



PEAK PERFORMANCE REVIEW

December 20, 2012





Vision Alignment

Citywide Vision: We will deliver a world-class city where everyone matters.

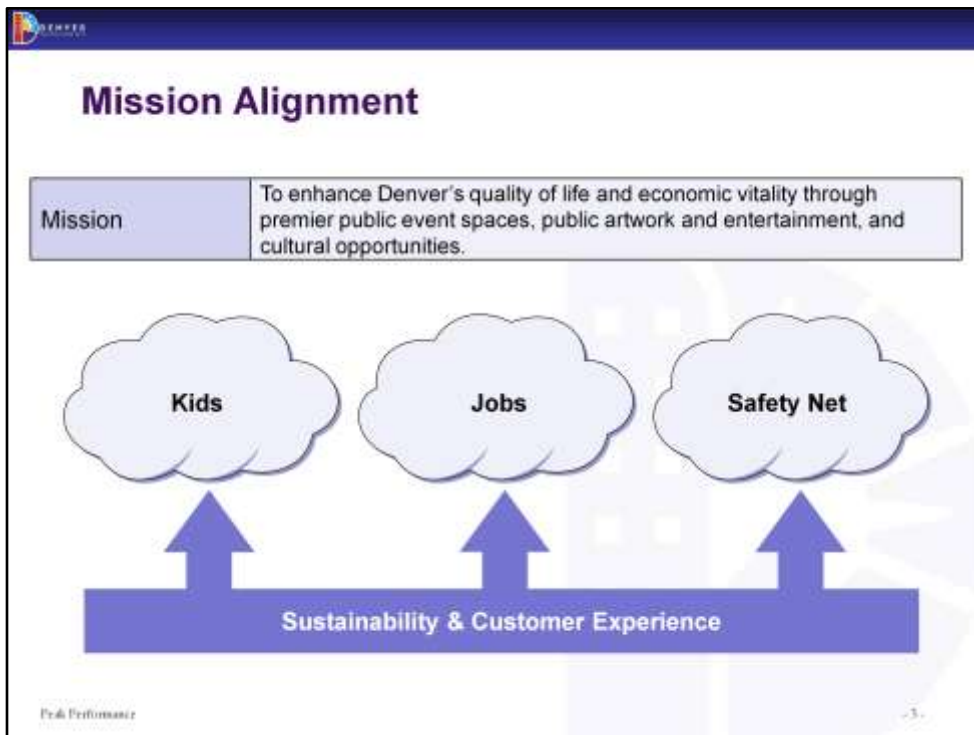
Agency Vision : AVD will provide leadership that transforms Denver's image into one of worldwide renown for its support of arts, venues and the creative business sector.

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We believe arts and culture are vital to a world class city.



Kent:

Briefly touch on how the agency impacts **kids**:

- Arts education
- Urban Art Fund
- Event programming (Disney on Ice, etc.)
- Cultural programming (One Book, One Denver)

How AVD impacts **jobs** and economic development:

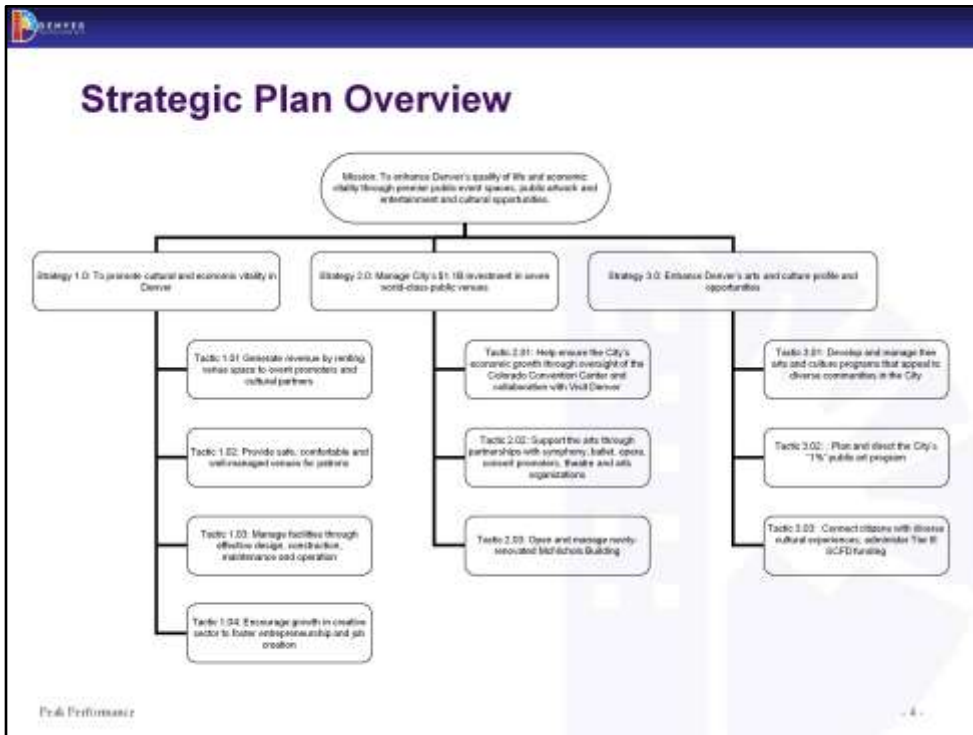
- 75 employees / 1,000 contractors / 1,900 creative sector jobs
- Economic impact of CCC

