

Strategic Plan 2023 to 2027

Our Commitments for Renewal and Growth

April 2023



Acknowledgement

As members of the BC Touring Council community, we recognize and acknowledge the important contributions of Indigenous, Métis and Inuit peoples across British Columbia. We are grateful to live, work and be in relationship with Indigenous peoples from diverse traditional, unceded and un-surrendered territories throughout the province. We recognize that the lands and waters on which we live, work and play have been inhabited by Indigenous peoples for thousands of years, and we are committed to acknowledging and respecting their ongoing relationships with these lands and waters. We are committed to the work of reconciliation and decolonization, and to building relationships based on sharing and reciprocity with Indigenous communities. We are grateful for the opportunity to learn from Indigenous peoples and to work towards a future of shared understanding, mutual respect, and cultural revitalization.

Contents

Acknowledgement.....	2
At-a-Glance – Strategic Plan 2023 to 2027	4
Context.....	5
Strategic Direction: Growth and Renewal	6
Governance Renewal: Our New Model.....	7
Program Review and Renewal.....	9
Program Review	9
Program Renewal.....	9
Communications.....	10
Transitional Communications Plan.....	10
A New Name and New Brand	10
Communications Plan	10
Advocacy.....	10
Human Resources	11
Diversified Revenue and Financial Capacity	11
Systems and Processes	12
Partnerships.....	12
Success Measures Toward 2027	12

At-a-Glance – Strategic Plan 2023 to 2027

Our Commitments for Renewal and Growth

We will manage growth prudently to secure the long-term sustainability of our organization, and to deliver excellent value to all our members.

GROWTH				
NEW GOVERNANCE MODEL				
PROGRAMS AND SERVICES		COMMUNICATIONS	CAPACITY BUILDING	
Pacific Contact	Festival Symposium	Research	Human Resources	Systems & Processes
Block booking	Funding Programs	Advocacy	Finances	Tourism integration
Prof. Development	New Shared Services	Digital Infrastructure		

GROWING TOGETHER

- 1 BCTC and BC Music Festivals Collective come together to form a larger provincial arts service organization that embraces growth, focussed renewal and effective sector advocacy.

GOVERNANCE RENEWAL

- 2 We signal our values related to member engagement; sector representation; equity, diversity and inclusion; and truth and reconciliation. We strengthen the Board, introduce a Caucus system, update our bylaws and policies.

PROGRAM REVIEW AND RENEWAL

- 3 We evaluate current and new programs and services in terms of member needs, gaps, and potential for innovative business models for delivery. We will identify needed new services to strengthen the sector, deliver value to members and grow membership. We will look for ways to integrate with tourism development in the regions, including hosting Pacific Contact in a different city each year.

COMMUNICATIONS AND ADVOCACY

- 4 This encompasses the transitional period of BCMFC becoming integrated with BCTC, the renaming and rebranding of BCTC, a pro-active communications and advocacy plan.

HUMAN RESOURCES

- 5 We expect to grow to 4 full-time staff and 2 seasonal / part-time staff with the growth of membership and the attendant increase in programs and services, similar to our peers across Canada.

DIVERSIFIED REVENUE & FINANCIAL CAPACITY

- 6 We expand our public funding sources, including tourism and economic development, and developing a bid process for municipalities to host Pacific Contact, build relationships with foundations, develop innovative service delivery models including fee-for-service and social enterprise models.

NEW SYSTEMS AND PROCESSES

- 7 We will investigate and adopt a contemporary Information Technology / Information Management infrastructure to manage growth and renewal efficiently.

Context

Incorporated provincially in 1976 to serve performing arts presenters and touring professionals, the BC Touring Council (BCTC) is Canada's second oldest regional presenting network. In 1989, it became a federal charitable arts service organization. Pacific Contact, its flagship annual showcasing conference, is an important marketplace for artists and arts presenters. BCTC also provides a variety of professional development programs and services both online and in-person to its members.

The membership of BCTC is comprised of the performing arts eco-system ranging from volunteer and professional presenters to agents/managers, from musicians to performing arts companies. Together, we ensure that communities across British Columbia have access and audiences have opportunities to attend live performances.

BCTC administers two funding programs on behalf of the BC Arts Council, the province's funder for the not-for-profit arts: Community Presenters Assistance Program and Into the Act.

During the past six months, the Board of Directors and staff of the BC Touring Council have been developing this strategic plan. The planning process included a review of our "Carver Board Governance Model", a solicitation of input from BCTC members during the fall of 2022, and a series of working sessions and performing arts community conversations during the winter of 2023.

