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VISION

Confederation Centre of the Arts — A leading Canadian cultural centre that inspires creativity, dialogue, and collaboration.

Celebrate Canada; Embrace the Arts!

MANDATE

Inspire Canadians, through heritage and the arts, to celebrate the origins and evolution of Canada as a nation.

GUIDING PRINCIPLES

[creativity]

Foster creativity and artistic excellence through idea exchange and the development of new works of art.

[inspiration]

Educate and inspire through authentic and rewarding experiences in the arts.

[leadership]

Provide leadership in the arts locally and nationally, and encourage and engage in public dialogue on culture.

[collaboration]

Work with other cultural institutions and communities to grow the arts and its impact on Canada's social and economic well-being.

[accessibility]

Maximize opportunities to reach audiences through technology and partnerships, welcome Canadians and visitors to Confederation Centre, and integrate with the local community.

[recognition]

Recognize the contributions of staff, artists, and partners to the Centre, the arts and culture community, and society.

This is an exciting time for cultural institutions around the world as there is an increasing recognition of the importance of arts and culture to the economic and social well-being of communities. Fathers of Confederation Buildings Trust Board and staff are passionate about the Centre's future direction and continued impact on society as we seek to inspire Canadians, through heritage and the arts, to celebrate the origins and evolution of Canada as a nation.

This is an important era for Canada and the Centre starting with the 150th anniversary of the Charlottetown Conference and the 50th anniversary of Confederation Centre of the Arts in 2014 through to Canada's Sesquicentennial anniversary of Confederation in 2017. During these celebrations Confederation Centre will cultivate relationships across the country and build on existing strategic partnerships and activities. A priority for the Centre is to increase awareness of Confederation Centre of the Arts nationally while showcasing the talents of many artists and the importance of arts and culture.

The nature in which art is created is evolving, and the Centre is excited about providing a leading-edge environment that fosters creativity and collaboration among artists. Technology will become a more important

tool for creative expression of the arts. The Centre will provide leadership within the province, the country, and around the world through the encouragement and engagement of dialogue on culture. The Centre will focus on new ways to preserve heritage and history and celebrate cultural values. The vision for Confederation Centre of the Arts is "a leading Canadian cultural centre that inspires creativity, dialogue, and collaboration". This vision is only achievable with the support of our guests, both existing and new, and by delivery of quality experiences.



It has been a challenging time for some cultural institutions. The long-term future of Confederation Centre of the Arts depends on

financial stability and continued commitment of staff, the Board, our funding partners, and all stakeholders. A more stable financial model will ensure the Centre's ongoing contribution to the local and Canadian economy through heritage programming, performing and visual arts, and culture and arts education.

The 2013-2018 Strategic Plan provides us with a clear roadmap for the next five years. We appreciate the valuable input of staff, Board members, and the many stakeholders as we identified the Centre's priorities for the next five years. It is our pleasure to share this Strategic Plan with the local and national communities, government, and the public, whose support and contributions are critical to the continued success of Confederation Centre of the Arts. **Together we will Celebrate Canada; Embrace the Arts!**

H. WAYNE HAMBLY
Chair, Fathers of Confederation
Buildings Trust Board

JESSIE INMAN
Chief Executive Officer,
Confederation Centre of the Arts



Confederation Centre of the Arts is a leader in culture in Canada, the Atlantic

The nation

Since 1964, Confederation Centre of the Arts has been inspiring Canadians, through heritage and the arts, to celebrate the origins and evolution of Canada. For almost 50 years, generations of Islanders and visitors have enhanced their lives through Confederation Centre's visual and performing arts and heritage programming. The Centre has also enabled appreciation and exploration of creative expression through its various arts education programs.

Confederation Centre is a large complex, constructed as Canada's memorial to the Fathers of Confederation and Canada's birthplace. It is a living memorial housing several theatres, including a 1,100 seat Class A theatre, a 500 seat outdoor amphitheatre, a cabaret theatre as well as a studio theatre. It contains a very significant national art gallery that has more than 16,000 pieces in its permanent collection. The Centre also has its own restaurant and gift shop and provides catering services for meetings and conventions. The Centre offers guests many enriching experiences, and it provides artists from across Canada and beyond opportunities to showcase their talent and develop their skills.

