

**BURN ARTS**

**STRATEGIC PLAN  
2020 — 2025**

**[DRAFT]**



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## ***Acknowledgement of Country***

*BURNArts and the Modifyre Community wish to acknowledge the Traditional Custodians of the Country upon which Modifyre takes place, the Bigambul and Kambuwal Peoples.*

*We also wish to acknowledge the Traditional Custodians of the Country upon which many of us live, learn and work, the Jagera and Turrbal Peoples. We honour their Ancestors and pay our deepest respects to their Elders, past, present and emerging.*

*We extend that respect to all First Nations People, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the nation. We honour and respect their continued cultural and spiritual relationship to their Traditional Lands, Seas and Waters and recognise their unique and valuable contribution to society.*

*Sovereignty was never ceded.*



## **Executive Summary**

Incorporated in 2016, BURN Arts inc. sits in the wake of pre-1960's radical counter-cultures across the US and Europe. Our organisation is the continuance of decades of community action, dedicated to challenging the status quo through participatory creative expression. The aim was, and is, to temporarily create the space one wants to see in the world.

These "Temporary Autonomous Zones" are spaces of potential in which (almost) anything can happen- they oscillate between order and chaos, autonomy and unity, challenge and transformation. However, whilst burner culture in 2020 has many of the same aims and hallmarks as it did at its inception, it's important to continue to question, prepare for and vision for what we need now and in the future.

Through creating a nebulus of radical chaos, immediacy, challenge and the unexpected, burner culture has traditionally had the goal of willing society to 'wake up!' by momentarily jolting participants out of their mediated reality. However, in the age of information technology and all manner of amazing experiences available for consumption at the right price, many of us are now awake but feeling ever-more disempowered, apathetic and cynical. As communities become more divided, individuals become more isolated, environmental crises grow, political discourse further demonises marginalised communities, and capitalism continues to incentivise individualism, we now, more than ever, need to come together as a community with a vision of radical inclusivity, self-awareness, consent and care.

At the time of writing in 2019, the BURN Arts community has found itself at a cultural tipping-point, having just welcomed 500 participants in co-creating our sell-out event Modifyre in July. However, whilst Modifyre is a regional Burning Man event, BURN Arts is in the process of establishing itself as an independent year-round community organisation. We offer a provocation for our community to keep thinking critically about our relationship to 'the big burn' and Burning Man Org. as we move into an era in which notions of "massiveness", spectacle, technical innovation and excess may be called into question or redefined. This strategic plan therefore aims to provide our organisation a clear path for the next five years that responds to the challenges of our contemporary era, and ensures sustainability for the future of the organisation and the Modifyre event without sacrificing our grassroots and historical values.

BURN Arts believes that participation, the antithesis to apathy and cynicism, helps individuals realise their own power. We are much more than one event, we are a year-round community of dreamers and do-ers. In 2020-2025, our organisation aims to further cultivate our collective values, and cement our position as the Queensland community that can equip people with the inspiration, environment, social connections and the means to make (almost) anything happen.



**Purpose,  
Vision,  
Mission**

● **Vision:**

Grow an inclusive and diverse community that explores and  
inspires creative expression.

● **Purpose:**

To promote and develop participatory arts and culture in Brisbane  
and surrounding regions.

● **Mission:**

Support people with knowledge & resources to explore, inspire and  
create participatory art.

## **Strategic Context**

### **Regional Context**

BURN Arts acquired a multi-year permit, which will see the annual Modifyre event held at our Yelarbon State Forest home until 2023. This is the first time that we have had stability beyond the coming year, and we now have the opportunity to better put down some roots in the Goondiwindi shire.

However, Australian regional communities are currently doing it really tough. 2019 has seen the worst droughts on record with almost two thirds of Queensland currently drought-declared, and unprecedented bushfire activity becoming the new normal. Our Modifyre host community of Inglewood is amongst those heavily affected, with many local businesses currently closing or selling. We hope that, as our event grows, we can better support and engage with these regional communities through both financial and cultural means. We do this in the spirit of sharing, rather than “helping” as BURN Arts believes that we can learn a lot about community and resilience from our regional neighbours.

In August 2019, it was confirmed that Tourism Events Queensland are in the process of creating an event which incorporates research from a visit to Burning Man in Nevada, USA. This event is still more than 2 years from completion, and will likely be run by a commercial production company. We therefore do not view this as an event in competition with Modifyre and also have no plans to collaborate.

BURN Arts welcomes non-profit, community-oriented regional events adopting burner values (as long as they are not simplistically appropriated but wholeheartedly embraced), and sees value in the artists and crew we support through Modifyre being paid for their work outside of our volunteer-run event. We will continue to identify potential partnerships between BURN Arts and other regional festivals and government bodies to support our community, keeping Modifyre decommodified as per our policy.

## ***Urban Context***

BURN Arts' year-round activity is largely situated in inner-city Brisbane, on unceded Jagera and Turrbal Country. As with many growing cities around the world, grassroots cultural activity in Brisbane is suffering in the context of lock-out laws, gentrification, and the commodification and privatisation of public space. An ongoing lack of community-oriented arts funding at a local level and a lack of community facilities and infrastructure have additionally contributed to an environment that is, in many ways, unconducive to anchoring and stabilising a grassroots community arts organisation. Whilst BURN Arts intends to continue investigating finding a permanent "hub" in Brisbane, initial enquiries have indicated that rent remains prohibitive and affordable community venues remain sparse.

