

# STRATEGIC PLAN 2023 - 2025







The Lemon Bucket Orchestra performs at the 2021 Mayor's Evening for the Arts.

Toronto Arts Foundation's Strategic Plan 2023-2025 builds on the momentum of our last plans (2016 and 2018). It is designed to carry the organization forward until 2025 to coincide with the end of our affiliate Toronto Arts Council's Strategic Plan: Arts Making 2025.

### **SINCE THE RELEASE OF OUR LAST PLAN IN 2018, THE FOUNDATION HAS GROWN IN BREADTH AND SCOPE:**

- ▶ Increased public engagement through successful Arts in the Parks seasons.
- ▶ Successfully transitioned East End Arts to an independent non-profit organization.
- ▶ Continued to spotlight and celebrate artistic accomplishments through our awards.
- ▶ Increased inclusion through our operations and targeted programs such as ArtWorksTO.
- ▶ Increased private sector investment in the arts through successful campaigns including the Resiliency Fund.
- ▶ Engaged in timely and relevant research initiatives that serve to strengthen the sector as a whole.

Guided by our mission, vision and core principles, this plan outlines four key priorities that will build on our achievements as the Foundation transitions to new executive leadership. With this, we're reaffirming our commitment to celebrate and strengthen Toronto's artists and arts organizations, while working to adapt and refine our work for maximum impact. Toronto is a city that is booming with arts and culture. Our job is to ensure that the sector - everything from artists to the inner workings of arts organizations - is supported so that our creative city continues to thrive.





## MISSION:

To celebrate and strengthen Toronto's artists and arts organizations.

## VISION:

*Creative City: Block by Block*

Working to connect every Toronto neighbourhood with the transformative social and economic benefits of the arts.



# PRIORITIES:

## LEADERSHIP:

Build on Toronto Arts Foundation's position as a leader, convenor and mobilizer for arts policy, advocacy and philanthropy.

## STRENGTH IN PARTNERSHIP:

Maintain and grow partnerships to enhance the capacity of the sector, reduce barriers for participation and rebuild following the pandemic; the Foundation's impact on the sector is built on the success of our partnerships.

## RESPONSIVE PROGRAMMING:

Seek input from artists and arts organizations to ensure that programming is guided by current issues and concerns and grounded in a commitment to equity and inclusion.

## ADVOCACY & AWARENESS:

Through research, program evaluation and partnerships, increase awareness of the impact of the arts, improve understanding of arts' relationship to other sectors and advocate for arts policy enhancements.







# SHORT TERM GOALS: 2023 – 2025

- ▶ Lead with accessibility and inclusion in everything we do.
- ▶ Establish shared goals with our affiliate Toronto Arts Council to ensure all programs support shared vision and priorities and teams can work collaboratively on sectoral issues.
- ▶ Develop an evaluation plan and establish KPIs for all programs and partnerships.
- ▶ Consider strategies to retain artists in the city.
- ▶ Increase opportunities for volunteers, partners and artists to champion the arts in Toronto.
- ▶ Optimize internal culture through relationship building, employee engagement strategies, and professional development opportunities.
- ▶ Continue to collaborate and form partnerships with external institutions to share, learn and disseminate information for the benefit of the sector.



# PROGRAMS

The Foundation furthers its charitable objects by operating the following programs:

## AWARDS

- ▶ Celebrating artists, cultural leaders and businesses for their creativity, cultural leadership and contribution to the cultural life of Toronto.
  - ▶ 10 Awards
  - ▶ 12 Micro-Awards

## PROFESSIONAL DEVELOPMENT

- ▶ Offering educational programming for artists, arts workers and arts board members to strengthen the leadership capacity in Toronto's arts sector, as well as to provide career opportunities for developing artists.
  - ▶ Neighbourhood Arts Network
  - ▶ ArtWorksTO
  - ▶ Creative Champions Network
  - ▶ Mentor in Residence

