



STRATEGIC PLAN
2024-2027

CONTENTS

Executive Summary	3
About the Vilar Performing Arts Center	4
Mission, Vision, Values	5
Strategic Priorities	6
Take Our Programming to the Next Level	7
Inspire Our Community	8
Champion the Performing Arts	9
Advance Organizational Sustainability	9
Key Performance Indicators	10
Participants	11



EXECUTIVE SUMMARY

In continuation of the momentum following the Vilar Performing Arts Center's successful 25th Anniversary in 2023, I am pleased to present a new strategic plan for the Vilar that will carry us to our 30th Anniversary in 2027.

This is just the second strategic plan for the Vilar since it opened its doors in 1998. Despite significant headwinds due to the COVID-19 pandemic, we made significant progress through the previous plan (2017-2022) which focused on financial sustainability, audience development, strategic partnerships and facility improvements.

The 2024-2027 period marks a pivotal opportunity for the Vilar to leverage its success as presenters of exceptional performances to provide unique, impactful and transformative experiences and further enrich the Vail Valley's cultural and community life.



The Vilar's 2024-2027 Strategic Plan developed through consultation over the past year with Vail Valley Foundation/Vilar staff and internal and external stakeholders, and the Vilar extends its sincere gratitude to those individuals for their participation and contributions through this process.

This document outlines interconnected strategic priorities aimed at elevating the Vilar's artistic programming, enhancing community engagement, championing the performing arts and ensuring organizational stability as we advance the Vilar's mission.

Through the implementation of these strategic priorities, grounded in our mission, vision and values, the Vilar aims to not only continue its tradition of excellence but also to innovate and adapt in response to the ever-evolving needs of our community and the performing arts field.

We invite you to join us in this exciting new chapter for the Vilar Performing Arts Center as we continue to enrich the cultural fabric of our community through the transformative power of the performing arts, **together**.

With gratitude,

A handwritten signature in black ink that reads "Cameron Morgan". The signature is fluid and cursive.

Cameron Morgan
Vilar Executive Director
November 2024

ABOUT THE VILAR PERFORMING ARTS CENTER

The Vilar Performing Arts Center is a 530-seat theater and visual arts gallery/donor lounge nestled in the heart of Beaver Creek, Colorado. The Vilar is at the core of the performing arts in the world-renowned Beaver Creek Resort, Eagle County and the Rocky Mountains.

Not only does the Vilar serve as a stage for some of the world's most spectacular artists, but it also serves as a place of growth and learning for thousands of students each year who attend STARS (Support The Arts Reaching Students) programming or perform on its stage through Community Use Fund supported programs. Further, the Vilar drives significant economic impact to Beaver Creek and Eagle County as a premiere performing arts destination.

Each year, the Vilar presents more than 135 events including a unique blend of regional, national, and international performances representing a diverse array of performing arts genres alongside community events and corporate rental activations. The Vilar's intimate, state-of-the-art facility with exceptional acoustics is recognized by performers and audiences alike. Further, the Vilar drives significant economic impact to Beaver Creek and Eagle County as a premiere performing arts destination.

Many acts of corporate and individual generosity have contributed to the Vilar's success since the initial capital campaign began in 1996. Today, with robust, ongoing support from strategic partners such as the Beaver Creek Resort Company, Beaver Creek Metropolitan District, and the Vail Valley Foundation (VVF), along with generous contributions from patrons and underwriters, corporate sponsors, ticket sales and endowment distributions, the Vilar continues to thrive.

VVF, which has had sole operational control of the Vilar since 2002, works closely with its board-created Vilar Committee and in conjunction with Vilar Performing Arts Center, Inc., a separate non-profit organization that owns the theater facility. In practice, the Vilar functions largely as a stand-alone entity in terms of its physical space, staffing, theater operations, programming, financial accountability, donor base, mission, vision and goals. VVF acts as an umbrella organization (and financial partner), providing administrative, board governance and oversight functions, which results in efficiencies of scale beneficial to the Vilar. In turn, the Vilar's well-established reputation for excellence in the performing arts directly supports the mission of VVF while raising VVF's standing in the region.

Learn more about the Vilar Performing Arts Center at vilarpac.org

MISSION

We provide performing arts leadership, engagement and education for our mountain community, visitors and partners.



VISION

To be a beacon of live entertainment and cultural enrichment, inspiring a love and appreciation of the performing arts.



VALUES

We Lead: Everything starts with honest, transparent, and authentic leadership.

We are a Team: We support each other across all areas of our mission.

We act BOLDLY: We think big. We don't let expectations about our size, or the size of our community get in the way of our audacious creativity when it comes to our existing work or seizing new opportunities.

Community First: Our priority is to make our community an incredible place to live, work, and visit.

We have FUN: Our business is fun. We provide it. We live it. We celebrate and enjoy what we do.

STRATEGIC PRIORITIES

The Vilar Performing Arts Center embarked on a strategic planning process in November 2023, and the strategic priorities defined in this plan center around four themes:

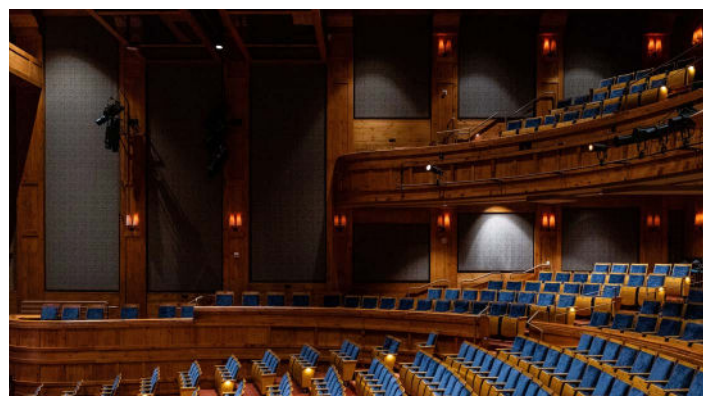
Take Our Programming to the Next Level

Inspire Our Community

Champion the Performing Arts

Advance Organizational Sustainability

The following pages outline specific goals and tactics that have been identified to achieve these strategic priorities.