However, this context has also inspired vibrant prefigurative political activities amongst Brisbane alternative communities that reflect many characteristics of the burner ethos. Without permanent spaces, Brisbane regularly hosts multitude joyful (and often facetious) pop-up creative occupations of public space that burners have both contributed to, and collaborated on, in the past 4 years. We see it as both an opportunity and a manifestation of our goals outside of the Modifyre event to increase our contribution to these diverse community gatherings, and reflect that which makes our city unique. How, then, do we stabilise whilst retaining the dynamic, resourceful, temporary and make-do attitudes of Brisbane's counter-cultures?

## ***Regulatory Context***

Whilst burns have generally flown beneath the radar, music festivals around Australia are suffering from poor media image. In the wake of a series of tragic deaths, in 2019 the future of Australian festivals has become highly uncertain, spearheaded by controversial "user-pays" policing and licencing requirements in our neighbouring state of New South Wales which were initially scrapped and then re-introduced. This has resulted in the cancellation of multiple long-standing events, and an environment of unease and surveillance for attendees. After two deaths at a Queensland music festival in early 2019, it is not unlikely that this political and media context may affect Queensland legislature and cultural commentary.

Simultaneously, there are widespread calls for a more empathetic harm-reduction approach to maintaining safety at festivals, though Australian governments generally remain reluctant to get on board. We acknowledge that the current legislative context around harm reduction is a significant limitation in our ability to keep our participants as safe as possible. It is our hope that we will see this situation change within the next five years.

## ***Environmental Context***

Our activities take place in the context of a global climate crisis. The BURN Arts team no longer believes that our “Leave No Trace” principle can only apply to activities on the paddock, but must take into account our traces before and after the Modifyre event. This plan outlines some fledgling initiatives to offset carbon, minimise waste, and divert rubbish, however a full environmental audit is desirable as soon as it becomes affordable.

The Yelarbon State Forest site is particularly vulnerable to environmental damage, being currently drought-stricken. Our ongoing site plans for Modifyre take into account our environmental footprint on the paddock and strive to minimise it. In the future, we hope that we will have the capacity to collaborate with local environmental authorities and services to not only minimise damage, but regenerate the environment in which Modifyre is held.

## ***Internal Context***

Currently, BURN Art’s main task is to ensure the production of Modifyre annually. However, in the next five years, we aim to better establish the year-round organisation and support more artists and community projects beyond the burn. Part of this process will be to further distinguish and separate those who sit on the BURN Arts Management Committee from those who hold leadership roles on the Modifyre Production Team.

While our systems and processes for Modifyre are remarkably well-functioning and organised for a grassroots event which is still establishing itself, we struggle from lack of reliable and consistent year-round volunteer engagement in producing the event. This is a significant challenge facing the organisation, and is similarly felt by sister-organisations across Australian and New Zealand. This situation commonly leads to lack of morale amongst the team, and at worst, can lead to volunteer burnout.

As the Modifyre event has remained small for a number of years, we have, until now, enjoyed having a small and dedicated crew of capable and willing hands. However, many of the roles are now too big for a single individual, and many of the “old guard” are keen to change roles or pass them on. This presents both a challenge and an opportunity for BURN Arts to ensure that this process is smooth, and the outcomes desirable.

In response, BURN Arts would like to foster a decentralised leadership structure where appropriate, in which no single individual is solely responsible for the running of the event, no one is the sole gatekeeper of integral knowledge, and no one is irreplaceable. This will help ensure that; team members are coming to the table with desirable intentions, pressure on individuals is reduced, the team is inoculated against burnout. We acknowledge that this will be a long-term process of adjustment in the way that Modifyre is produced and not an instant fix.



## ***Financial Context***

Since its inception, BURN Arts has produced Modifyre on less-than-a shoestring budget. The success of our event is largely due to the responsible and prudent budget management of our Event Producer, Chris Holt, who has been with Modifyre from its inception, and the creative thriftiness of our Event Production Team.

In 2019, BURN Arts is, for the first time, in a stable financial position after a sell-out Modifyre event. As we enact plans to decentralise our production team structure, it is integral that BURN Arts manages these funds responsibly, and creates a robust plan for future committee members to utilise in their financial management. Whilst we look forward to offering better support to our team leads financially, we believe that our make-do and re-use attitude is not only a responsible attitude in the context of our current environmental situation, but part of Modifyre's creative charm and community feeling.

## ***Global vs. Local Context***

Modifyre is an official Burning Man regional event. This links us in a global network of individuals with shared values, one of the largest arts organisations in the world and a legacy of radical counter-culture stretching back more than 50 years. However, each regional event is a product of the place in which it is birthed. The BURN Arts community has infinite freedom to further define and demonstrate our values and model the future we would like to see, which takes into account the issues and values that our contemporary existence is calling for. In this way, we feed back into the Burning Man community, the way it feeds into us. An extra consideration for our community is to decide how and to what extent we are affiliated with international burner movements, as we critically consider our role in creating the future we would like to see.