CELEBRATE CANADA; EMBRACE THE ARTS! Confederation Centre of the Arts is a leader in culture in Canada, the Atlantic region, and in Prince Edward Island. The nation is evolving and growing; so too must Confederation Centre. This Strategic Plan defines a future for an institution with a role as a contributor to economic prosperity, a source and nurturer of creative inspiration, and a builder of understanding among cultural groups within Canada and around the world.

Over the next five years the Centre will focus on the following strategic goals: cultivate relationships across Canada; foster creativity and collaboration in the arts; provide leadership in culture; enhance heritage programming; and sustain existing and nurture new audiences. Attainment of financial stability and recognition of valued human resources are part of the sixth goal and are essential to accomplish all other goals. This Strategic Plan will help realize this vision: Confederation Centre of the Arts is a leading Canadian cultural centre that inspires creativity, dialogue, and collaboration.



region, and in Prince Edward Island.
is evolving and growing; so too must Confederation Centre.

The Centre takes great pride in its quality programming
in performing and visual arts, heritage,
and arts education.



In January 2013, the Board of Directors and Senior Management embarked on the development of a new strategic plan for Confederation Centre of the Arts. To help plan for the next five years, the team sought feedback on the current and future direction of the Centre from staff and Board members as well as various stakeholders including volunteers, donors, sponsors, funding partners, and visual and performing artists. While internal and external stakeholders provided diverse feedback, there were a number of common themes which are highlighted below.

CONFEDERATION CENTRE TODAY

Confederation Centre of the Arts is fortunate to have dedicated and hard-working staff and to have worked with numerous outstanding artists for close to 50 years. The Centre takes great pride in its quality programming in performing and visual arts, heritage, and arts education. The Centre benefits from the community-mindedness and tourist appeal of Prince Edward Island. However, there are sometimes challenges as well as opportunities associated with Confederation Centre's location in Canada's smallest province. One significant challenge over the years has been the need to balance revenue-generating performing arts programming that has popular appeal against a mandate to create innovative new works that contribute to Canada's performing arts industry as well as to offer heritage programming to represent the memorial to confederation.

An example of this challenge is The Charlottetown Festival's figurehead production (and Canada's longest-running musical), *Anne of Green Gables–The Musical™* which has drawn millions of visitors to Confederation Centre over the last 49 years. The high visibility of this iconic show sometimes obscures the fact that The Charlottetown Festival has produced over 70 original theatre productions and over the years has employed thousands of actors, dancers, musicians, and artistic creators from across the country. The wide recognition of Anne also diverts attention from the fact that the complex, built by the federal and provincial governments of Canada, is a national living memorial to the birthplace of Confederation.

Confederation Centre's commercial operations and services contribute to the overall visitor experience as well as the bottom line. Recent capital improvements to the on-site restaurant, Mavor's, and a higher level of customer service have led to significant revenue increases. The operations unit continually strives for quality and service excellence in food and beverage, catering, meetings and conventions, and retail operations. As well, the team continues to improve the efficiency of energy consumption and overall building operations.

Over the last number of years the Centre has made it a priority to engage the local community and to make the Centre a welcoming environment for artists, Islanders, and visitors. Feedback from stakeholders confirms that this inclusive approach has been successful. Over the next five years Confederation Centre intends to expand its role as a leader in culture, nationally and internationally, while continuing to nurture and build audiences at home.

As a living memorial, Confederation Centre of the Arts is a tribute to the founders of our nation. The Centre embraces leadership, change, and diversity and provides a place for people to come together in the spirit of creation and learn about the identity of Canada, its founders and its artists.

ON EVANGELINE:

"Comparable to *Les Misérables*
for its historical breadth, spanning
40 years of Acadian history."

—THE GLOBE AND MAIL

"A triumph from a
Canadian tragedy!"