Unsurprisingly, this work has been influenced by the COVID pandemic which made the live performing arts sector one of the hardest-hit and slowest-to-recover sectors. The oft-repeated mantra of "rebuilding better" has informed this process, as have the social movements shining a light on our social responsibility to advance equity, diversity, and inclusion (EDI) in our organization, and our continuing role in advancing toward truth and reconciliation with Indigenous peoples across BC.

Rebuilding better also means that we recognize that we have a role to support artists and cultural workers to make a living from their work in the arts, and to encourage healthy workplaces and community gathering spaces where care for each other is a shared expectation.

Another important development that informed our planning process was the work done by the BC Music Festivals Collective (BCMFC). BCMFC is an *ad hoc* group that filled a significant gap during the COVID pandemic beginning in April 2020. It became recognized by the Government of BC as an Industry Representative and received some funding from Creative BC via a fiduciary arrangement with one of its festival members. During the fall of 2022, BCMFC's membership undertook a strategic planning process designed to answer, "What is the most effective and sustainable organizational structure for BCMFC," as festivals emerge from COVID. After a thorough review of options and with the benefit of participation from BCTC, BCMFC determined its preferred course of action was to join BCTC instead of forming a new provincial arts service organization specialized in music festivals – if a mutually beneficial framework could be agreed.

We are excited to share the results of our collective work together in this 5-year Strategic Plan.

Our Vision

We serve, advocate for, and support the successful and sustainable touring and presenting of the performing arts and festivals for the benefit of communities across BC.

Strategic Direction: Renewal and Growth

BCTC and BCMFC have decided to come together to form a larger provincial arts service organization that embraces growth, focussed renewal and effective sector advocacy.

Growth will be prudently managed to secure the long-term sustainability of the organization, and to deliver excellent value to its members.

A growing, more diverse membership requires programs and services that are suited to their more diverse needs; it also presents an opportunity for significant operational efficiencies to be realized while gaining greater weight as the voice of the performing arts and festival sectors in BC. Serving more diverse members effectively requires an increase in staff capacity along with the modernization of our systems and processes. We will seek to diversify our sources of funding and grow earned revenue to deliver the support and services that our members and the sector need.

In short, our plan is to do more with more.

A new governance model designed to support BCTC's growth will be a cornerstone of our organizational renewal. The new governance structures signal our values related to equity, diversity and inclusion and expand our work towards truth and reconciliation.

In this strategic plan we lay out how we plan to manage this growth strategy over the next five years and to mitigate any risks that can emanate from growing too fast.

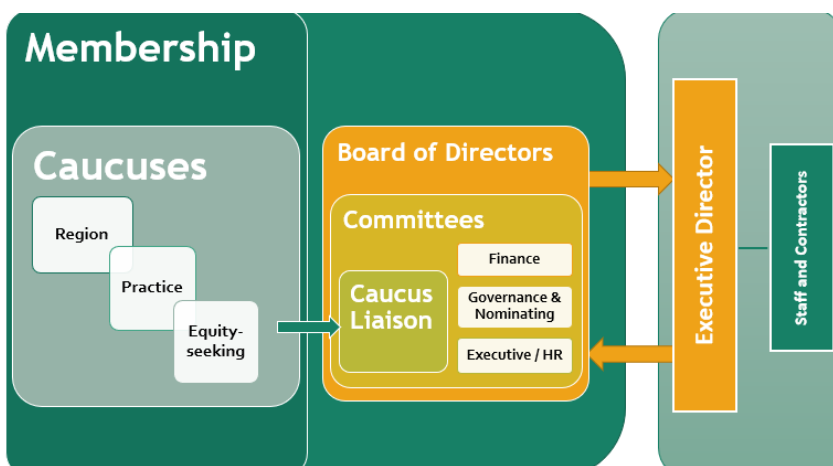
Governance Renewal: Our New Model

BCTC has retired the “Carver Model” in favour of a new member-engaged governance structure.

This graphic shows the delegation of powers (authority and responsibility) moving clockwise from the membership toward front-line staff, while accountabilities and reporting are moving in the opposite direction from staff back to the membership. Importantly, the Board cannot delegate its accountabilities to staff. As staff delivers programs and services directly to members, their relationship with membership can and should be trusted and respectful. Notwithstanding that closeness, accountability from staff never goes directly to the membership or the board; staff members’ authorities and responsibilities are delegated through the executive director and that is who they are accountable to.