How are we supporting **sustainability**?

- CCC setting energy efficiency standards in the event/convention business
 - First LEED certified CC in nation
- Planned energy audits of all venues. Opportunity to partner with Denver Energy Challenge?
- Future renovations to include high efficiency standards

Who are our customers and how are improving the **customer experience**?

- We have three primary groups of customers:



Kent: This slide graphically depicts how the AVD strategic plan is organized. Don't need to spend much time here as we will be discussing the three overarching strategies in more detail on subsequent slides. We used this as a graphic depiction during the budget process.



Strategies → How We Measure

1. Revenue Development & Economic Sustainability

- **Overall revenue generation**
 - # of events/seat tax revenue/attendance figures/per caps
 - Booking/rental fees
 - Sponsorship contract revenue
 - Revenue streams from new events
 - 38336 fund contributions/balance
- **Cost control**
 - Return on investment per venue
- **New business development**
 - Sponsorship contract revenue (DIA, OED, DPL)
 - New event development (presenter and promoter)
 - New venues (McNichols Building)

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Kent: These next few slides will outline our overarching strategies, the goals within them, and how we'll measure performance. The "arrow bullets" (→) point to the metrics we'll use to measure how we're doing toward reaching our goals.

Revenue is a key component to the sustainability of the arts events in Denver. Many of these metrics are self evident. The reference to the 38336 fund is a metric for us because it is a significant strategy in helping AVD catch up on its capital improvement needs, which are significant. When AVD's revenues exceed its operating expenditures, Council has given AVD permission to invest a portion of those revenues into capital projects and maintenance.

Strategies → How We Measure

2. Venue Development

- **Maintenance and Customer Satisfaction**
 - Constituent satisfaction survey
 - Venue Quality Index (VQI)
- **Venue performance**
 - CCC Incentive Plan: measures SMG's goals in customer service, financial values and qualitative areas.
- **New venue development**
 - McNichols Building rentals
 - Cultural bond money
 - New projects

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Kent:

The convention center metrics will be detailed in April. AVD believes it is important to get customer feedback and AVD is working on creating and base lining a new metric we are calling VQI – venue quality index. It will be help AVD to understand perceptions of and satisfaction with the venues specifically, outside of the programming, which is also very important to us.



Strategies → How We Measure


3. Cultural Programming

- **Develop the city's cultural plan**
 - Seven-year plan creating a "2020 vision" for of arts and culture in the city
 - AVD responsible for its development and will have multiple benchmarks and milestones throughout
- **Cultural programs development**
 - Attendance figures
 - Customer satisfaction survey
 - Sponsorship contract revenue
 - AVD Cultural Programs Strategic Plan
 - Creative Vitality Index (CVI)
- **Creative business development**
 - CVI
 - Create Denver successes

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Ginger: Currently there is a significant effort underway to develop a measurable strategic plan with external partners in the arts community. We will leverage a third party evaluation called the creative vitality index which compares Denver cultural indicators with other cities. It is a series of data points from the number of people employed in arts positions (actors, painters, etc.) to the total retail sales of art gallery items. We have some historical data on the CVI because we have been measuring the CVI for several years.