TAKE OUR PROGRAMMING TO THE NEXT LEVEL

Expand the Breadth of Our Programming

Continue to elevate the Vilar's diverse programmatic offerings with innovative performances and iconic performers.

Strategically Develop Performance Frequency

Capitalize on key periods for engagement and attendance and utilize off-peak periods effectively.

Cultivate Innovative Arts Partnerships

Forge collaborations that broaden our programming spectrum.

Utilize Data & Audience Insights More Effectively

Expand our access to and use of data & analytics.

Invest in Emerging Artists

Support the next generation of talent.



INSPIRE OUR COMMUNITY

Increase Access to the Arts

Enhance our Support the Arts Reaching Students (STARS) program.

Improve and expand our Community Arts Access program.



Provide Arts Education

Leverage existing artistic programming to integrate the artists we present directly in the community.

Establish and execute arts education pilot programs which leverage the artists that the Vilar presents.

Utilize the Community Use Fund through the updated funding criteria to further support local non-profit performing arts organizations.



Create Opportunities through the Arts

Create workforce opportunities and pathways to expose interested students to careers in the arts.

Provide performance opportunities for our community.



CHAMPION THE PERFORMING ARTS

Elevate The Vilar Experience

Improve Guest, Donor and Artist Experiences.

Revitalize Our Branding

Review and refresh the Vilar's visual branding, both digitally and physically.

Expand Reach & Awareness

Grow our digital, social media and public relations/marketing efforts and results.

Activate Our Advocates

Measure and showcase the impact of the Vilar mission more effectively and empower our patrons, artists, staff, partners and volunteers to become ambassadors of the Vilar.



ADVANCE ORGANIZATIONAL SUSTAINABILITY

Cultivate a Healthy, Effective and Efficient Team

Develop systematic processes for Staff Recruitment, Development & Retention through personal/professional development, enhanced workplace culture, optimized staffing structure and higher-quality workspaces.

Augment Our Financial Strengths

Strengthen financial foundations through increased planned giving, grant funding and new revenue streams.

Invest in the Future of the Facility

Keep the Vilar state-of-the-art.

KEY PERFORMANCE INDICATORS

Accompanying the Vilar's 2024-2027 Strategic Plan is the operational roadmap developed for internal staff use to define and measure progress against the Strategic Priorities. A selection of the Key Performance Indicators (KPIs) identified in this roadmap are outlined below:

2024-2025 (Fiscal Year 2025)

- 90 Vilar-Presented Performances with 33,500+ attendees (75% attendance/show)
- 15 STARS Shows with 6,000+ attendees
- 1,750 free tickets distributed through Community Arts Access
- Launch of new Vilar logo & rebranding campaign
- Improved documentation & reporting of the impact of the Vilar mission
- Successful execution of FY25 Capital Projects

2025-2026 (Fiscal Year 2026)

- 95 Vilar-Presented Performances with 38,000+ attendees (80% attendance/show)
- 18 STARS Shows with 7,500+ attendees
- 2,000 free tickets distributed through Community Arts Access
- Launch new Arts Education & Community Engagement efforts
- Successful execution of FY26 Capital Projects
- Enhanced Employee Development, Wellbeing & Retention
- Expanded collaboration with BCRC to secure Village-Wide rental clients

2026-2027 (Fiscal Year 2027)

- 100 Vilar-Presented Performances with 42,500+ attendees (82% attendance/show)
- 20 STARS Shows with 9,000+ attendees
- 2,250 free tickets distributed through Community Arts Access
- Improved awareness of the Vilar among destination guests
- Successful execution of FY27 Capital Projects
- Established employee career pathways and succession planning

PARTICIPANTS

The Vilar owes a debt of gratitude to each of the individuals who participated in the development of this strategic plan. They include:

Vilar Staff

Erik Brown
Justin Brown
Andie Cott
Dean Davis
Lauren Gary
Riley Goossen
Ruthie Hamrick
Elliot Hill
Katie Gervais
Kenneth J. Howell
Shane Huebner
Owen Hutchinson
Cheyenne Mendoza
Cameron Morgan
Tess Reinhold
Liz Todd
Kae Twichell
Miah Wheeler

Vilar Committee

Alexia Jurschak, *Chair*
Jim Clancy
Laureen Hopkins
David Hyde
David Kochel
Bobby Murphy
Philip Pillsbury
Doug Rippetto
William Verity
Gary Woodworth
Kristy Woolfok

VVF Board

Chris Jarnot, *Chair*
Chris Romer
Nick Waugh

VVF Staff

Mike Imhof, *President*
Sierra Adams
Sara Amberg
Peter Blosten
Martha Brassel
Josh Cloud
Dave Dressman
Kristen Dudding
Kendra Powell

External Constituents

Ella Baff
Bob Boselli
Dave Eickholt
Jane Heller
Laurie Herzog
Clint Huber
Jeff Luker
Brian Nolan

Special thanks to Alexia Jurschak, Mike Imhof, Nick Waugh and Ella Baff for their generous support in developing and refining this strategic plan.

PHOTO CREDITS

Teri Fotheringham
Chris Kendig
John-Ryan Lockman

Zach Mahone
Brian Maloney

Rob Prechtl
Jon Resnick