In addition, we will adopt a Caucus system to give members a reliable, consistent, and open process to convene as a self-organizing community of practice. (Currently, several groups within BCTC already do, such as facility managers, Northern BC community presenters, Vancouver Island arts presenters.) Caucuses can organize by region, by practice and by equity-seeking group. Importantly, caucuses also serve to bring issues and concerns forward to the organization on a regular basis.



This new governance model requires updated bylaws, and a new suite of organizational policies.

Significant changes to the bylaws may include:

- The size of the board will be a minimum of 3 and a maximum of 10 voting members (instead of the current 7) with a mix of regional and functional representation, including festivals. In addition, the Past President and Executive Director will be *ex officio*, non-voting members of the Board bringing the total number of directors to 12.
- Planned succession will be embedded in the board elections model.
- Term limits for board members will be introduced.
- Recognizing that volunteering on a board is a privilege and to make access to decision-making bodies more readily available to equity-seeking groups, proposed bylaws will permit remuneration for being a director. A remuneration policy will be developed in accordance with the *BC Society Act* and *Regulations*.
- Three standing committees will be identified: Executive and Human Resources Committee, Finance Committee, and Governance and Nominating Committee. *Ad hoc* committees, task forces and working groups can be established as required.
- A new membership model with two types of members: voting and non-voting.

This suite of policies will be reviewed and updated with an EDI lens; and new policies added as needed:

- Board of Directors – Code of Conduct, Expectations, Duties and Responsibilities
- HR policies
 - Remuneration and benefits package, including time off provisions and expenses.
 - Detailed job descriptions
 - Annual performance planning, targets, and performance review process
 - Conflict of Interest policy
 - Conflict resolution policy
 - Diversity policy re: board and staff recruitment with special attention to Indigenous relations
- Anti-harassment policy
- Communications Policy
- Complaint policy
 - How and when to escalate complaints
- Equity, Diversity, and Inclusion Policy
- Caucus Policy and Terms of Reference
- Pacific Contact Jurying and Conflict of Interest Policy
- Financial Management
 - Financial Authority and Spending policy
 - Investment policy
 - Borrowing policy
 - Gift acceptance policy (A policy that manages the expectations of donors, sponsors, and provides board and staff with consistent practices for reviewing and accepting gifts)
- Business Continuity/IT policy

Program Review and Renewal

Program Review

We will evaluate our programs and services from standpoint of a growing and more diverse membership and sector. We will create an objectives-based evaluation process to examine our current programs and services. We will undertake a members' survey to gain their input on our programs and services, what is going well and what ne services members need and want. Through this process we will embed EDI and truth and reconciliation measures in our programs and services and:

- Identify needed new services to strengthen the sector, deliver value to members and grow membership.
- Explore how we can do more or better through digital programs or services.

Program Renewal

With the benefit of feedback obtained during the strategic planning process, we expect that the following areas will be key to delivering value to members moving forward:

- Support & strengthen regional networks.
 - Continue online townhalls.
 - Caucuses as a community of practice and avenue to bring members voice forward.
 - Regional meetings and site visits.
 - BCTC Awards.
- Pacific Contact
 - Annual Performing Arts Showcase and Conference in different city each year.
- Professional development / speaker's series.
 - Collaborate with other Regional Presenting Networks / Arts Service Organizations on common professional development needs and fill in specific gaps that remain, e.g., related to training needs for festivals.
- Evolve new and shared services.
 - Block Booking service.
 - Interactive Directory for Presenters, Festivals and Artists/GIS mapping.
 - Research
 - Socio-economic impact studies.
 - Collect and analyze sector data.
 - Audience research.
 - Program evaluation.
- Develop new Festival programming, e.g.,
 - COVID recovery plan for festival sector.
 - Partnership with BreakOut West re: Festival symposium in October 2023.
 - Knowledge and resource sharing, professional development, festival award.
- Tourism integration
 - Encourage collaboration between tourism and performing arts/festival sector.
 - Working with municipalities, Pacific Contact will be hosted in a different city each year.

The program review will also serve to identify high value services that the membership requires and develop novel approaches, from new fee-for-service models to spinning off a social enterprise.

Communications

Transitional Communications Plan

We will develop a Transition Communications Plan to communicate with members, colleagues, stakeholders, funders about the changes and implications of the merger between BCTC and BCMFC.

A New Name and New Brand

BCTC's inclusion of a large number of music festival members is a significant change from the status quo. To signal our welcome to all who are part of the performing arts and festival eco-system, our stronger advocacy role, and our approach to embed EDI and truth and reconciliation throughout our activities, programs and services, we will rename and rebrand BCTC. That means, BCTC will develop:

- New name
- New logo
- Revised look
- Branded business lines

Communications Plan

We will design and implement a communications program to:

- Introduce/ re-introduce newly rebranded organization to the wider sector and grow its influence.
- Tell our story through the stories of our members.
- Pro-actively share data on the sector with our partners, government and the public.