Example Metrics

Goal: Cultural Program Development

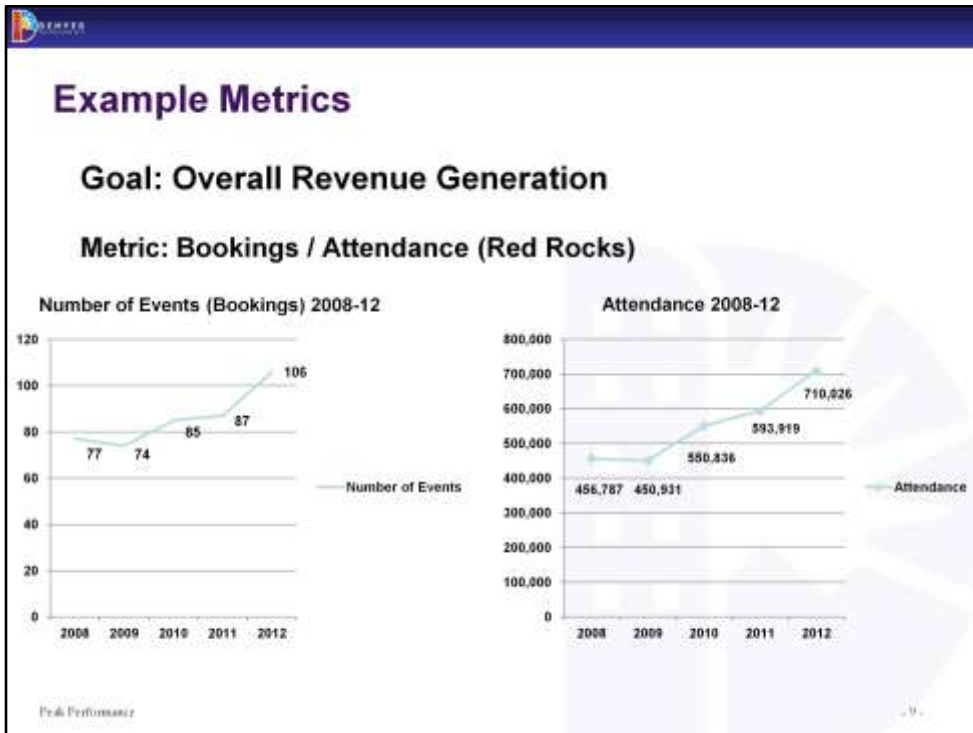
Metric: Creative Vitality Index

City of Denver					
	2007	2008	2009	2010	2011
	2008 data	2007 data	2008 data	2009 data	2010 data
Overall CVI	2.63	2.69	2.6	2.51	2.65
Employment	17,884	18,045	18,025	19,105	18,900
Nonprofit Organization Income	\$121,269,318	\$153,262,598	\$146,889,375	\$152,239,551	\$131,119,748
Photography Store Sales	1.16	1.28	1.087	1.105	1.833
Music Store Sales	2.702	2.403	2.086	2.09	2.339
Book and Record Store Sales	1.832	1.68	1.581	1.834	2.096
Art Gallery and Individual Artist Sales	2.428	2.42	2.077	2.308	2.218
Performing Arts Participation	2.988	3.093	2.952	2.893	3.32

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Ginger: This slide shows an example of the kind of metrics we can use (and have pointed to on previous slides).

This slide shows the CVI. It can be used as a benchmark for our city and can be compared against other cities.



Kent: This slide shows an example of the kind of metric we can use (and have pointed to on previous slides).

This slide shows two graphs for **Red Rocks from 2008 through 2012**

- Bookings (left)
- Attendance (right)



Improvement Efforts

- **Agency Innovation**
 - Development and activation of McNichols Building
 - Drive discussion of Stock Show revamp and Brighton Blvd. development
 - Drive expansion of Denver Theatre District and programs
 - Activation of Coliseum via Denver Cutthroats hockey
 - Collaborate with city's sister agencies including DIA, OED, DPL, DPR
 - Identification of technology trends to improve customer experience
- **Merger Successes**
 - Cultural Plan
 - Permanence - General Fund savings of \$1M annually
 - Increased budget for cultural programs
- **Capital Funding**
 - Cultural bond program
 - Annual CIP projects and 38336 account
 - Boettcher Concert Hall improvements

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Kent: This is mostly a recap of the goals we've just discussed.

Next Review

- **Next Performance Review: April 11, 2013**
 - **Updates on data analysis**
 - CVI
 - ROI per venue
 - CCC incentive metrics
 - **Cultural Plan progress report**
 - **Venue Quality Index update**
 - **Cultural bond program update**