## Goals

### ● Cultural Health

#### Goal:

Creating and growing an equitable, diverse, safe and connected community with a strong understanding of BURN Arts values.

| STRATEGY   | INITIATIVES   | OUTCOMES/INDICATORS   | 2019 POSITION  | 2020-2025 POSITION   |
|--|---|---|--|--|
| > Fostering an environment of critical thinking and social activism amongst our members. | > Establish a Culture and Philosophy Committee (a sub-committee of BURN Arts Management Committee) to foster and safeguard cultural health. | <ul style="list-style-type: none"> <li>&gt; Committee producing regular content and events for members around culture, art, ethics and principles.</li> <li>&gt; Census results indicating a higher diversity of Modifyre participants &amp; higher percentage feeling included.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Sub-Committee concept presented to members at the 2019 Modifyre Summit. Yet to be formalised.</li> <li>&gt; 2019 census indicates:               <ul style="list-style-type: none"> <li>37% from outside Brisbane</li> <li>45% LGBTQIA+</li> <li>3.8% have a disability</li> <li>14% not solely caucasian heritage</li> </ul> </li> <li>&gt; 96.85% felt included.</li> <li>23% felt that there was an aspect of the event that was not inclusive for everyone.</li> </ul> | > Plans for committee activities to be set by its members- to be updated in annual review.   |
|  | > Continuing and increasing cultural education and advocacy by publishing critical and cultural content.                                    | > Increased subscription and readership of Bug Spray & BURN Arts Scrapbook.   | <ul style="list-style-type: none"> <li>&gt; Currently 547 subscribers to Bug Spray (09/10/2019).</li> <li>&gt; BURN Arts Scrapbook launched in November.</li> </ul>  |  |
|  | > Engaging with and advocating to Theme Camps as peers and major content-creators of our events to think critically and culturally.         |   | > 2019 Theme Camp Handbook contains some critical and cultural content.  | <ul style="list-style-type: none"> <li>&gt; More gatherings, workshops, publications and content geared towards Theme Camps.</li> <li>&gt; Increase critical cultural content in Theme Camp Handbook.</li> <li>&gt; Consider a specific survey/ census for Theme Camps.</li> </ul> |

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|  |  |  |   |  |
|--|--|--|---|--|
|  | <ul style="list-style-type: none"> <li>&gt; Collaborating with like-minded community groups to share knowledge and culture.</li> </ul>       | <ul style="list-style-type: none"> <li>&gt; # Collaborative Events Held</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Collaborations with People's Pride, Brisbane Free University and others to date. Wonky Queenslanders collaborated with Kurilpa Derby 2019.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Formalise the support and collaboration that we can offer community groups.</li> </ul>             |
|  | <ul style="list-style-type: none"> <li>&gt; Add our own new principle, Radical Care, in consultation with the Modifyre community.</li> </ul> |  | <ul style="list-style-type: none"> <li>&gt; Discussed at Modifyre Summit.</li> </ul>  | <ul style="list-style-type: none"> <li>&gt; Dedicated edition of Bug Spray.</li> <li>&gt; To be further discussed at BURN Arts AGM.</li> </ul> |

| <b>STRATEGY</b>  | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b> | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>  |
|--|--|----------------------------|--|--|
| <ul style="list-style-type: none"> <li>&gt; Support equitable access to the Modifyre event (cultural, physical, financial).</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Ticketing Policies to support equitable financial access to Modifyre.</li> </ul>                           |                            | <ul style="list-style-type: none"> <li>&gt; Free tickets policy for those carrying a Companion Card.</li> <li>&gt; Free tickets policy for local indigenous residents, disseminated through BURN Arts Indigenous Liaison.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Research payment plan option for tickets.</li> </ul> |
|  | <ul style="list-style-type: none"> <li>&gt; Detailed accessibility information for Modifyre available to both Theme Camps and Participants.</li> </ul> |                            | <ul style="list-style-type: none"> <li>&gt; 2019 Survival Guide has adequate information.</li> <li>&gt; 2019 Theme Camp Handbook has some information and tips.</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Continue to build information resources.</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>&gt; Quiet camping zones and times at Modifyre for families.</li> </ul>   |                            | <ul style="list-style-type: none"> <li>&gt; No official quiet zones or times.</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Trial "Modifyre Unplugged"</li> </ul>                |

| <b>STRATEGY</b>   | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>  | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>   |
|---|--|---|--|---|
| > Enacting policies and community education around Consent. | > Create a Conduct Committee to tackle issues around consent and help ensure community safety.   | > Conduct Committee dealing with community issues legally, effectively and sustainably. | > Currently in research phase.   | > Potential to collaborate with other Theme Camps and community groups.<br><br>> Processes to be reviewed by licenced counsellor & lawyer before formalising. |
|   | > Facilitate public programs and produce content on Bystander Intervention, Community Accountability, Transformative Justice and Consent.                                  | > # public programs & content pieces  | > June 2019 edition of Bug Spray consent themed.   |   |
|   | > Modifyre Rangers and Site Operations teams have best-practice systems, procedures and volunteers in place to manage consent issues in both a proactive and reactive way. | > On-site issues dealt with effectively and to best-practice standards.                 | > Procedure trialled with success at 2019 event.<br><br>> Green Dot team still to be formalised. | > Processes to be reviewed by licenced counsellor & lawyer before formalising.  |
|   | > Work with Theme Camps to enact their own Consent strategies.   | > Theme Camps visibly creating safe, consensual spaces.                                 | > Dialogue open with a few local Theme Camps.  | > Add question to Theme camp application asking what they are doing to promote consent.   |

