



## **OUR THREE YEAR STRATEGIC PLAN FOR 2015-2018**

**Community**

**Accessibility**

**Youth Leadership**

**Artistic Development**

# Methodology

Over the past year, Paprika initiated multiple discussions with its constituent groups across all levels of the organization in preparation for the creation of a strategic plan. With the staff team, we developed a SWOT and PEST analysis and asked each of our staff members about their vision for the future of the company, and what aspects they saw as essential to the mission. Similarly, we led a discussion with our Board of Directors about where they saw Paprika in 5 years, the key challenges facing the organization, and the three most important things that Paprika does today.

We also surveyed our participants about their goals as Paprika participants, their perception of the organization, and what they would change or improve about the organization. Finally, we spoke to alumni about their past experiences with the festival, and discussed the past, present and future of Paprika with a number of former Paprika mentors and members of the artistic community.

From these conversations, there were four central themes that emerged as shared priorities for Paprika's future – **accessibility, community, artistic development and youth leadership**. The goals of this plan reflect these central values of the Paprika Festival's mission.



Paprika Festival

# Goals

**Goal 1:** Work actively to increase the accessibility and diversity of Paprika's artistic programs.

**Goal 2:** Create meaningful opportunities for young people to connect, learn and create with their peers and with professional artists in the Toronto theatre community.

**Goal 3:** Enable young people to develop their work in a supportive environment where they are encouraged to experiment creatively and take artistic risks.

**Goal 4:** Empower young people to take on positions of leadership, and actively support their initiatives to work towards positive change.



Strategic Plan for 2015-2018

# Goal 1 - Work actively to increase the accessibility and diversity of Paprika's artistic programs.

## Underlying Assumptions

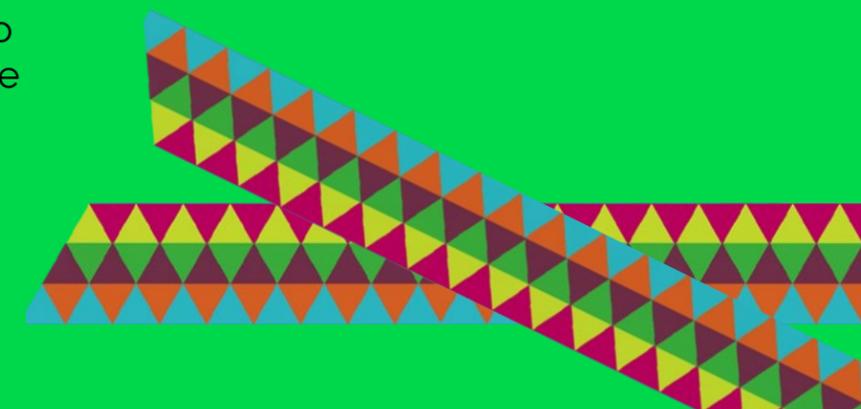
- We acknowledge that there are many barriers both visible and invisible to accessibility, and that these barriers may come in many different forms. We strive to reflect the diversity of our city in our participant base, and we are committed to being inclusive to peoples of all origin, gender, culture, faith, mobility, economic status, disability, sexual orientation and any other equity-seeking group.
- We acknowledge that when young people do not see themselves represented in a program or in an organization, they may feel as though they can't be a part of that program or that they do not belong there.

## Measurable Outcomes

- 👉 Increase the accessibility-oriented budget line by 10% over 3 years.
- 👉 Develop one new partnership each year with an organization focused on an equity-seeking group.
- 👉 Increase the percentage of participants from visible minorities by 15% over 3 years.
- 👉 Increase the percentage of participants from priority neighbourhoods by 15% over 3 years.

## Strategies

- Create a separate line in all annual budgets dedicated to funding costs associated with taking on participants with accessibility needs, and grow that amount 10% over the next three years.
- Appoint an Accessibility & Diversity Officer on the Board of Directors who will be tasked with keeping accessibility and diversity front of mind in the strategic governance of the organization.
- Increase our educational outreach initiatives to target at least one new school, program or organization focused on an equity-seeking group every year. Talk to the groups that we are hoping to engage and find out what unique barriers they may be facing.
- Develop relationships with accessibility-oriented organizations to learn best practices of working with accessibility needs in theatre and education.
- Track participant statistics on a yearly basis to ensure we are enrolling a diverse cross section of participants.
- Incorporate a discussion and education session about accessibility & diversity into at least one training session with all participants. Ask participants for feedback on how they feel the organization can more effectively work with their unique needs.



# Goal 2 - Create meaningful opportunities for young people to connect, learn and create with their peers and with professional artists in the Toronto theatre community.

## Underlying Assumptions

- We acknowledge that many participants apply to Paprika without any previous connections to other artists or artistic professionals.
- We acknowledge that every mentorship experience is unique and that participants may come away with different personal and professional take-aways depending on their mentorship pairing.
- We acknowledge that not all participants will choose to pursue a career in the cultural sector, but we nonetheless strive to provide a creative experience that results in many positive relationships.

