|  |
| --- |
| **2017 – 2018 STRATEGY PLAN**  **Revised April 17, 2017** |

|  |
| --- |
| **DRIVERS** |

|  |  |  |
| --- | --- | --- |
| **PURPOSE**  The Finest in Family Theatre Creating Moments That Matter | **MISSION**  To create experiences that enlighten, entertain, and enrich the lives of family and young audiences | **VALUES**  Always providing the highest quality experience, striving for the highest credibility in the TYA industry |

|  |
| --- |
| **STRATEGIC IMPERATIVES** |

|  |  |  |
| --- | --- | --- |
| **Quality**  Entertaining our audiences by maintaining the highest artistic and production quality standards | **Reach**  Enlighten with new engaging stories to an inclusive audience while expanding our influence locally and nationally | **Sustainability**  Focus on providing exceptional quality that reaches beyond traditional audience members and attracts long term community support |

|  |
| --- |
| **FOUR PILLARS OF ORLANDO REPERTORY THEATRE** |

|  |  |  |  |
| --- | --- | --- | --- |
| Professional Theatre Company | Youth Academy Programs & Productions and Summer Camps | Community Engagement | UCF Partnership: MFA Graduate Program & Undergraduates opportunities |

|  |
| --- |
| **STRATEGIC OBJECTIVES – FOUR PILLARS** |

|  |
| --- |
| **PROFESSIONAL THEATRE COMPANY:**   * Continue to challenge for higher production & artistic standards * Increase attendance and revenue for both field trip and public performances * Continue the 8th grade student attendance of “The Giver” for OCPS at DPAC & Osceola Center * Continue improving shops & technical areas with upgraded equipment and training * Expand production staff in costume and scene shop as well as lighting, audio and props dept. * Seek opportunities to improvements patron experiences by continuously evaluating patron surveys and other input from staff and Board * Seek “right of first refusal” with publishers * “Council of Peers” ongoing opportunities * Attend and participate in the “One World” Conference – Artistic Director * Develop a on-going relationship with Yale’s MFA Technical Design program – General Manager * Attract and Utilize union talent on and offstage |

|  |
| --- |
| **EDUCATION DEPARTMENT – YOUTH ACADEMY**   * Capitalize on the JFK Center / OCPS Partnership attending the session each year * Reevaluate summer camp locations annually to reduce or increase number of weeks as needed * Ensure a balance of paid and scholarships for deserving students * Develop educational experiences for the very young * Imaginative “artistic exploration of arts training” program development * Redefine ELTA to better serve the needs of The REP for qualified Teaching Artists |

|  |
| --- |
| **EDUCATION DEPARTMENT: COMMUNITY ENGAGEMENT**   * Continue supporting and expanding partnerships with the Evans High School and others * Annually apply for Mayor’s matching grant with City of Orlando at Park Rec Centers * Publicize measurable impact on students and teachers * Expand funding for programs such as “No Empty Bus” |

|  |
| --- |
| **UCF PARTNERSHIP:**   * Provide TYA UCF Graduate students with more areas of learning * UCF Celebrates the ARTS at DPAC illustrating the value of partnership * Continue to provide production experience opportunities to undergraduate students with ongoing opportunities and interaction with staff |

|  |
| --- |
| **STRATEGIC INITIATIVES** |

|  |
| --- |
| **PROFESSIONAL THEATRE COMPANY:**   * Ensure a safe working environment for patrons, students, employees and vendor with training programs and documentation updated annually * Maximize the collection of patrons feedback within the PatronManagement Ticketing System turning patrons into donors * Ongoing review production process to increase productivity in the shops and other operational areas * Expand partnerships with other arts organizations * Continue to explore opportunities with Performing Arts Centers * Expand diversity initiatives including Board membership, staffing, casting, and outreach * Create and execute an Endowment initiative * Establish a “Show Sponsorship” taskforce to indentify new show sponsors |

|  |
| --- |
| **EDUCATION DEPARTMENT – YOUTH ACADEMY**   * Develop opportunities capitalizing on the reputation of the relationship with OCPS, the John F. Kennedy Center and Helios Foundation * Develop a State wide conference focus on Arts Integration with other Kennedy Center affiliations * Explore options to ensure more students can take part in REP productions |