## ● **Community Engagement & Growth**

### **Goal:**

Engaging effectively with potential and actual participants and stakeholders to support the diversity, inclusivity and sustainability of our community as it grows.

| <b>STRATEGY</b>                                | <b>INITIATIVES</b>  | <b>OUTCOMES/INDICATORS</b>  | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>  |
|--|---|---|---|--|
| > Engaging with the local Inglewood community. | > Community Engagement Committee to keep regular contact with the Community Advisory Network, Goondiwindi Regional Council, and other key stakeholders. | <ul style="list-style-type: none"> <li>&gt; Visitation to Inglewood by BURN Arts community.</li> <li>&gt; # Local visitation to Modifyre.</li> <li>&gt; Positive feedback from local stakeholders (Council, Emergency Services, etc).</li> <li>&gt; # Community Engagement Committee Activities.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Visitation down from 2017-18 from BURN Arts community during the year.</li> <li>&gt; Extremely positive feedback from local stakeholders.</li> <li>&gt; Created Community Engagement Committee at Modifyre Summit.</li> </ul> | > Support formalising & growth of committee. Activities to be set by its members.  |
|  | > \$40 single-night ticket option for local residents, and free ticket scheme for key stakeholders.   | > # Inglewood community members attending Modifyre.   | > Minimal local community attendance at Modifyre.   | > Single-night paid ticket option to continue- more communications needed to let residents know the option is available. |
|  | > Continuing to fundraise for the Inglewood community in Brisbane.  | <ul style="list-style-type: none"> <li>&gt; # of events.</li> <li>&gt; \$ funds raised for Inglewood community.</li> </ul>  | > Successful fundraiser in early 2019.  |  |
|  | > Encouraging participants to spend in the local region during Modifyre.  | > \$ average local spending.  | <ul style="list-style-type: none"> <li>&gt; Census results indicate:</li> <li>30% spent \$0</li> <li>37% spent &lt;\$50</li> <li>32% spent \$150-\$300</li> </ul>   |  |

| <b>STRATEGY</b>                                       | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>                           |
|---|--|--|---|---|
| > Engaging with regional BURN Arts community members. | > Supporting the BURN Arts Regional network to grow and engage with regional Queensland and Northern Rivers. | <ul style="list-style-type: none"> <li>&gt; # "Community Champions" nominated.</li> <li>&gt; # BURN Arts and burner-led events held in regional areas.</li> <li>&gt; Feedback from Community Champions.</li> <li>&gt; % attendance from regional areas.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; 2 x "Community Champions" nominated.</li> <li>&gt; Regional Champions held two gatherings in 2019.</li> <li>&gt; "Community Champions" report minimal regional engagement.</li> <li>&gt; Census Results indicates only 12% attendance from regional QLD and Northern Rivers.</li> </ul> | > Plans for an Indigenous Cultural Immersion event. |

| <b>STRATEGY</b>                               | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>  |
|---|--|--|--|--|
| > Engaging directly with diverse communities. | > Collaborating with diverse groups and organisations on community events year-round.                | > Collaborative community events and fundraisers held throughout the year.   | > Plans for community event in collaboration with Bigambul community in progress.  | > Annual community event in collaboration with Goondiwindi Traditional Owners. |
|   | > Create Community Engagement Committee to communicate with community groups for attending Modifyre. | <ul style="list-style-type: none"> <li>&gt; # diverse Theme Camps attending Modifyre.</li> <li>&gt; % of participants from diverse backgrounds attending Modifyre and feeling included.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Community Engagement Committee created at Modifyre Summit. Yet to be formalised.</li> <li>&gt; 2019 census indicates:               <ul style="list-style-type: none"> <li>37% from outside Brisbane</li> <li>45% LGBTQIA+</li> <li>3.8% have a disability</li> <li>14% not solely caucasian heritage</li> </ul> </li> <li>&gt; 96% felt included.</li> <li>23% felt that there was an aspect of the event that was not inclusive for everyone.</li> </ul> |  |
|   | > Ensuring best practice Indigenous community engagement through our Indigenous liason.              | <ul style="list-style-type: none"> <li>&gt; Additional Indigenous content &amp; % attendance at Modifyre.</li> <li>&gt; local Traditional Owner from Goondiwindi.</li> </ul>                       | <ul style="list-style-type: none"> <li>&gt; Indigenous Liaison on BURN Arts Committee is local Traditional Owner from Goondiwindi area.</li> <li>&gt; 2019 Census indicates:               <ul style="list-style-type: none"> <li>2.1% indigenous participants.</li> </ul> </li> </ul>   |  |

## ● **Communications & Engagement**

### **Goal:**

To increase event profile and quality participant engagement in-line with BURN Arts' goals of strategic and incremental growth.