—TORONTO STAR



THE VITAL ROLE OF THE ARTS

Confederation Centre of the Arts is a major tourism attraction and economic generator for the province and the country. Approximately 56% of the 2012 Festival ticket buyers were from off-Island and the total value of tickets purchased that summer season exceeded \$2.5 million. The estimated total direct spending that resulted from attendance at the 2012 Charlottetown Festival was over \$7 million.¹ In 2010 an economic impact study revealed that the Charlottetown Festival contributes over \$22 million in economic activity in the City of Charlottetown and Province of Prince Edward Island each year. Wages and salaries in the province are augmented by \$12.4 million and 486 person years of employment are created as a direct result of these visitors' expenditures. All levels of government benefit from increased tax revenues of \$7.9 million, of which \$5.1 million goes to the federal government and \$2.7 million to the provincial government. This study did not include the economic impacts of the Centre's very active fall, winter and spring season with LIVE @ The Centre and educational programming.

In Canada, the arts and culture sector employs more than 630,000 people and contributes over \$46 billion to the economy, or 3.8% of the national real gross domestic product (GDP).² The return for every dollar invested in the arts and culture sector is significant. According to the Conference Board of Canada, for every \$1.00 of real value-added GDP produced by cultural industries in Canada, approximately \$1.84 is added to overall real GDP.³ A 2008 report suggests that performing arts organizations generate \$2.70 in non-governmental revenues for every \$1.00 invested by government.⁴

The contribution of the Canadian arts and culture sector goes well beyond economic significance. Arts and culture industries play a vital role in attracting people, business, and investment and in distinguishing Canada as a dynamic and exciting place to live and work. Our cultural expressions contribute to our identity as a nation and our reputation internationally.

Confederation Centre of the Arts provides opportunities for lifelong learning through culture. The Centre helps generations connect with ideas from the past and present to develop new perspectives for the future. Cultural experiences enhance our critical thinking skills and make our communities more attractive places to live and visit. We cannot underestimate the impact of arts and culture on our daily lives.

A SUMMARY OF FEEDBACK AND A LOOK AHEAD

The environment around us is changing, and Confederation Centre of the Arts needs a clear vision to ensure an institution that is relevant today and in the future. This vision should build on the Centre's strengths and appeal to the changing needs of its guests.

Stakeholders unanimously supported the importance of the financial stability of the Centre and the priority to secure greater and more stable financial support. As a national cultural institution, Confederation Centre depends on a combination of federal, provincial and municipal government grants, private-sector sponsorships, and earned revenue. The Centre has significantly increased the proportion of revenue generated through



ticket sales and commercial operations over the last few years; however, continued growth in earned revenue may not be sustainable in the longer term due to a limited local population and a dependence on tourism visitation to P.E.I. (which has not grown in recent years). At the same time, operating and capital costs continue to rise. For example, the Centre is well known for *Anne of Green Gables–The Musical*TM which opened in 1965, and very quickly became an important revenue generator. While the musical continues to be popular today, ticket sales have been static in recent years, leading to a decline in overall revenue for The Charlottetown Festival and a greater dependence on the success of the “second show” on the Festival’s main stage. Currently the success of the “second show” is the determining factor of whether or not the whole institution breaks even each year. This places a significant amount of stress on the organization’s staff.

While governments face budgetary restraint and competing priorities such as health care costs, an investment in arts and culture has proven economic and social returns. It is widely recognized by communities and government that a vibrant arts and culture sector is an essential indicator of a thriving community. Confederation Centre of the Arts was initially funded by federal and provincial governments as a place of celebration of the country’s history and multicultural character and of creativity where talents are nurtured and showcased. It is imperative that this important role continue to be recognized and supported in the future.

Creativity and innovation are essential to all cultural institutions and should be at the forefront of future priorities. Stakeholders recognize the Centre’s challenge to create new works and to find balanced programming that meets the mandate, has broad appeal to the market, and contributes financially to maintain operations and reinvest in programming.

Stakeholders and other interviewees also noted that the Centre needs to be more visible in the community locally, regionally, and nationally. Partnerships with cultural institutions and centres, tours of theatre programming and art exhibits, and increased use of technology and social media will enhance the Centre’s visibility. It is no longer enough for cultural institutions to focus only on gallery exhibits and on-stage performances. Expanded outreach will increase awareness and recognition of Confederation Centre by arts and culture communities, governments, and the general public across the country. The Friends of Confederation Centre of the Arts have an important role in promotion and fundraising in the local community.