|  |
| --- |
| **EDUCATION DEPARTMENT: COMMUNITY ENGAGEMENT**   * Expand individual giving program to support programs for underserved with a total package of show, books, and T-shirt – The “Field Trip Plus” program * Document programs to be use to promote more funding * Define each program done in partnership with the UCF graduate program * Develop a program to sustain programs with organizations like Edgewood Children’s Ranch, Evans High School, City of Orlando Rec Centers and so on |

|  |
| --- |
| **UCF PARTNERSHIP:**   * Continue to include the TYA Grad Students in as many aspects of the operation as possible * Ensure faculty are made aware of opportunities for them as well as the students * Explore expanding UCF partnership to include more undergrad students * Continue to support UCF Celebrates the Arts at the Dr. Phillips Center |

|  |
| --- |
| **WHO WE WERE** |
| Dating back to 1926, The REP began as the Orlando Little Theatre, conceived as part of the City of Orlando's Recreation Department.  The Orlando Little Theatre merged with the Community Players in 1955 to form the Orlando Players, Inc.  In 1968, the name was changed to the Civic Theatre of Central Florida and the theatre's presence and site were permanently ensconced in Loch Haven Park. After decades of intergenerational theatre programming, the theatre partnered with the University of Central Florida (UCF) in 2000 and evolved into Orlando Repertory Theatre. After several years of initial building renovation and program redevelopment, The REP presented its first full season of professional productions for families and young audiences in 2003 with an estimated 20,000 students and families attending. |

|  |
| --- |
| **WHO WE ARE** |
| The REP is Orlando’s only full time, professional, nonprofit theatre for young audiences. We are located just north of downtown Orlando in Loch Haven Park – a municipal park occupied solely by arts and cultural organizations. The REP’s mission is to create experiences that enlighten, entertain, and enrich the lives of family and young audiences. Annually, The REP produces six professional productions, presents 100+ theatre and arts based camps/classes for children/youth Pre-K to 12th grade, engages in dozens of community outreach projects, and also houses the University of Central Florida’s Theatre for Young Audiences (TYA) MFA program. |

|  |
| --- |
| **WHO WE SERVE** |
| The REP presents six professional productions each season (Sept.-May) for public and student audiences. Productions occur in The REP’s three-theatre complex. Many of The REP’s productions are derived from a literature counterpart; several of which are required readings in grades K-8. The REP regularly welcomes over 40,000 children to school field trips each season and over 30,000 family members for weekend performances. The REP is proud to supplant its professional production staff with talented members of the Central Florida theatre community to develop the incredible sets, costumes, lighting and sound designs, which are quickly establishing The REP as a prominent member in the field of Theatre for Young Audiences. To enhance patron experiences, The REP offers family events, backstage tours, talk-back sessions with cast and crew, and specialized workshops for groups and underserved youth.  The REP’s Youth Academy camps and productions are designed to foster self-confidence, creative thinking, problem-solving skills, collaboration, trust and discipline through the medium of performing arts. The REP offers weekend classes (fall/spring, K-8), productions (fall/spring, K-8), and summer camps (Pre-K-12). We are the only theatre for young audiences offering educational components for youth aged 2-5 years through our “Kinderdrama” program. For high school students, The REP’s Youth Academy also offers a fully-produced summer stock musical and a hands-on Design and Tech Academy that introduces students to theatre production and design, including tours with local attractions such as Cirque du Soleil, Walt Disney World, and Universal Studios. All camps conclude with a showcase or “shareformance” on the final day for family and friends to attend. All Youth Academy programs incorporate the National Standards for Theatre Education, Common Core, and Florida Next Generation Sunshine State Standards  Through our partnership with UCF, Orlando Repertory Theatre is pleased to house the Theatre for Young Audiences (TYA) graduate program. There are only five TYA degree programs in the nation, and UCF’s program is the only one where graduates work assistantships in a professional theater setting. The REP benefits from this program by adding to its small, full time workforce, while allowing the graduate students the opportunity to gain hands-on theatre experience during their studies. This experience has primed many of the students for exceptional positions in other dominant young audience theatres across the country and several large performing arts venues including the Kennedy Center for Performing Arts, First Stage Milwaukee, and Nashville Children’s Theatre.  The REP is proud to administer a bevy of outreach and educational programming in our community. Most of these programs are administered under the umbrella “Access to Theatre” initiative. This initiative is designed to promote access to theatre and performing arts opportunities, particularly for low-income, at-risk, and underserved populations. The programs include:   * No Empty Bus – a program to subsidize (partial or full) school fieldtrips to The REP, including fuel and bus subsidies as needed (predominantly utilized by Title 1 schools). * Youth Academy Scholarships – a scholarship program that provides full or partial scholarships for participation in Youth Academy programming based on need for individual students. * G.I.F.T. (Great Ideas For Teachers) – Professional Development Workshops guide area educators of all grade levels and subjects through interactive workshops on arts integration in the classroom, particularly in STEM courses. These workshops are offered free of charge to participants and teachers receive Continuing Education credits for their participation. * ACT! (Arts & Character Training) Outreach Program - A series of workshops and classes related to The REP’s season productions that focus on the personal growth and development of the participants, promoting self-expression, relationship building, conflict resolution skills, and team cooperation.  Drama and art residencies with community partners are also conducted in fall and spring. * ELTA (Engaged Learning Through the Arts) – A partnership between Orange County Public Schools, The REP, and the Kennedy Center for the Performing Arts in Washington DC, ELTA provides professional development opportunities for local OCPS teachers and establishes The REP as a premiere center for teaching artist training. This program has a number of components, including administration training at the Kennedy Center, a Teaching Artist training symposium, workshops for teachers, and certificate events. |