| <b>STRATEGY</b>                                   | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>                           |
|---|--|--|---|---|
| > Increase quality of online community discourse. | > Collaborating with diverse groups and organisations on community events year-round.  | > Less enquiries via social media, community goes straight to website for information.<br><br>> # subscribers to email-alerts.           | > Heavily reliant on Facebook to get messages to members. Plans to phase out as much as possible in Comms team.<br><br>> Currently minimal subscribers to email alerts. |   |
|   | > Support Burning Man Brisbane (Modifyre Unofficial Community Page) to have a healthy standard of online behaviour and is self-moderating. | > # diverse Theme Camps attending Modifyre.<br><br>> % of participants from diverse backgrounds attending Modifyre and feeling included. | > Currently has a healthy standard of behaviour but not much activity. More posting needed on relevant topics.  | > Draft community page guidelines using Principles. |
|   | Publish and facilitate relevant, quality discussions on BURN Arts Scrapbook.   | > # content pieces published.  | > Scrapbook launched in Nov 2019.   |   |

| <b>STRATEGY</b>   | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>                             |
|---|--|--|---|---|
| <p>&gt; Utilise considered strategies for quality engagement by new participants.</p> | <p>&gt; Increase word-of-mouth engagement in regional areas through the BURN Arts Regional Network and Community Engagement Committee.</p> | <p>&gt; # Modifyre participants from regional areas.</p> <p>&gt; # local and regional community groups bringing theme camps.</p> | <p>&gt; Modifyre has been incrementally growing at acceptable levels through existing word-of-mouth means.</p> <p>&gt; Census Results indicates only 12% attendance from regional QLD and Northern Rivers.</p> <p>&gt; Community Engagement Committee discussed at Modifyre Summit- yet to be formalised.</p> | <p>&gt; Formalise Community Engagement Committee.</p> |
|   | <p>&gt; Target strategic PR opportunities and media package to engage with local and regional media.</p>                                   | <p>&gt; Media about Modifyre is positive and accurate to the intentions of our community.</p>                                    | <p>&gt; No media about Modifyre in 2019.</p>  | <p>&gt; Create strong media package.</p>              |

| <b>STRATEGY</b>   | <b>INITIATIVES</b>  | <b>OUTCOMES/INDICATORS</b> | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>  |
|---|---|----------------------------|--|--|
| <p>&gt; Foster a consistent "brand" that reflects our community (cute, magical, radical &amp; make-do).</p> | <p>&gt; Ensure that community-led media released about and by Modifyre accurately reflects the event and its ethos.</p> |                            | <p>&gt; Media policy is strong but needs minor edits after the 2019 event.</p> <p>&gt; Discussion at Summit supported ban on photography during effigy burn.</p> | <p>&gt; Review media policy annually and as the need arises.</p> |
|   | <p>&gt; BURN Arts brand running through all of our activities and online presence.</p>                                  |                            | <p>&gt; Website redesigned in early 2019.</p> <p>&gt; 2020 poster to be collage-style, reflecting brand.</p>   | <p>&gt; Create official brand document.</p>                      |



## ● Finances

### Goal:

Financial Sustainability for BURN Arts, in order to better support causes in line with our objectives both at Modifyre and year-round.

| <b>STRATEGY</b>  | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>  | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>  |
|--|--|---|---|--|
| > Ensure financial stability for the Modifyre event through ticket income. | > Grow ticket sales sustainably - financially, culturally and in line with our volunteer capacity. | > # tickets sold.<br>> Census results indicate desired rate of growth from community. | > 2019 event sold out at 500 tickets.<br>> 2019 Modifyre Census indicated that 72% respondents would like to see Modifyre at 600-750 person capacity in 3 years time.<br><br>Modifyre is financially stable at current numbers. | > Re-evaluate annually according to financial, cultural, environmental and volunteer status. Utilise Modifyre census to gauge community sentiment around event growth.<br><br>> Leadership survey post-Modifyre. |

| <b>STRATEGY</b>  | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>   |
|--|--|--|---|---|
| > Foster a culture of re-use, efficiency and creative "thriftiness" amongst the Event Production Team. | > Create Team Lead handbook which includes the Modifyre philosophy on sustainability and re-use.   | > Team leads practice responsible spending and creative re-use of materials and resources wherever possible. | > Team Lead Handbook disseminated at beginning of 2020.                           | > To be updated annually.   |
|  | > Modifyre 'Budget Bosses' to incentivise responsible spending with genuine transparency around event budget and spending plans amongst the Event Production team. |  | > One budget boss in 2019- needs more transparency amongst Event Production Team. | > Incremental increase in team lead budgets.<br><br>> Budget expanded according to individual needs of team leads, rather than funds available. |

| <b>STRATEGY</b>  | <b>INITIATIVES</b>  | <b>OUTCOMES/INDICATORS</b> | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>  |
|--|---|----------------------------|--|--|
| > Gain income streams additional to Modifyre ticket revenue. | > Continue to apply for funding from a variety of sources.                            | > \$ funding gained.       | > To date, BURN Arts has received approximately \$30,000 in funding from various government sources. | > Continue conversation around event funding with Queensland state government (remaining in line with our decommodification policy). |
|  | > Investigate renting out BURN Arts assets such as Solar Trailer as an income stream. | > \$ income.               | > Solar Trailer able to be rented out but still need to formalise renting system and insurance.      |  |