Interviewees confirmed that the Centre contributes positively to P.E.I.’s economy and has significantly improved engagement with the local community within the last decade. These efforts should continue, and the Centre will look for new ways to be more accessible to local and regional artists, schools, and community groups and organizations. The Centre must continue to nurture existing and develop new audiences of all ages and in all regions of the country.

The feedback received from stakeholders informed the following strategic direction for Confederation Centre of the Arts for the next five years.

THE MANDATE

As a cultural cornerstone, the mandate of Confederation Centre of the Arts is to:

Inspire Canadians, through heritage and the arts, to celebrate the origins and evolution of Canada as a nation.

In order to fulfill this mandate the Centre provides programming in:

Performing Arts | Visual Arts | Heritage | Arts Education

The Centre supports the mandate through ticket sales, theatre rentals, tuition fees, Mavor's restaurant, catering services, meetings and conventions services, and the Showcase Gift Shop.

Confederation Centre has many stakeholders who play an important role in the Centre's past, present, and future.

- Guests, who participate in programming, who are patrons of the gift shop, food services, and venues, and/or who enjoy the Centre as a public space
- All Canadians, because the Centre is their nation's living memorial to the birthplace of Confederation
- Federal, provincial, and municipal government partners and funders
- Donors and sponsors
- Arms-length funding organizations
- Valued staff members
- Members of the Board of Directors
- Volunteers and Friends of Confederation Centre of the Arts, a non-profit volunteer group comprised of people who share a common interest and enthusiasm for the Centre
- Confederation Centre Members
- Local, national, and international artists, institutions, organizations, professional associations and peer groups, and other members of performing and visual arts communities
- Holland College, University of Prince Edward Island, P.E.I. Department of Education, and other educational partners
- Media

The vision for Confederation Centre of the Arts is to be:

A leading Canadian cultural centre that inspires creativity, dialogue, and collaboration.

Celebrate Canada; Embrace the Arts!

Confederation Centre of the Arts envisions strengthening its role as a national leader in culture through heritage, and performing and visual arts. The following principles will guide the activities of the Centre towards achieving this vision:

— CREATIVITY

Foster creativity and artistic excellence through idea exchange and the development of new works of art;

— INSPIRATION

Educate and inspire through authentic and rewarding experiences in the arts;

— LEADERSHIP

Provide leadership in the arts locally and nationally, and encourage and engage in public dialogue on culture;

— COLLABORATION

Work with other cultural institutions and communities to grow the arts and its impact on Canada's social and economic well-being;

— ACCESSIBILITY

Maximize opportunities to reach audiences through technology and partnerships, welcome Canadians and visitors to the Centre, and integrate with the local community; and

— RECOGNITION

Recognize the contributions of staff, artists, and partners to Confederation Centre, arts and culture community, and society.

Confederation Centre of the Arts identified the following six strategic goals:

GOAL 1: Cultivate relationships across Canada.

OBJECTIVE: Increase awareness of Confederation Centre of the Arts across Canada.

GOAL 2: Foster creativity and collaboration in the arts.

OBJECTIVE: Facilitate the creation of new performing and visual works of art.

GOAL 3: Provide leadership in culture provincially, nationally, and internationally.

OBJECTIVE: Encourage and engage in public dialogue on culture.

GOAL 4: Enhance heritage programming.

OBJECTIVE: Introduce innovative and interactive heritage programming.

GOAL 5: Sustain existing and nurture new audiences through education, outreach, and collaboration.

OBJECTIVE: Involve more members in the community in the arts and culture experience and strengthen the engagement of existing audience members.

GOAL 6: Strengthen internal capacity.

OBJECTIVE: Achieve financial stability; recognize and value the workforce; be a leading generator of economic activity.

STRATEGIC GOALS

GOAL 1: Cultivate relationships across Canada.

For almost 50 years, Confederation Centre of the Arts has celebrated the country's history and multicultural character and nurtured and showcased the talent of Canadians. Over the next five years the Centre will strengthen its relationships and linkages with arts and culture communities, audiences, governments, and the Canadian public.

OBJECTIVE: Increase awareness of Confederation Centre of the Arts across Canada.

