Date: February 12, 2019

To: Chair and Members
   Committee of the Whole, Operations and Administration

From: Sandy Jackson
   General Manager, Community Programs, Parks and Recreation

1.0 Type of Report

Consent Item [ ]
Item For Consideration [x]

2.0 Topic
Sanderson Centre Business Plan [Financial Impact – none]

3.0 Recommendation

A. THAT Report 2019-49 Sanderson Centre Business Plan BE RECEIVED.

B. THAT the Sanderson Centre Business Plan attached as Appendix “A” to report 2019-49 BE APPROVED.

4.0 Purpose and Overview

This report is intended to provide City Council with an updated business plan for the operations of the Sanderson Centre.

5.0 Background

In 2014 City Council conducted a review of governance and operations of the Sanderson Centre. Several operational changes and department priority shifts were recommended and implemented as a result of this process. The development of this revised business plan is intended to address the impact of
those changes and provide strategic and planning guidance to staff moving forward.

6.0 Corporate Policy Context

High Quality of Life & Caring for all Citizens.

Brantford citizens and visitors will enjoy a full range of well-supported and maintained arts, heritage, culture, sports and recreational facilities and programs.

7.0 Input From Other Sources

There was no input from other sources.

8.0 Analysis

8.1 Process

The leadership team of the Sanderson Centre has developed the attached business plan (see Appendix “A”) through a process of:

- Reviewing existing department procedures and relevant planning documents including the City of Brantford’s Strategic Action Plan 2014-2018, the Municipal Cultural Plan, and the Parks and Recreation Master Plan;
- Updating the department’s mission and vision statements to reflect current practice and objectives;
- Completed an environmental mapping process including assessing the department’s resource and programmatic centres of activity;
- Developing action plans to achieve key goals and objectives; and
- Conducting a self-assessment of the department’s organizational capacity and existing infrastructure.

8.2 Mission, Vision and Values

The updated mission statement for the Sanderson Centre reflects the existing operational priorities and respects the direction from the 2014 Task Force on Sanderson Centre Governance and Operations.
“The Sanderson Centre for the Performing Arts serves and develops our community by delivering a balanced program of engaging entertainment, education, and cultural experiences that foster artistic growth.”

The vision for the Sanderson Centre is “Brantford’s historic destination of choice for entertainment, cultural, artistic, and special events.”

### 8.3 Goals

Six operational goals are identified for the Sanderson Centre within the business plan:

- **Goal 1**: Engage the community in meaningful arts experiences through vital curatorial and programming choices;

- **Goal 2**: Build and strengthen important community relationships;

- **Goal 3**: Develop diverse revenue streams to achieve a healthy balanced organization;

- **Goal 4**: Sustain and strengthen the organizational capacity, human resources and infrastructure of the Sanderson Centre;

- **Goal 5**: Strengthen internal and external communication;

- **Goal 6**: Support efforts to increase capacity and suitability of cultural resources within the City.

### 9.0 Financial Implications

This report has no financial implications, however within the business plan, a number of operating and capital costs will be considered annually and through the capital budget with the goal of remaining fiscally responsible in the delivery of programs and services. New projects will be presented with financial implications as they are brought forward through the business plan implementation.

### 10.0 Conclusion

The Sanderson Centre Business Plan has been developed to address the current strengths and challenges of the theatre and to provide direction to staff in determining how to respond to changes in the community and the performing arts industry while remaining fiscally responsible.
Attachments

Appendix “A” - Sanderson Centre Business Plan

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required [ ] yes [X] no
Agreement(s) or other documents to be signed by Mayor and/or City Clerk [ ] yes [X] no
Is the necessary by-law or agreement being sent concurrently to Council? [ ] yes [X] no