## ● Operations

### Goal:

Ensuring the sustainability of BURN Arts activity.

| STRATEGY   | INITIATIVES   | OUTCOMES/INDICATORS  | 2019 POSITION  | 2020-2025 POSITION   |
|--|---|--|--|--|
| > Support individuals on the Modifyre Event Production Team. | > Decentralise the Modifyre Event Production Team (where appropriate).      | <ul style="list-style-type: none"> <li>&gt; More departments run by small, dedicated "committees" or groups rather than individual team leads.</li> <li>&gt; Team Leads report less pressure and burnout.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Advocacy included in Team Lead Handbook.</li> <li>&gt; 2019 had a new Site Management team which worked in 2-person shifts each night of Modifyre.</li> <li>&gt; DIC and most other teams had centralised leadership structure.</li> <li>&gt; Decentralising leadership discussed at Modifyre Summit.</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Group discussions at Event Production Team (EPT) Meetings.</li> <li>&gt; Continue to support slow decentralising of EPT.</li> <li>&gt; Leadership survey post-Modifyre 2020.</li> </ul>  |
|  | > Dedicated Crew Support and Crew Facilitators both on and off the Paddock. | <ul style="list-style-type: none"> <li>&gt; Event planning running smoother in lead-up to Modifyre.</li> <li>&gt; Team leads report feeling better looked after on-site.</li> </ul>                                  | > 2 x pre-event crew facilitators in 2019; none on paddock with dedicated crew support role.   | <ul style="list-style-type: none"> <li>&gt; Commence recruitment for 2020 event.</li> <li>&gt; Leadership survey post-Modifyre.</li> </ul>   |
|  | > Educate and up-skill team leads on leadership and community building.     |  | > Team Lead Handbook includes some information.  | <ul style="list-style-type: none"> <li>&gt; More information in Team Lead Handbook.</li> <li>&gt; Discussions amongst teams.</li> <li>&gt; Facilitated sessions from experts in the area.</li> </ul>   |
|  | > Support a culture of mentorship and eldership in our community.           | > Team leads report being better supported by people with experience throughout their role.  | <ul style="list-style-type: none"> <li>&gt; Created Modifyre Elders Circle to mentor team leads and keep graduated leads feeling involved.</li> <li>&gt; Multiple members of Modifyre site crew in 2019 were contacts from 2019 ANZLS Summit, including members of build teams and site managers.</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; Modifyre Elders Council functioning more regularly.</li> <li>&gt; Instigate a 'Burner Exchange Program' as discussed at the Australia New Zealand Leadership Summit (ANZLS).</li> <li>&gt; Leadership survey post-Modifyre.</li> </ul> |

| <b>STRATEGY</b>   | <b>INITIATIVES</b>  | <b>OUTCOMES/INDICATORS</b> | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>  |
|---|---|----------------------------|---|--|
| <p>&gt; Refine operations systems for the production of Modifyre- without over-bureaucratising.</p> | <p>&gt; Equipping Event Production Team leads with the agency to define, manage systems that work for them.</p> |                            | <p>&gt; 2020 Team Lead Handbook includes information about do-ocracies.</p> <p>Minimal operations budgets resulting in overburdened team members.</p> | <p>&gt; Increase operations budget for 2020.</p>   |
|   | <p>&gt; Finding a permanent centralised “home” for Modifyre/BURN Arts activity in Brisbane inner suburbs.</p>   |                            | <p>&gt; Initial searches seem to come up with very little that is affordable. Creativity will be necessary to find space.</p>                         | <p>&gt; Continue to investigate community leases, partnerships, and other opportunities for permanent space.</p> |

● **Art**

**Goal:**

Keeping participatory art central to the activities of BURN Arts and the Modifyre event. Situating Modifyre as the “Testing Grounds” for experimental art projects in Queensland.

| <b>STRATEGY</b>  | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>   |
|--|--|--|--|---|
| > Supporting artists to create experimental, critical and/or participatory projects. | > Allocate a dedicated percentage of event revenue and budget to art and theme camp grants at Modifyre.  | > \$ allocated to art and theme camps at Modifyre.   | > Approx 8.6% of 2019 Modifyre budget spent on Art & Theme Camp Grants.  | > BURN Arts establish a % benchmark spend for Art and Theme Camp grants.  |
|  | > Provide accessible information on creating work for a Burn context (logistical advice, cultural considerations and participatory frameworks).  | > Larger percentage of experimental, critical and/or participatory projects brought to Modifyre. | > Art guidelines have adequate advice but can be improved upon.  | > Create an Artist Handbook for Modifyre participants.<br><br>> Artists contribute reflection to BURN Arts Scrapbook after their project.               |
|  | > Incentivising participatory projects that the community wants through robust grant criteria and adaptable grant frameworks.  |  | > New system for 2019 a vast improvement on previous years. More adjustments needed.<br><br>> Modifyre 2019 had one “major grant” and multiple “micro-grants” framework. | > Annual review of grant criteria and framework.  |
|  | > Creating a safe space for artistic failure whilst supporting learning from the experience.   |  |  | > Case study of a “failed” project in Artist Handbook.<br><br>> Artists contribute reflection to BURN Arts Scrapbook after their project.               |
|  | > Supporting artists to get as much ‘life’ as possible out of their projects through BURN Arts to supporting participant projects to be toured, re-commissioned, acquired or made permanent. |  | > BURN Arts offers auspicings for projects.  | > Partnerships with other like-minded events in the region.<br><br>> Grant frameworks made to better support pieces suitable for permanent acquisition. |