PRIORITIES:

- Actively participate in the celebrations of the 150th anniversary of the Charlottetown Conference in 2014 and Canada's Sesquicentennial anniversary of Confederation in 2017. With the 2014-2017 celebrations the Centre has an opportunity to re-engage all Canadian provinces in the evolution of Canada and the importance of Confederation Centre of the Arts. In 2014, Confederation Centre will also celebrate its own 50th anniversary.
- Foster and grow the network within national arts and culture, media, and business communities. Confederation Centre will grow existing and initiate new collaborations with cultural, media and business institutions, organizations and communities across the country and internationally. Confederation Centre will be represented at national and regional conferences and events and pursue international opportunities. These efforts will help to increase the awareness of the Centre and its importance to Canada.
- Expand touring activity of live performing arts productions and visual art exhibitions. Confederation Centre will build on the reputation of the Young Company, which has been training young musical theatre performers from across Canada for the last two decades. The Art Gallery will expand nationally with tours of relevant, creative, and timely projects. The Centre will develop partnerships to ensure tours of live performances and visual art exhibitions are economically viable.
- Showcase the economic and social importance of arts and culture. Confederation Centre of the Arts will continue to foster relations with federal, provincial, and municipal governments. The Centre's team will foster media relations and marketing partnerships to showcase the work of existing and emerging artists and highlight the importance of the Centre as a national memorial. The Centre will increase, and continually evaluate, the use of technology including social media, video content, and website enhancement to extend the reach across the country.

GOAL 2: Foster creativity and collaboration in the arts.

The Centre will continue to showcase the works of artists from across the country in its theatres and art gallery. The nature in which art is created is changing, and it is more inclusive of collaboration and technology. Confederation Centre of the Arts will provide leadership in the arts through the establishment of an environment that fosters creativity, collaboration, and development of new works.

OBJECTIVE: Facilitate the creation of new performing and visual works of art.

PRIORITIES:

- Foster creativity and artistic exchange. The Centre will seek to optimize the diverse expertise and talents of the many artists who visit and work at the Centre. The Centre will also encourage and foster internal sharing and creative development.
- Launch a Creative Arts Lab for aspiring and emerging artists. Confederation Centre will work with funding partners to establish laboratory space and support for collaboration with artists and arts organizations from all over Canada, drawing on respective unique strengths. The lab will offer residencies, advanced training, and new collaborations for artists.
- Establish an annual award to recognize a deserving artist. Confederation Centre of the Arts will establish an endowment fund for an annual award to recognize a deserving artist.
- Proactively seek opportunities to collaborate with other cultural institutions on the planning, development, and delivery of programming, projects, and initiatives. Confederation Centre will initiate collaborations with other cultural institutions including the development of co-productions, exhibits, and 2017 planning and initiatives.
- Encourage and foster cultural development and collaboration in the performing and visual arts community in P.E.I. Confederation Centre of the Arts will lead a forum to engage local artists, theatre companies, and cultural organizations to identify the potential to collaborate and partner to strengthen the arts in the province.

STRATEGIC GOALS

GOAL 3: Provide leadership in culture provincially, nationally, and internationally.

Designated as a national historic site that has profound importance to Canada, Confederation Centre of the Arts is a living memorial of the nation's defining moments and illustrates its human creativity and cultural traditions. The buildings are a tribute to the 1864 Charlottetown Conference which stimulated debate around a common future and diverse cultures. The Centre will play an even greater role in the expression of culture through promotion of its importance in a sustainable society and through the use of technology and digital innovation.

OBJECTIVE: Encourage and engage in public dialogue on culture.

PRIORITIES:

- Engage in and support increased dialogue on the contributions of culture to a sustainable society. The Centre will lead and contribute to discussion and debate on the role of culture within a sustainable society during meetings and conferences provincially, nationally, and internationally. The Centre will also find new ways to enhance the dialogue about culture with audiences through existing programming.
- Encourage public dialogue on culture through digital innovation and creative media. Confederation Centre will establish a virtual Media Room for the application of technologies to deliver enhanced and unique value to audiences in the region and beyond. The space will create an interactive digital environment where audiences can access information, learn about culture and artists, experience creative and artistic work online, and share content and experiences. Examples include interactive virtual art collections, webcasts and blogs, and online space for the artists themselves. The Centre will advance the creation, distribution, and exchange of art through digital technology, and will use technology to take a leadership role in the expression of culture.



GOAL 4: Enhance heritage programming.