|  |
| --- |
| **SUSTAINABILITY** |
| * Reserve funds are the top priority for the next few years with a commitment to place 50% of any annual surplus into this account with a goal of increasing this account by 10% annually. * An Endowment will be separate focus for fundraising requests and events after achieving a cash reserve of 3-6 months’ operating revenue |

|  |
| --- |
| **BOARD OF DIRECTORS** |
| * To ensure the continued fiscal health of The REP, the Board of Directors will be a “Funding Board” contributing to The REP annually through a “Give or Get” fundraising policy. Term limits, nominating procedures, and other Governance measures ensure continued Board health * The Board of Directors will strive for diversity in all categories: professional affiliations, gender, ethnicity, age, and more * The Board of Directors meets monthly and holds occasional retreats to focus on strategic board efforts * The Board created Committees in which each member is required to take part |

|  |
| --- |
| **BOARD OF DIRECTORS: COMMITTEES** |

|  |
| --- |
| **MARKETING/PR: (FULL HOUSE)**  The Marketing and Full House Committee works toward increasing attendance at The REP’s public weekend performances. Duties include: brainstorming ideas focused on individual shows, evaluating the overall brand of The REP, identification and participation in community events, development of group sale initiatives, and active involvement in the community representing and supporting the REP. |

|  |
| --- |
| **FINANCE:**  The Finance Committee provides oversight on all financial aspects of managing The REP, including but not limited to: assisting with the selection of an Audit Firm, reviewing of all financial records to ensure transparency, reviewing records for consistency with good business practices, reviewing operating budgets, and overseeing staff management of yearly audit. |

|  |
| --- |
| **DEVELOPMENT/ENDOWMENT:**  The Development Committee assists the Development Director in strategies associated with grants, planned giving, sponsorships and other sources of contributed income for The REP. The Committee will also assist with researching and identifying donor prospects, ensuring board participation in the United Arts Campaign and other fundraising activities, and assisting in developing new donor relationships. |

|  |
| --- |
| **GOVERNANCE/NOMINATION:**  The Governance and Nominating Committee is responsible for establishing the policies within the framework of the Bylaws of the non-profit organization as well as managing and coordinating nominations of new Board members. Duties include maintaining records for meeting attendance, the “give or get” financial commitment of each member as well as a “scorecard” tracking system to manage board member participation. They ensure there is no conflict of interest or issues that might be contrary to The REP brand. |