| <b>STRATEGY</b>  | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>                       | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>                    |
|--|--|--|--|--|
| > Supporting the creation of participatory art year-round. | > Create a year-round rolling micro-grant initiative, made specifically with small community projects and events with a quick turnaround time. |  | > Supported 2 x small projects in 2019 outside Modifyre.<br><br>> Micro-grant initiative established- budget of \$1000 per year. | > Incremental increase to year-round budget. |
|  | > BURN Arts members collaborating on and contributing to participatory events.   | > # events with BURN Arts members participating. | > Members contributing to Kurilpa Derby, Extinction Rebellion Events, independent initiatives & local political campaigns        |  |

## ● **Environmental Sustainability**

### **Goal:**

To ensure that the BURN arts community acts with environmental conscience and sustainability in all of our activities.

| <b>STRATEGY</b>   | <b>INITIATIVES</b>  | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>  |
|---|---|--|---|--|
| > Produce BURN Arts events and activities in an environmentally sustainable manner. | > Using solar power for BURN Arts activities.   | > # BURN Arts activities run on solar power.                             | > BURN Arts Solar Trailer ran all central services and operations during Modifyre 2019.   | > Make trailer available to more events and groups.  |
|   | > Increase Earth Guardians budget to better provide effective waste diversion initiatives at the event. | > Census results and environmental audit show increased waste diversion. | > Waste diversion initiatives trialled and surveyed during Modifyre 2019.<br>> Adequate data collected in 2019 by Earth Guardians team through Modifyre Census. | > Earth Guardians to conduct an annual environmental audit of Modifyre event.                                |
|   | > Engage with ethical companies wherever possible in the activities of BURN Arts.                       |  | > BURN Arts bank accounts with Bank Australia.<br>> Compost toilets for 2019 Modifyre event.  | > Switch to ethical ticketing company.<br>> Investigate partnerships with local food producers for Modifyre. |

| <b>STRATEGY</b>  | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>       | <b>2019 POSITION</b>  | <b>2020-2025 POSITION</b>   |
|--|--|----------------------------------|---|---|
| > Care for the Yelarbon State Forest site as Modifyre grows. | > Measure and consider Modifyre's environmental footprint on the Yelarbon State Forest site.                               | > Environmental Health Measures. | > 2019 event site in different location to previous years in order to minimise footprint.                                 | > Current placement on paddock appropriate for event to grow upon.<br><br>> Consider applying for third burn site for 2020.   |
|  | > Investigate collaboration with local land management agencies and stakeholders to preserve and regenerate Modifyre site. |                                  | > 3-year event permit.<br><br>> 2019 collaboration with Indigenous Rangers to preserve biosecurity and educate community. | > State forest restrictions mean options are limited but potential to increase collaboration with Traditional Owners in this area.<br><br>> Dreams of Bush Regeneration Initiatives by Modifyre Participants. |

| <b>STRATEGY</b>   | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>  | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>   |
|---|--|---|--|---|
| > Support the agency of individual Modifyre participants to act with environmental consciousness. | > Provide education, incentives and avenues for Modifyre participants to be environmentally conscious. | > Information on "Greening your Burn" provided through Theme Camp Handbook and Survival Guide.<br><br>> Environmental audit and census results show higher environmentally conscious behaviour. | > Adequate information in Survival Guide- more needed in Theme Camp Handbook.<br><br>> Highly successful Green Tag initiative at Modifyre 2019.<br><br>> Census results indicate 92% of respondents would pay \$5 for carbon offset.<br><br>> Carbon offset option currently being investigated for Modifyre 2020. | > Additional Publication "Greening Your Burn".<br><br>> Carbon Offset initiative through ticketing process. |

## ● Governance

### Goal:

Ensuring the BURN Arts Management Committee is transparent, and working towards best-practice models for non-profit governance.

