

# STRATEGIC PLAN OVERVIEW

**Current as of September 2021, and updated in April 2023**

## MISSION:

The Toronto Fringe is a platform for everyone to access, discover, and experiment with the arts. By valuing creative experiences, we contribute to a healthy arts economy and, ultimately, a thriving society.

## VALUES:

**ACCESS** - in every sense of the word

**ACCOUNTABILITY** - we work with integrity and respect

**CREATIVITY** - freedom of expression permeates everything we do

**EXPLORATION** - we let curiosity be our guide

**SUPPORT** - empowering you to take a chance

## OVERVIEW:

The Toronto Fringe completed the 2018-2021 Strategic Plan as of August 2021. The goals and actions completed in this plan drove a growth stage for the organization. Through this growth, the Fringe deepened our connections to artists, staff, and communities.

To create the current strategic plan, the staff and board met with facilitator Theresa Smith in September 2021. In the working sessions, we re-focused the direction of the organization to navigate and recover from the COVID-19 pandemic, reckon with racism and equity, and refine who we are as an organization and how we can make a difference.

The COVID-19 pandemic provided many challenges to which the Toronto Fringe rose to meet. We pivoted to create multiple digital festivals, held conferences for indie art workers, and continued to run much of our ancillary programming online. We returned to hosting in-person festivals with the 2022 Toronto Fringe Festival, and are working to rebuild the organization for a strong future of Fringe.

This Strategic Plan, although started in September 2021, has gone through multiple iterations in response to the constant changes brought about by COVID-19. The four intentions laid out below have been refined to reflect the work that we have been doing since 2021, and our strategy for the foreseeable future. There is no specific end date to this strategic plan to allow us the flexibility to respond to the changing landscape of our sector and world.

The Fringe staff and board meet regularly to work through and reassess the intentions of the current strategic plan. We will decide in the next few years on when to create a new strategic plan, depending on if we have adequately fulfilled the current plan, or if the current plan no longer serves the organization based on external factors. This strategic plan works in tandem with our Equity, Diversity, and Inclusion report that was also conducted in 2021.

## INTENTION 1:

**To broaden and strengthen our relationship with audiences and community.**

## FOCUS AREAS:

Marketing, Communications, Outreach

## **OBJECTIVES:**

- Seek out and invite new audiences to engage with us and discover what "to Fringe" means to them.
- Refresh and reinvigorate Fringe branding ("To Fringe", "Fringing" as a verb).
- Grow our communications and outreach plan from a festival approach to a year-round strategy.

## **INTENTION 2:**

**To increase the sustainability and variety of Toronto Fringe's resources, enabling the organization to be bold in achieving its ambitious goals.**

### **FOCUS AREAS:**

Development

## **OBJECTIVES:**

- Expand and solidify our existing donor program.
- Pursue new sponsors and partnerships.
- Optimize and expand our existing and alternative revenue streams.
- Streamline internal processes to increase efficiency.

## **INTENTION 3:**

**To build institutional capacity, allowing the Fringe the space and freedom to be responsive and proactive to our communities' needs.**

### **FOCUS AREAS:**

Organizational capacity, professional development, community building

## **OBJECTIVES:**

- Commit to the ongoing work of fostering a safe, accessible, equitable organization for all who engage with it.
- Expand our role as champions for independent artists.
- Strengthen and support the indie arts community in Toronto.

## **INTENTION 4:**

**To better serve, engage with, and reach IBPOC members of our community.**

### **FOCUS AREAS:**

Organizational capacity, professional development, community building, social justice

## **OBJECTIVES:**

- Work through the recommendations of the Toronto Fringe's Equity, Diversity, and Inclusion Audit.
- Hold ourselves accountable by publicly communicating our progress around EDI work.
- Track, assess, and engage with our community on the impact of the EDI work we are doing.
- Understand and explore the steps to decolonize an organization like the Fringe.