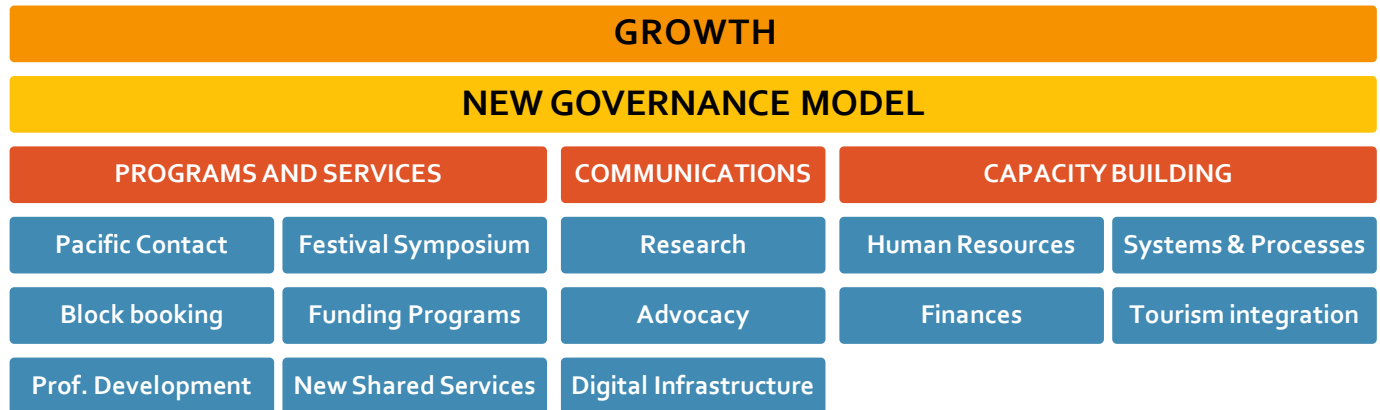


Strategic Plan 2023 to 2027

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.



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.

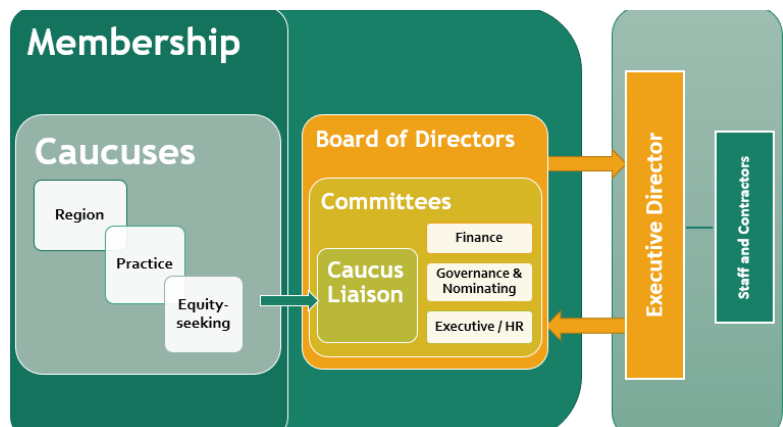
Governance Renewal: Our New Model

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.



Bylaws and policies will be amended to reflect these governance changes.

Members Survey Open Now!

We need your input on our current and future programs.

Simply scan the QR code or go to <https://www.surveymonkey.com/r/BCTC2023>

Incentive: Enter to win one complimentary pass to Pacific Contact 2024.