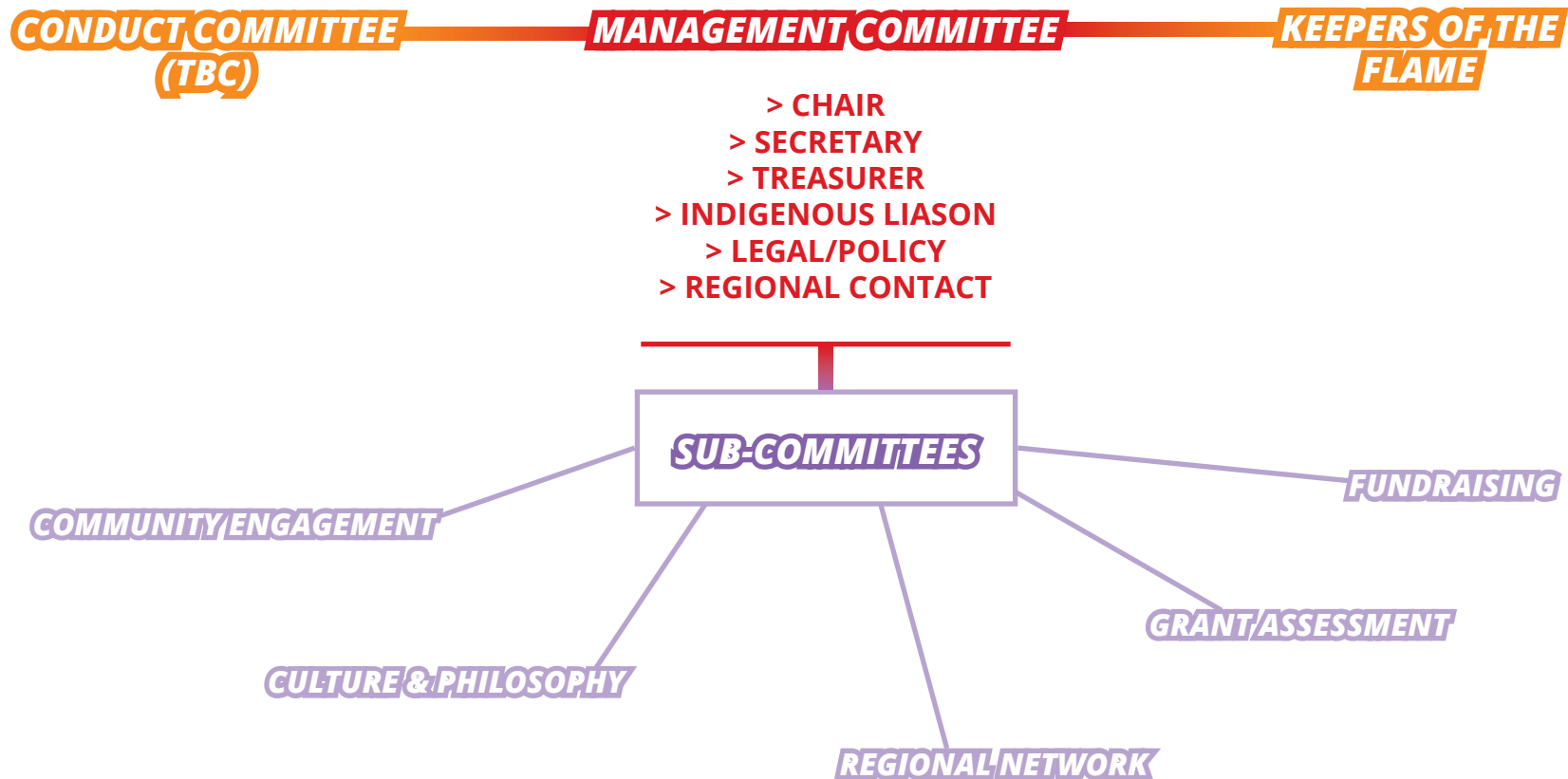
| <b>STRATEGY</b>   | <b>INITIATIVES</b>   | <b>OUTCOMES/INDICATORS</b>  | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>  |
|---|--|---|--|--|
| > Creating structures and systems to ensure good governance of BURN Arts. | > Enacting and communicating a strong but flexible organisational structure for both BURN Arts and Modifyre. | > Participants and Modifyre Team Leads understand how the organisation is governed. | > New structure designed.<br>> Structure explained in Team Lead Handbook.  |  |
|   | > Strong financial management procedures and with set standards for savings and contingencies.               | > Adequate savings and contingencies in the bank.                                   | > Adequate savings and contingencies currently in bank.  | > Formalise simple financial plan.   |
|   | > Ensure the Management Committee have adequate knowledge of their governance responsibilities.              |   | > Multiple Management Committee members currently enrolled in arts governance course in 2020.<br>> Governance generally adequate but more to do if aiming for best practice. | > Ongoing review and updating of policies as necessary.<br>> Governance to be discussed as a committee after training in 2020. |

| <b>STRATEGY</b>  | <b>INITIATIVES</b>  | <b>OUTCOMES/INDICATORS</b>   | <b>2019 POSITION</b>   | <b>2020-2025 POSITION</b>  |
|--|---|--|--|--|
| > Increasing transparency of the BURN Arts Management Committee. | > Conducting community engagement around big decisions and issues that affect the community.                                    | > Broad participation from the community around community decisions.           | > Conversations occurring and planned around change to principles.<br>> Census measured community feeling around Modifyre size increase. | > Publish annual review of Strategic Plan and present at AGM.      |
|  | > Publishing financial information, strategic plans and other policies and reports on the Modifyre website.                     |  | > Draft strategic plan published!<br>> Annual financials currently published and up-to-date on website.                                  |  |
|  | > Continue to strive for separation between BURN Arts Management Committee and Modifyre Event Production Team Leadership roles. | > Less Management Committee members also in official EPT Leadership positions. | > 3 out of 7 Management Committee members also in official EPT Leadership Positions in 2019.   | > Incoming new committee members in 2020 come from outside of EPT. |



**Appendix 1: BURN Arts Management Committee Structure**

**BURN ARTS  
COMMITTEE STRUCTURE**



## Appendix 2: Modifyre Event Production Team Leadership Structure