Confederation Centre of the Arts preserves heritage and history while celebrating cultural values through programming such as the Symons Medal and Lecture Series, Young Company performances, and the Confederation Players. In the last two years, the Centre has increased the number of young Canadians who perform as Fathers and Ladies of Confederation through the Players program. The Centre hopes to take the Confederation Players program on tour across the country as part of the 2014-2017 celebrations.

OBJECTIVE: Introduce innovative and interactive heritage programming.

PRIORITIES:

- Establish a high-tech, innovative and interactive heritage attraction that tells the story of Canada from pre-Confederation to Charlottetown of 1864 to modern day. This attraction will form an important part of heritage programming targeted to Islanders, tourists, cruise visitors, and students.
- Expand the Symons Medal and Lecture on the State of Canadian Confederation. The Symons Medal and Lecture Series provides a national platform for a distinguished Canadian to discuss the current state and future prospects of Confederation. Building on a decade of success with the Symons Lecture, Confederation Centre will introduce an annual conference that offers opportunities to engage more students from across the country and will involve audiences nationally and internationally through online dialogue about the conference.
- Increase bilingualism and bilingual services to the public and guests. The Centre currently offers service in both official languages; providing French-language training to employees and enhancing services in French will be a priority.



STRATEGIC GOALS

GOAL 5: Sustain existing and nurture new audiences through education, outreach, and collaboration.

Confederation Centre of the Arts seeks to build arts participation through enriched experiences, audience development, and attraction of diversified and new groups. The Centre aims to attract future audiences and the next generation of artists and arts leaders through arts education programming for children, youth, and professionals. The Centre will leverage strategic partnerships and collaborations to reach new markets and develop audiences through enhanced experiences and greater interaction. Local community engagement and outreach are priorities for the next five years.

OBJECTIVE: Involve more members in the community in the arts and culture experience and strengthen the engagement of existing audience members.

PRIORITIES:

- Engage more people in the arts through arts education programming and outreach. Art classes and camps, theatre, dance and specialty camps, *dance umbrella* and choral music programming, and the Young Company program are currently offered by the Centre. The Centre will engage more participants in these programs. Confederation Centre will expand outreach to schools across the province to educate children and youth of the importance of arts and culture and significance of Confederation Centre of the Arts. The Centre will also continue to support school trips to the Art Gallery and studio workshops as well as Art Discovery Days, a partnership between the Centre and P.E.I. Department of Education. The Centre will also continue to prioritize and support the Youth Chorus' local, national, and international performances.
- Build partnerships with post-secondary institutions. Confederation Centre will continue to work with Holland College to build the School of Performing Arts. The Centre will also grow working relationships and collaborations with other post-secondary institutions for new programming development, such as Master classes, internships, job placements, and residencies.
- Reach out to audiences and improve the quality of the experience through technology and modes of interaction. The Centre will increase its level of interaction with all audiences in the theatres and art gallery through leading-edge methods of interaction and cost-effective technology and a more engaging interface. The Centre will capitalize on audience data and intelligence.
- Welcome Island residents and ensure relevant programming. The Centre will continue to welcome all Islanders and work hard to provide programming that appeals to local audiences who are the year-round primary audience.

GOAL 6: Strengthen internal capacity.

Confederation Centre of the Arts relies on government grants, revenue earned from the participation of Islanders and visitors, and generous donations from the Centre's personal and corporate supporters to sustain its operations. Over the last decade the Centre has more than doubled earned revenue from ticket sales and commercial operations. At the same time the Centre has continued to grow its programming without a commensurate increase in staffing. The dependence on variable levels of financial resources makes it difficult for the Centre to plan multi-year programming. A priority for the Centre is to contribute to long-term arts and heritage growth and development. Attainment of long-term financial stability and recognition of human resources are critical for the Centre to effectively contribute to the growth of arts and culture and have a greater impact on the economic and social benefits to Canada.

OBJECTIVE: Achieve financial stability. Recognize and value the workforce. Be a leading generator of economic activity.