|  |
| --- |
| **FACILITIES:**  The Facilities Committee meets to manage the continuous needs associated with The REP building, including maximizing resources in upgrading and maintaining the facility and participating in periodic Facilities Grants for renovations, equipping, and rehabilitation. |

|  |
| --- |
| **SPECIAL EVENTS SUBCOMMITTEE:**  The Special Events Committee envisions, supports, and assesses The REP’s fundraising events, working with those staff members executing event logistics.  **ENDOWMENT SUBCOMMITTEE**  The REP has a long-term goal of establishing a formal Endowment; this subcommittee is on stand-by to assist in the eventual establishment and administration of the Endowment, as well as working with the Development Committee in planning an eventual Endowment Campaign. |

|  |
| --- |
| **STRATEGIC PLANNING:**  The Strategic Planning Committee reviews long-range plans to ensure immediate actions are consistent with goals established by the Board and Staff. Assist in defining resources that support the mission and goals of the organization and support staff members assigned to related projects, as well as maintaining official strategic plan documents for both internal and external use. |

|  |
| --- |
| **SELECTED COLLABORATIONS & PARTNERSHIPS** |
| ***The REP and Orange County Public Schools***  In Spring of 2012, The REP and the Orange County Public School System partnered to apply for the Kennedy Center for the Performing Arts’ “Partners in Education” program. The REP and OCPS’s partnership was admitted into the program: the only partnership in Florida for this year. Representatives from OCPS and The REP facilitated a series of professional development programs for OCPS teachers.  ***The REP and John F. Kennedy Center for the Performing Arts***  The REP continues to establish itself as a premier Theatre for Young Audiences in the southeast region, as evident by the future partnership with the prestigious Kennedy Center for Performing Arts (KCPA) in Washington, DC.  ***The REP and University of Central Florida (UCF)***  As part of its partnership with UCF, the REP houses the MFA program in Theatre for Young Audiences. Graduate students are integrated into The REP’s season in all possible ways, affording them the opportunity to work with professional artists and administrators. Students also teach in The REP’s award-winning Youth Academy classes, camps and productions, all while studying with the University’s esteemed Theatre Faculty.  ***The REP and Edgewood Children’s Ranch***  The REP partnered with the Edgewood Children’s Ranch group home in Orlando to implement the ACT! (Arts and Character Training) workshop. Through the course of this program, these underserved and at-risk youth are provided with tickets to each of The REP’s season productions, onsite residencies, and a character-building workshop implementing theatrical concepts from the production.  ***Helios Education Foundation***  In 2016, The REP was awarded a 4-year $1.5M grant by Helios Education Foundation. This grant will see The REP partner with OCPS, Arizona State University, and Childsplay (TYA theatre in AZ) to implement a dual-language learning program in classrooms to improve literacy skills of bilingual (English/Spanish) students using Childsplay’s licensed EYEPlay curriculum. ASU will participate by conducting the research study, and outcomes will be shared across all partners at the close of the program.  ***The REP and the Autism Society of Greater Orlando (ASGO)***  In 2012, The REP partnered with the Autism Society of Greater Orlando to explore producing a Sensory-Friendly special performance specifically for those families with children on the autism spectrum. Representatives from ASGO assisted The REP crew in adjusting performance details and experiences to better suit the needs of this community; in March 2013 The REP produced its first performance. The REP is proud to produce Sensory Friendly performances for each appropriate title in ongoing seasons.  ***The REP and the Council of Peers*** In its brief history the REP has quickly become an emerging leader in the field of theatre for young audiences. To further development of the field, The REP established and has continued to host the Council of Peers; Artistic Directors from multiple leading TYA theatres from across the country gather in Orlando for a weekend of sessions designed by the participants and focused on best practices, collaboration, and developments in the field. In addition to The REP, participating theatres have included Coterie Theatre (Kansas City, CO), Seattle Children’s Theatre (Seattle, WA), Dallas Children’s Theatre (Dallas, TX), First Stage Children’s Theatre (Milwaukee, WI), Adventure Theatre MTC (Rockville, MD), Imagination Stage (Bethesda, MD), and the John F. Kennedy Center for the Performing Arts (Washington, DC).  ***Additional Collaborative Partners Include:*** Orlando Shakespeare Theatre, Orlando Science Center, Orlando Philharmonic Orchestra, Bach Festival Society of Winter Park, Tony Brent, Girl Scouts of Citrus Council, Seminole County Public Schools, Osceola County Public Schools, Crealde School of Art, Orlando Museum of Art, MicheLee Puppets, Orlando Union Rescue Mission, Coalition for the Homeless, Evans High School, Boystown, ArtReach Orlando, and Great Oaks Village. |

