Strategy Committee Report
Canadian Arts Summit
April 2015

Presented by Upkar Arora

Key Highlights

- Post Mortem of 2014 CAS17
- Planning for 2015 Summit
- A strategic reflection
- Implications for CAS 18 and Future Summits
- Conclusion

Planning for 2015 Summit
Post Mortem 2014 CAS17

Overall Feedback

- For the second consecutive year, comprehensive feedback was gathered from participants and was generally positive.
  1. 80% rated the summit as excellent or good overall
  2. 92% indicated they would attend a future summit
  3. 82% indicated that they would recommend future summits to others.
  4. 100% indicated the summit provided them with networking opportunities

Planning for 2015 Summit
Post Mortem 2014 CAS17

Top Reasons Why People Attend

1. Networking
2. To learn about issues affecting all arts and culture organizations
3. To share information
4. To support arts and culture in Canada

Planning for 2015 Summit
Post Mortem 2014 CAS17

What Participants Liked the Most

1. Networking
2. Interactive nature of the program / ability to share Canadian stories
3. New formats like the Debates and Pecha Kucha
4. Diversity of attendees
5. Inclusion of live stream

Planning for 2015 Summit
Post Mortem 2014 CAS17

Top Suggestions For Improvement

1. Open the Summit program to a broader range of arts organizations/knowledge experts
2. Make room for more practical, small group discussions
3. Leverage the Canadian stories and expertise in the room
4. Design a more robust conversation about advocacy

Planning for 2015 Summit
Objective for CAS 18

- How to build on the existing foundation and make CAS 18 and future Summits even better, more valuable and more valued by the participants.

Planning for 2015 Summit
Taking Stock

- There had been significant accomplishments over prior 16 years
- CAS 17 built on these with some new approaches which were received favorably
- Extensive feedback was gathered from attendees of the 16th and 17th Annual Summits *and non-attendees* of the 16th Annual Summit
- We learned why people attend (and why they don't) and what they like (and what they don't)
- We concluded a strong foundation had been built
- But we needed to take pause of how to evolve the Summit in order to achieve our objective

A strategic reflection
Why Now ?

- Changes in the external environment
- Availability of objective information and user feedback
- Requests/demands from summit participants
- Requests /demands from other affected stakeholders
- Need to build institutional framework
- To seize on a window of opportunity for leadership
- To capitalize on Canada's upcoming sesquicentennial in 2017

A strategic reflection
The mandate and process

- Consider the "big" questions
- Perform a SWOT analysis
- Articulate a vision, mission and values
- Develop consensus
- Define structure to optimize effectiveness

- We tried to ensure we had all the rigour of a more typical strategic planning process so as not to compromise the integrity of the process and validity of results

To create a strategic framework that would inform the program, content and structure of CAS 18 and future summits

A strategic reflection

Informed by Extensive External and Internal Feedback

Vision

To contribute meaningfully to human health and happiness through understanding, engagement and participation in arts and culture.

Mission

To inspire meaningful engagement in the arts by all Canadians through:

1. Creating a forum where institutional leaders in the arts and culture sector can meet, network, exchange ideas, share best practices and collaborate; and
2. Championing the benefits of arts and culture to government, business and the wider public.

Core Values

1. Collaborative
2. Innovative
3. Inspiring
4. Transparent
5. Engaging

The End Product
A Comprehensive Framework

- Mandate & Strategy
  - Mission
  - Vision
  - Core Values
  - Eligibility Criteria
- Governance & Structure
  - Formalized Terms of Reference for Steering Committee
  - Formalized Terms of Reference for Strategy Committee
- Operations & Logistics
- Finance
- Polices and Procedures and Other

Implications for CAS 18 and Future Summits

- Structure - a two part event:
  1. inspiring ideas and exchange on issues affecting all arts and culture organizations (the ecosystem in which the arts live)
  2. practical peer-to-peer networking, small group discussions, informal dialogue and sharing of best practices among large institutions
- Audiences:
  1. beyond traditional Summiteers to include a more diverse range of participants / perspectives
  2. Summiteers only
- Content and Dissemination:
  1. Discuss innovations in the field and issues with a sector-wide focus. The content would be publicly available through live streaming
  2. Issues more unique to larger arts and culture organizations, shared experiences. In camera or small group discussions

Special Thanks to The Strategy Committee

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- Carolyn Warren, Vice President, Arts, Banff Centre
- Jessie Inman, CEO, Confederation Centre
- Johann Zietsman, President & CEO, Arts Commons
- Shannon Litzenberger (Staff), Project Manager, CAS
- Upkar Arora, Chair, McMichael Canadian Art Collection

Conclusion

- CAS 18 builds on past successes and previous learnings
- Reflects and is informed by extensive time, effort and feedback from a diverse audience
- The structure, form and content is by design not default
- Consistent with its newly developed mission, vision and core values and strategic priorities
- Capable of and structured to adapt and evolve to continue to deliver a valuable experience for leaders in the arts and culture sector
- Dependent, as a virtual organization, on dedicated, passionate champions to be engaged: attend, provide feedback, contribute, share, speak, moderate, volunteer, serve on committees