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.
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.
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.
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.
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)
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