|  |
| --- |
| **MARKETING** |
| **PUBLIC PERFORMANCES**  Print – Balance population by zip code and local publications for purchased ads to obtain optimum awareness in community most likely to attend or take part in REP programming. Season, Field Trip, Summer Camp, and Youth Academy brochures continue to provide excellent ways in which to reach patron and possibly new donors with the postcard as show by show reminder.  Social Media – Facebook and YouTube as well as eBlasts will be continuously evaluated and adjusted  Events – The Youth Academy Summer Show Fundraiser and Christmas fundraiser are firmly in place with the goal is to increase attendance and revenue. Exploring Guest Artists such as Ashley Brown for fundraisers as well as awareness of The REP. |

|  |
| --- |
| **PROFESSIONAL THEATRE COMPANY**  Note: Strategic season plan intentionally does not display show titles; rights and availability preclude the naming of specific titles on a strategic timeline. In addition, it is expected that each season will see multiple special or limited engagements not included in this illustration. |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **FY 17/18** | **FY 18/19** | **FY 19/20** | **FY 20/21** | **FY 21/22** |
| Show 1: | Show 1: | Show - 1 | Show - 1 | Show -1 |
| Show 2: | Show 2: | Show - 2 | Show - 2 | Show – 2 |
| Show 3: | Show 3: | Show - 3 | Show - 3 | Show – 3 |
| Show 4: | Show 4: | Show - 4 | Show - 4 | Show – 4 |
| Show 5: | Show 5: | Show - 5 | Show - 5 | Show – 5 |
| Show 6: | Show 6: | Show - 6 | Show - 6 | Show – 6 |
| Show 7: UCF Celebrates the Arts  TBD | Show 7: UCF Celebrates the Arts  TBD | Show 7: UCF Celebrates the Arts  TBD | Show 7: UCF Celebrates the Arts  TBD | Show 7: UCF Celebrates Arts  TBD |
| Show 8: The Giver DPC/OCPA  Osceola County | Show 8: The Giver DPC/OCPS/OCPA  Osceola County | Show 8: The Giver DPC/OCPA | Show 8: The Giver DPC/OCPA | Show 8: Giver DPC/OCPA |
|  | Show 9: Tour (Season Show) | Show 9: Tour (Season Show) | Show 9: Tour (Season Show) | Show 9: Tour (Season Show) |
|  | Show 10: – Tour Historical Play | Show 10: –Tour Historical Play | Show 10: – Tour Historical Play | Show 10: Tour Historical Play |

|  |
| --- |
| **YOUTH ACADEMY PROGRAMS & PRODUCTIONS** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **FY 17/18** | **FY 18/19** | **FY 19/20** | **FY 20/21** | **FY 21/22** |
| Summer Stock | Summer Stock | Summer Stock | Summer Stock | Summer Stock |
| Fall Production: | Fall Production | Fall Production | Fall Production | Fall Production |
| Spring Production: | Spring Production | Spring Production | Spring Production | Spring Production |
| JCC - production | JCC - production | JCC - production | JCC - production | JCC -production |
| Fall: Production | Fall Production Class | Fall Production Class | Fall Production Class | Fall Production Class |
| Spring: Production: | Spring Production Class | Spring Production Class | Spring Production Class | Spring Production Class |
| Power Chords Concert: The Abbey | Power Chords Concert: The Abbey | Power Chords Concert(s) | Power Chords Concert(s) | Power Chords Concert(s) |
| Early Childhood Drama | Early Childhood Drama | Early Childhood Drama | Early Childhood Drama | Early Childhood Drama |
| Homeschoolers: | Homeschoolers | Homeschoolers | Homeschoolers | Homeschoolers |
| Dual Language Leaning | Dual Language Learning | Dual Language Leaning | Dual Language Leaning |  |
| Staged Readings | Staged Readings | Staged Readings | Staged Readings | Stage Readings |

