

Performing Arts Burlington in Transition 2008-2011

Overview

Performing Arts Burlington (PAB) began in 2000 as an informal community based group to promote local performing arts and to advocate for a community performing arts centre. By 2004 PAB grew and matured into an incorporated member-based not-for-profit corporation whose purpose is to represent and strengthen the performing arts in the local community.

In 2005 the City of Burlington approved the building of a performing arts facility (pending federal and provincial funding) and PAB moved from an advocacy role to an advisory role for the project. With this key objective accomplished, PAB initiated a strategic planning process to determine its future role and to address the need to sustain itself. At the same time, community consultations by the City of Burlington suggested the need for leadership for the broader arts community in order to achieve the City's vision of *increased cultural vibrancy*. The Board of PAB started informal discussions to see if PAB could play that leadership role and concluded that it was a strategic opportunity for the organization and the arts community.

Proposed Vision

By expanding its scope, PAB's future vision is a *vibrant, growing arts community in Burlington*.

Proposed Mission

PAB is committed to expanding its founding mission as a grassroots organization to support the performing arts to become an umbrella organization for the arts in Burlington. In order to achieve this, PAB will:

- Undertake formal consultation to determine how best to meet the need for leadership within the broader arts community
- promote the arts in Burlington,
- maintain communications within the arts community and with the community at large
- foster collaboration within the arts community
- undertake and facilitate professional development through educational programming and services
- encourage audience support for the arts in Burlington
- support the development of a community performing arts centre in Burlington

Strategic Directions

In order to support an expanded mission and the long term strengthening of the local arts community, PAB has developed five key strategic directions to guide its activities over the next three years. The strategic directions are to:

- A. Continue and enhance PAB's work with and for the performing arts sector
- B. Broaden PAB's focus to include additional sectors within the arts community
- C. Increase capacity and sustainability of the arts sector
- D. Raise interest, awareness and participation in the arts amongst residents and tourists
- E. Build a sustainable and accountable organization

Under each of the five strategic directions, PAB has established strategic objectives, which in turn, have specific actions. These actions are the basis for the staff operational plan and the allocation of resources.

Strategic Objectives	Actions	Time Frame				Responsibility (board or staff)	Highest Priority
		2008	2009	2010	2011		
A. Continue and enhance PAB's work with and for the performing arts sector							
A1. Create and maximize opportunities to shape the development of the PAC	A1.1 Support the work of the Performing Arts Centre Advisory Committee (PACAC) regarding the building, opening, and operation of the Burlington Performing Arts Centre (PAC)	●	●	●		PACAC Board Exec Dir Pres VP	
	A1.2 Advise and advocate for a community focus at the PAC	●	●	●	●	Exec Dir Pres/VP	
A2. Continue to support the development of performers, groups, and organizations	See Section C.						
A3. Increase the capacity of performing arts organizations and individuals to benefit from the PAC	A3.1 Know and understand the needs of our stakeholders, groups and individuals members.	●	●	●	●	Staff Board Committee	
	A3.2 Ensure that the needs of the performing arts community are addressed in programs and services		●	●	●	Staff Board Committee	
B. Broaden PAB's focus to include to include additional sectors within the arts community							
B1. Explore the creation of an arts umbrella organization in Burlington with	B1.1 Define the scope of the arts in Burlington to inform PAB's priorities	●				Board	

the community and stakeholders	B1.2 Develop and implement a consultation plan to gather input from the arts community to determine need and interest	●				Task force of Board Staff	
	B1.3 Develop and implement a plan to expand PAB's focus, based on the strategic plan and the consultation outcomes.	●	●			Develop – task force Implement – board, committees & staff	
	B1.4 Explore potential relationships with arts networks and organizations in neighbouring communities	●	●	●	●	Staff	
	B1.5 Develop a Trillium application to support the assessment and development of an expanded mission for PAB	●				Exec Pres Treasurer	
B2. Represent the arts sector's interests to the community at large; to the corporate sector; to the political sector; to funders and to members	B2.1 Assume a leadership voice in community discussions	●	●	●	●	Exec Dir Pres/VP	
	B2.2 Participate in the City of Burlington's strategic planning processes and implementation of the City of Burlington's Cultural Strategy	●				Board Committee Staff	

	B2.3 Develop a proposal to the City of Burlington to financially and operationally support the community consultation and services PAB provides which support the City's cultural and economic strategies and objectives.	●	●	●		Staff Executive	
C. Increase capacity and sustainability of the arts sector							
C1. Enhance the effectiveness of individuals and organizations by increasing skills and knowledge	C1.1 Develop and offer professional development opportunities such as workshops/mentorships	●	●	●	●	Staff	
	C1.2 Promote the availability and quality of talent through events and other opportunities	●	●	●	●	Committee (PADC)	
C2. Actively facilitate and promote connections and networks within the arts community and the broader community	C2.1 Undertake a role in delivering networking events as opportunities for arts and non arts communities to come together in a profitable manner	●	●	●	●	Committee (PADC)	
	C2.2 Explore opportunities for collaboration with business, economic development, and educational organizations	●	●	●	●	Committee (PADC) Staff	

	C2.3 Create opportunities to link the recreational, emerging and professional levels of artists and performers	●	●	●	●	Committee Staff	
	C2.4 Develop relationships and actively participate in arts associations/networks in neighbouring communities that assist in expanding our expertise and knowledge	●	●	●	●	Staff	
D. Raise interest, awareness and participation in the arts amongst residents and tourists							
D1. Position PAB as the leading source of expertise and information about the arts in Burlington	D1.1 Provide information about events, artists, performers and groups by developing, maintaining and promoting the use of marketing tools	●	●	●	●	Developing – Committee (Communications) Maintaining & promoting - Staff	
	D1.2 Provide factual information about and actively represent and advocate for the arts in the public forum	●	●	●	●	Pres VP Exec Dir	
	D1.3 Create a resource base about the arts in Burlington	●	●	●	●	Staff	
E. Build a sustainable and accountable organization							

E1. Ensure good governance in a time of organizational transition	E1.1 Revisit the mission, vision, organizational name and brand based on community input	●	●			Committee (Communications) Board	
	E1.2 Monitor and report progress on the strategic plan and adjust as required	●	●	●	●	Monitor & report – Executive Adjust - Board	
	E1.3 Re-define job descriptions	●	●	●	●	Board approval? ED/Board/Comm Chairs	
E2. Expand revenue base	E2.1 Seek additional core and project support from government and foundations	●	●	●	●	Staff	
	E 2.2 Revisit the Membership Program and adjust as appropriate	●	●			Board task force	
	E2.3 Evaluate and enhance the partners program	●	●	●	●	Committee - (Fundraising)	
	E.2.4 Increase earned revenues through maximizing fundraising events	●	●	●	●	Committee (Fundraising) Board	
E3. Ensure adequate reporting systems exist to provide the Board and staff with information necessary for making decisions	E3.1 Ensure ongoing accountability to funders and members	●	●	●	●	Board	
	E3.2 Maintain a fiscally responsible approach to operations.	●	●	●	●	Board Staff	

E4. Ensure Board competence and continuity	E4.1 Develop a board recruitment and orientation plan for 2007 & 2008	●				Committees and Executive	
E5. Ensure that PAB is a responsible employer	E5.1 Conduct performance evaluation of all staff	●	●	●	●	Exec – ED ED - Staff	