PRIORITIES:

- Increase government funding. With well-articulated logic, rationale and excellent planning, Confederation Centre will seek to increase funding from the federal government and provincial governments.
- Sustain maximized earned revenue. Confederation Centre of the Arts will seek to sustain existing and nurture new audiences to maintain the current amount of earned revenue after more than doubling revenue from ticket sales and commercial operations over the last ten years. Historical growth rates are not sustainable in the long-term given the limited population and tourist market in P.E.I.
- Develop and implement an advancement strategy focused on sponsorships, major gifts, and endowment. Confederation Centre of the Arts will focus on strategic partnerships to grow revenue in addition to government funding and earned revenue.
- Develop a long-term capital plan that prioritizes core infrastructure. Confederation Centre will develop a phased approach for implementation of a long-term infrastructure and capital priorities plan. This plan will be shared with the Centre's major providers of capital for infrastructure improvements, changes and maintenance, namely the federal Department of Canadian Heritage, Atlantic Canada Opportunities Agency, and the Province of Prince Edward Island. The plan may be shared with other federal departments depending upon the delivery mechanisms set in place for the capital funding announced in the 2013 Federal Budget.
- Implement a periodic strategic review of programming. Confederation Centre will evaluate programming to determine demand and feasibility and offer programming that generates economic and social contributions to the economy. A plan will be established as to when the program reviews will take place.

STRATEGIC GOALS

- Improve communications and investigate innovative and cost-effective professional development opportunities. Confederation Centre of the Arts will improve communications and internal collaboration, seek opportunities for professional development, and incorporate best practices for performance evaluation. The Centre values and respects the workforce and will continue to find ways to recognize staff.
- Partner with Friends of Confederation Centre of the Arts to explore opportunities to expand volunteer engagement in support of the goals of the Centre. The Friends of Confederation Centre of the Arts can play an even greater role in supporting arts to the schools, promotion the Centre and fundraising activities.
- Conduct a brand review. Confederation Centre will review the effectiveness of its brand(s) in achieving national awareness.
- Conduct a best practices review of board governance and committee structures. A review of board governance and committee structure will take place to ensure optimal structures are in place to achieve the goals of this Strategic Plan.

With the support of all partners, Confederation Centre will make a major contribution to Canadian performing and visual arts, heritage and history, education, and culture.



This Strategic Plan was developed through a major collaborative effort by stakeholders working with the Executive and National members of the Board of the Fathers of Confederation Buildings Trust. Representatives of federal and provincial governments, sponsors, donors, and the staff of Confederation Centre contributed significantly to the process. All of the above groups will continue to be heavily involved over the next five years as Confederation Centre enters the implementation phase of the 2013-2018 Strategic Plan. Confederation Centre's opportunities are well articulated in this document, but bringing them to life will require great effort and additional resources. An internal Implementation Plan has been prepared by the Senior Management Team and progress against the Plan will be reviewed every quarter.

The Centre's unique position as a memorial to the Fathers of Confederation situated in the "Cradle of Confederation" in Canada's beautiful province of Prince Edward Island can be seen to provide great potential that has not yet been fully realized. With the support of all partners, Confederation Centre will make a major contribution to Canadian performing and visual arts, heritage and history, education, and culture. There is a strong commitment by the staff and Board to ensure the goals laid out in this Plan are achieved.

In 1964, the federal and provincial governments of Canada and the Canadian people entrusted Confederation Centre of the Arts with a bold vision and a national mandate. It is an honour that the Centre will uphold, delivering on the promise and at the same time continually evolving the vision. There are exciting opportunities within the Centre's many walls and wonderful potential for the future of Confederation Centre to extend its reach across the country and around the world.

There is a strong commitment by the staff and Board to
ensure the goals laid out in this Plan are achieved.





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The strategic planning process was facilitated by MRSB Consulting Services.

¹ UPEI Tourism Research Centre. "Audience and Visitor Survey." Confederation Centre of the Arts. 2013.

² Statement by the Honourable James Moore, Minister of Canadian Heritage and Official Languages, on the Presentation of the Canadian Videogame Awards. Canadian Heritage. 20 April 2013. www.pch.gc.ca/eng/1366395289871.

³ Canadian Conference of the Arts. "Arts and Culture in the Canadian National Strategy for a Digital Society." The Digital Economy in Canada. 9 July 2010.

⁴ Hill Strategies Research Inc. "Finances of Performing Arts Organizations in Canada in 2006-07." Canada Council for the Arts. November 2008.