## Measurable Outcomes

- 👉 Ensure that at least 3 shows every year have a life beyond their performances at the Paprika Festival.
- 👉 Increase the amount of positive feedback received from mentors and participants each year on the artistic mentorship process, as measured by our end-of-year surveys.
- 👉 Increase the amount of participants who indicate they have met potential future collaborators through Paprika, as measured by our end-of-year surveys.

## Strategies

- Carefully consider the needs and requests of participants when choosing an appropriate artistic mentor.
- Include at least one producing workshop in a Training Day to help provide guidance on how participants can continue to create work beyond the festival.
- Launch a mentor orientation session at the beginning of each season for all mentors and facilitators to learn about Paprika's expectations, artistic development goals and mentorship requirements. This will be in addition to the check-in sessions mentors have with artistic staff throughout the year.
- Strengthen our current artistic industry partnerships and continue to seek new opportunities for participants to get involved in the artistic community.
- Create opportunities throughout the season for participants to meet and work with other Paprika participants outside their production or program group. This will be aided by the development of an overarching festival theme each year that will apply to all productions and programs.

# Goal 3 - Enable young people to develop their work in a supportive environment where they are encouraged to experiment creatively and take artistic risks.

## Underlying Assumptions

- We acknowledge that not all participants will be entering the program with previous experience in theatre, and we actively welcome young people of all levels of experience.
- We acknowledge that the development of artistic skill is highly subjective, and we choose to focus on personal artistic development of the individual participant.
- We acknowledge that there are many costs associated with the production of a show, and Paprika's limited resources may also limit the ability of participants to realize large-scale artistic visions to their fullest potential.
- We acknowledge that accepting an increasing number of participant results in less personalized attention and mentorship if the growth in participants is not matched by an equal growth in financial support.

## Measurable Outcomes

- 👉 A consistent increase in the percentage of participants who feel as though they have achieved their artistic goals by the end of the season.
- 👉 A consistent increase in the percentage of participants who feel as though they have learned something new/developed new artistic skills by the end of the season.
- 👉 A consistent increase each year in the percentage of participants who facilitators feel have improved in their artistic skill set over the course of the season.

## Strategies

- Encourage all participants to set artistic goals for themselves that they hope to accomplish by the end of the season.
- Set up check-in meetings with participants at the beginning of the year to discuss these goals and then meet with them again at the end of the year to assess personal and artistic growth and listen to feedback.
- Shift the organizational focus from the end product (the festival) to the learning process (the training, mentorship and artistic development). Make it clear to all participants that the focus of Paprika is on the learning and development process.
- Give young artists complete artistic freedom and artistic autonomy of their work, and agree to not censor artistic material or to steer the work in any particular direction.
- Survey participants at the beginning of the season to gather feedback about what kinds of workshops they would find helpful in the Training Days throughout the year, enabling us to curate the training aspects of the program each year to match the needs of the participants. Making Training Days an essential part of the program for all participants.
- Ensure that Paprika continues to hire a high caliber of qualified mentors and facilitators.



# Goal 4 - Empower young people to take on positions of leadership, and actively support their initiatives to work towards positive change.

## Underlying Assumptions

- We acknowledge that Paprika is a place that enables professional growth and development not only for our young artists, but also for the members of our staff team.
- We acknowledge that we need to invest in our staff in order to invest in the growth of the organization, and that the growth of the organization is limited to the number of hours that can be devoted to working on Paprika.
- We acknowledge that the honorariums paid to Paprika staff result in a need for intrinsic rather than extrinsic motivation.
- We acknowledge that there is often high turnover in the Paprika staff.

## Measurable Outcomes

- Invest in a dedicated Development staff member by 2017.
- Commit to gradually increase the overall pool of funds paid to Paprika staff each year for three years, with a minimum increase of 2% to each honorarium for returning staff each year, contingent on increased funding.
- Measure the percentage of staff goals that are achieved at the end of each year, with the objective of increasing that percentage each year.
- Secure at least one new source of revenue each year.

## Strategies

- Commit to treating all the young Paprika participants like professional artists, with the understanding that this respect also comes with high expectations regarding their level of effort and commitment to the program. Make these expectations clear to all participants at the beginning of the season.
  - Work with all the members of the staff team to discuss their personal goals at the beginning of the year, and help to cater their roles and responsibilities to their interests wherever possible.
  - Emphasize the importance of long-term thinking and succession planning with the Board and staff team.
    - Create plans and work systems with measurable deliverables to push strategic growth forward.
    - Heavily reinforce the requirement of staff transition binders whenever a staff member leaves Paprika to ensure that the institutional knowledge is passed on to future staff leadership.
  - Develop a plan to diversify Paprika's funding sources by utilizing joint human resources at all levels of the organization – from the advisory board, to the staff team, to the Board of Directors. Focus on the acquisition of a targeted few funding sources every year, with the understanding that increased funding will result in the ability to increase the financial investments in staff members.
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