|  |
| --- |
| **SUMMER CAMPS** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **FY 15/16** | **FY 16/17** | **FY17/18** | **FY 18/19** | **FY 19/20** |
| The REP: 10 wks | The REP: 10 wks | The REP: 10 wks | The REP: 10 wks | REP: 10 wks |
| UCF Campus: 4 wks | UCF Campus: 4 wks | UCF Campus: 4 wks | UCF Campus: 4 wks | UCF: 4 wks |
| JCC – 6 Wks | JCC – 7 Wks | JCC – 8 Wks | JCC – 9 Wks | JCC – 10 Wks |
| Lake Nona – 3 wks | Lake Nona 4 wks | Lake Nona – 4 wks | Lake Nona – 5 wks | Lake Nona – 5 |
| Princeton House Charter – 2 wks | Princeton House Charter – 4 wks | Princeton House Charter – 4 wks | Princeton House Charter – 4 wks | Princeton House – 4 wks |

|  |
| --- |
| **FACILITY IMPROVEMENTS** |

|  |
| --- |
| **FISCAL YEAR 2017/2018** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Loch Haven Park** | **Front of House** | **Back of House** | **Administration Areas** | **Expansion** | |
| Master plan for Loch Haven Parking  Signage in and outside the park | Design of Main Lobby floor in addition to ceiling and LED lighting | Upgrade lighting with low-energy equipment | Furnishings for Greenroom | Feasibility Study Define long-term facility space including offices w/Baker/Barrios | |
| **18/19**  Parking garage | Alternate plan for black box theatre and lobby  Building signage  New chair in Black Box Theatre | Rehearsal hall – double door from scene shop  Explore off-site storage for costumes and soft goods | Renovate Education offices and storage area above rehearsal hall | Develop plan for a 200+ seat black box theater – current black box remains a theater but also rehearsal hall with air wall in the middle | |
| **19/20**  Parking garage | Renovate the Edyth Bush Theatre lobby windows removing rust or expand lobby | Production Offices in Wardrobe storage |  | Continue with plan of new Black Box theater | |
| **20/21**  Seeking State and County funding | Upgrade all external building lighting |  |  | Replace Black Box | |
| **19/20** |  |  |  | |  |
| **20/21** |  |  |  | |  |

|  |
| --- |
| **STAFF EXPANSION** |

|  |  |  |  |
| --- | --- | --- | --- |
| **ADMINISTRATION** | | **PRODUCTION** | |
| **FY ‘17/’18** – Stage Management/Production Assistant  Duel Language Coordinator | | Costume Shop Assistant / Audio Specialist  2+ Equity Actors | |
| **FY ‘18/’19** – Assistant Company Manager | | Scenic Artist  3+ - Equity Actors | |
| **FY ‘19/’20** – Education Department Assistant – Community Engagement / ELTA Assistant | | Artistic Associate  4+ – Equity Actors | |
| **FY ‘20/’21** | | Master Carpenter  5+ – Equity Actors | |
| **FY ‘21/’22** | | 6+ – Equity Actors | |
| **EXPANDING CAPACITY** | | | |
| **Classes – Camps – Academy – Community Engagement** | **Tickets – Rentals – Touring shows** | | **Concession – Merchandise** |
| Added focus on Kinderdrama | Evaluate ticket prices:  Adults $22 Children $15 | | Expand offerings – continue themed items |
| Expand training programs to develop more Teaching Artist | Market business meeting rentals | | REP school folders – part of class |
|  | Touring “The Giver” beyond the local area | | Establish stand-alone merchandise store for additional sales |