



Strategic Plan 2023 - 2026

The OtherHalf Consultants Inc

Arts Orillia... Creativity, Culture, Community

Introduction

Established in 2014, our Orillia-based arts organization was established to build and provide a diverse offering of arts and culture within our community and beyond. Since our inception, we have faced many challenges, opportunities, and forks in the creative road of bringing the arts to life. One of the most critical undertakings has been the evolution of our programming, one that enables the creation of an arts environment and an organizational culture that embraces diversity and representation in all aspects of our work.

As an organization that was struggling to find our identity, we undertook the work of creating a strategic plan to update the organization and ensure that, going forward, we project a dynamic and progressive vision—and branding—of what our organization does for the arts in our community and the larger creative community in Ontario and beyond.

This strategic plan will guide all our undertakings for the next three years. We commit to sharing regular updates with our stakeholders and the communities we serve to celebrate our successes, learnings, and growth. And we invite all our supporters, artists, volunteers, and communities to join us in bringing our plan to life.

Mission

Arts Orillia exists to build diverse artistic programs to foster positive experiences in the arts within our communities.

Vision

Our communities will experience a diversity of voices and stories that respond to the important issues of our time through powerful public encounters that encourage and support artistic creativity.

Values

Arts Orillia Believes in...

Collaboration: ...actively working with individuals and organizations from our community, our region, and beyond to encourage creative inspiration and expression.

Curiosity: ...ensuring that we are ready to adapt to changing circumstances by encouraging the exploration of all artistic disciplines.

Innovation: ...seeking out resources that enable us to be nimble and creative and provide a setting that encourages outstanding opportunities for artists and their audiences.

Inclusion and Equity: ...providing opportunities for all to be actively engaged with us in supporting the diversity of artistic expression.

Call to Action...

Arts Orillia's first strategic plan represents our commitment to change, diversity, and equity for our stakeholders, artists, audiences, participants and our community. We are committed to sharing the power of the arts with all who join us in our offerings and experiences so that together, we commit to raising the impact of the arts. Our program offerings will present the future of what we believe will represent a place to share our voices, our stories, and our shared commitment to telling a diverse story.

The Community We Want...

A place to live that brings together audiences, artists, and cultural leaders who share a vision for an inclusive, environmentally sustainable, culturally dynamic, and generationally connected community.

A community that understands the important role that the Arts play in interpreting, advocating, and educating audiences about the issues of our times, such as mental health, fair and equal access to basic human rights, racial inequities, gender inequities, and rights for LGBTQ2S.

A community that gives status to artists as visionaries, innovators, and instigators.

A community that upholds education through the arts in service to the health and strength of the community.



The Arts Orillia we Need...

As an evolving organization, Arts Orillia is committed to managing our growth in a planned and effective manner. All the efforts that we bring forward will enable us to build a company that...

- centres artists
- centres youth
- programs activities for all members of the community, regardless of their marginalized or small demographic
- prioritizes education over commercial success
- innovatively integrates the arts into other sectors within the community, i.e., health care, social work, education, hospitality
- programs artistic projects as a result of creative research that is initiated in the community rather than outside of the community

2023 to 2026 Strategic Plan

Strategic Initiative #1	Focus Areas & Opportunities	Year 1: Activities	Year 2: Activities	Year 3: Activities
Arts Orillia: Who we are and what we do FOCUS: Brand & Awareness	<p>OUTCOME: Arts Orillia is Well Known & Known Well: What, How, and Why we do, what we do!</p> <p>Building relationships and connections within all the communities we serve, locally, regionally, provincially, and beyond, so that they become Ambassadors and Champions.</p>	Communication Strategy	Brand Management and building	
		<p>Brand & Awareness</p> <p>Year 1: Everyone Knows Who We Are!</p>	Year 2: Everyone says we're changing the face of culture in Orillia	Year 3: Arts Orillia is recognized as a leader that is contributing to the Ontario Arts sector and, as such, putting Orillia on the map!
		Establish tools to solicit feedback and recommendations that will enable us to reach our plan and outcomes.	Conduct Bi-Annual Survey to establish wants/needs, demographics, price points	

Strategic Initiative #2	Focus Areas & Opportunities	Year 1: Activities	Year 2: Activities	Year 3: Activities
Collaborations and Partnerships FOCUS: Revenue Generation	<p>OUTCOME: Program Development & Delivery</p> <p>Arts Orillia will present an annual dynamic program season and offerings that enable the organization to secure the resources required for its future and its sustainability.</p>	Build strong partnerships and collaborations with like-minded organizations that enable us to reach our goals	Utilize partnership tools to recruit one formalized partner	Utilize partnership tools to recruit one formalized partner
		Create unique opportunities for the community to invest in our success	Philanthropic Support Strategy	Deliver epic "Signature" event
		We will broaden our program offerings to provide more opportunities for creative expression	Signature "ticketed" and philanthropic event to grow donor base, awareness, and support	Planning for 2026 Event begins
		Define the uniqueness of our work, our company, and our offerings.	Adapt and adjust ticketed programs based on survey results and resources	Introduce a new artistic expression mode
		Education Series	Incorporate our uniqueness into every program and offering presented	Develop a recruitment plan to secure 2



			additional schools during the life of this plan	additional schools during the life of this plan
			Secure 2 nd school	Secure 3 rd school
			Adapt and launch day camps two 1-week sessions of day camp in Summer 2024	Adapt and launch day camps two 1-week sessions of day camp in Summer 2025

Strategic Initiative #3	Focus Areas & Opportunities	Year 1: Activities	Year 2: Activities	Year 3: Activities	
Arts Orillia - Thriving Organizational Resiliency & Sustainability FOCUS: Organizational Resiliency & Sustainability	OUTCOME: A solid organizational foundation that enables us to achieve our impact, financial security, and organization resilience today and into the future at the Board and Staff levels.	Strong Governance and Board Leadership: establish a Governance Structure and adopt best practices that enable the Board to be a high-functioning governing Board.	Annual Board evaluation		
			Shared Drive for document access	Risk Management Plan	
			People Plan: Establish a Human Resource Strategy and Implementation plan	Actively recruit priority roles	
				Implement a performance management system	
			Revenue Generation Plan including Operational Budgets prepared annually and presented to the Board for approval – by Feb 28th		
			Build a Philanthropic Culture that invites all to invest in our work	Implement contributed revenue plan	
			Launch creation of new Strategic Plan		

Enablers: What absolutely needs to be in place for us to be successful?	
Leadership: we commit to building strong leadership and competencies at all levels of the organization so that we have the resources to deliver our mission and impact.	Collaboration: we embrace and support our partners on all levels, building relationships that will intentionally and deliberately create positive experiences and outcomes for each.
Culture: we intentionally nurture and foster relationships within our work that enables all to flourish.	Brand: we will grow AO's brand so that people understand our work, our impact and the power and ability of the arts to change lives.