We will seek funding from Canada Council for the Arts' Digital Generator fund, to assess our digital marketing, increase online discoverability of performing arts organizations and BC artists, and develop a digital discoverability strategy for BCTC's members.

Advocacy

We will develop a public relations and advocacy plan to:

- Advocate for increased support for community presenters that are challenged to pay the higher costs of presenting shows, especially in rural and remote communities.
- Continue to advocate for festivals.
- Identify other key issues where BCTC can advocate for specific government actions.
- Build stronger partnerships with other arts service organizations for strategic collaborations on advocacy issues.

Human Resources

BCTC has been operating with a very small staff complement, comprised of a full-time executive director has been the sole employee on payroll, and two contractors, one working on programs and communications, the other working on web development, bookkeeping and administration.

With the addition of our new Block booking service in early 2023, we gained another part-time staff as Block Booking Coordinator. BCMFC's part-time executive director will become the "Director of Festival Programs and Sector Development" at BCTC.

We endeavour to build up our employee ranks over time by converting contract positions to employee positions where possible with the normal benefits including payroll, vacation and health care benefits.

Within five years, with the growth of membership and the attendant increase in programs and services, we expect to grow to 4 full-time staff and 2 seasonal or part-time staff, with specialized projects or pilot programs continuing to be outsourced. This staff complement would mirror a typical staffing of Regional Presenting Networks across Canada.

We will encourage mentorship among our staff and share knowledge and develop a succession plan for each role.

We will continue to use a decentralized office, which allows all employees and contractors to work from their home offices.

Diversified Revenue and Financial Capacity

Growth of our organization requires greater investments from public funders and new sources of revenue:

- Make the case for increased core funding from BC Arts Council and Canadian Heritage.
- With the inclusion of music festivals in our membership, we will establish a funding relationship with Creative BC, that has funded BCMFC. We will determine eligibility for FACTOR and BC Gaming.
- Tourism and economic development funding may become available with the large music festival membership, so that we will consider those avenues for new funding opportunities.
- We are also eligible for funding from Canada Council for the Arts and will pursue that avenue both for proposals to its time-limited strategic Sector Innovation Fund including Digital Generator and Digital Greenhouse.
- As a charity we are qualified to receive grants from foundations and will pursue high potentials.
- We will expand our Industry or corporate sponsorship programs for Pacific Contact and our new Festival Symposium.
- Develop a host city bidding process for Pacific Contact to enable moving around the province and gain support of municipalities interested in attracting conferences and events.
- Evaluate membership fees to ensure they are affordable.
- Increase earned revenue based on fee-for-services such as the new Block booking service.

We will further consider various / best approaches, including novel business models like social enterprise, to deliver important services on a fee-for-service basis.

Systems and Processes

BCTC requires a contemporary IT/IM infrastructure to manage growth more effectively, including a new Customer Relationship Management tool (CRM).

As part of the Digital Maturity and Needs Assessment resulting in a digital strategy, we will undertake this review process both from the marketing and discoverability perspective as well as the internal systems we use.

We expect this process to be complete during the first half of 2024.

Partnerships

Embedded throughout our strategic plan, whether in program and service delivery or advocacy, is the notion that we will collaborate with provincial, national, and international stakeholders in music, art, culture and tourism to create strategic partnerships. An example is our new partnership with BreakOut West to deliver our first Festival Symposium in the fall of 2023.

Success Measures Toward 2027

Growth of Membership

- We will achieve 500 paid members and 3,500 unpaid memberships by 2027.

High satisfaction

- 80% satisfaction rating for BCTC overall.
- 80% satisfaction rating with each program.
- 80% satisfaction rating with the member-driven Caucus system.

Milestones of key activities met:

- Program review and evaluation
- Implementation of new Governance model and policy review and update.
- Increases in funding to meet member and sector needs.
- Increases in staffing to meet programming needs.
- Implementation of new systems and processes.

Advocacy activity

- Issue an annual position paper on a major issue affecting the performing arts and festivals.
- Data collection on the sector and sharing with government departments and agencies.
- Work in partnership with 5 art service organizations on key issues affecting BC performing arts and festival sector.

Establish two Memoranda of Understanding with Regional Presenting Networks or other Arts Service Organizations to partner to share professional development and training resources; and broader collaborations as opportunities arise.