## ARTS EVENTS AND WORKSHOPS

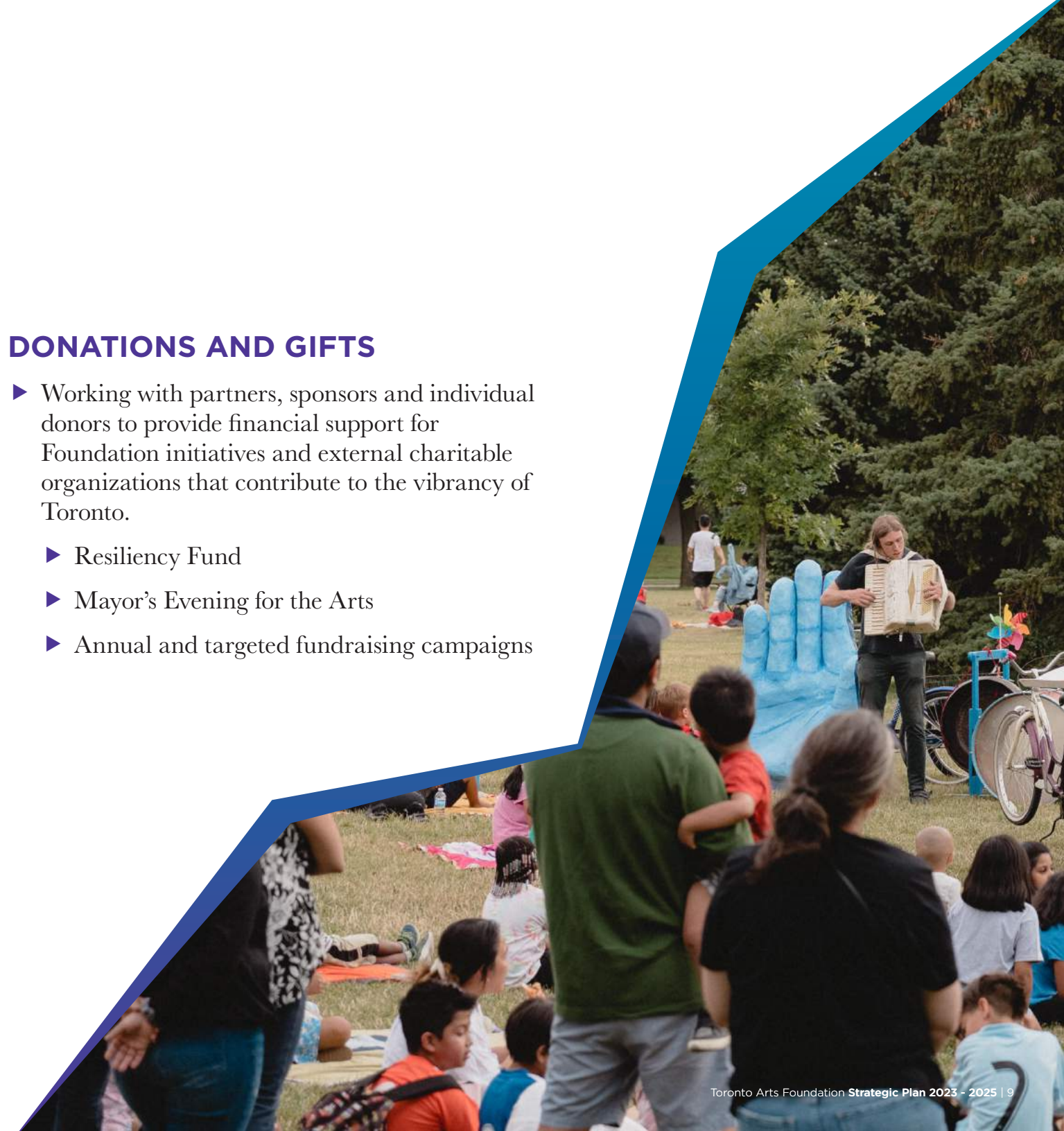
- ▶ Supporting a vibrant and creative city where neighbourhoods are enriched with artistic programming with a focus on individuals and communities currently under-served or with limited access to arts events.
  - ▶ Arts in the Parks

## RESEARCH

- ▶ Grounding the work of the Foundation in research to better understand the social, cultural and political contexts of the arts; assessing arts sector needs, identifying and addressing barriers to participation, determining impact and evaluating Foundation program effectiveness.
  - ▶ Partnerships with research policy organizations and academic institutions

## DONATIONS AND GIFTS

- ▶ Working with partners, sponsors and individual donors to provide financial support for Foundation initiatives and external charitable organizations that contribute to the vibrancy of Toronto.
  - ▶ Resiliency Fund
  - ▶ Mayor's Evening for the Arts
  - ▶ Annual and targeted fundraising campaigns







## GUIDING PRINCIPLES:

- ▶ We cultivate and value artistic creativity.
- ▶ We value our donors.
- ▶ We embrace diversity and support equity and inclusion in our programs and operations.
- ▶ We work from an informed and non-partisan position allowing us to communicate, advocate and convene on behalf of the arts sector.
- ▶ We depend on and maintain the trust of the arts community.
- ▶ We participate in arts research and reinvest our learning into programming.
- ▶ We use partnerships and collaborative models to increase our effectiveness, flexibility and reach.





*Toronto Arts Foundation thanks our many partners, sponsors and donors who make this important work possible.*





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