, and to our patrons and visitors who connect through our programs to question and discover what it means to be Canadian!

The strategic planning process was facilitated by MRSB Consulting Services.