



VICTORIA OPERATIC SOCIETY
MUSICAL.THEATRE.SINCE 1945.

STRATEGIC PLAN 2016-2019

MISSION

To produce exceptional musical theatre that engages the broader community.

VISION

VOS will be the leader in providing musical theatre to the community.

CORE VALUES

The vision, mission and objectives of VOS will be guided by the following five core values:

- ❖ PROFESSIONALISM in musical theatre production and administration.
- ❖ COMMITMENT to our patrons, and to the fulfillment of our objectives.
- ❖ DIVERSITY to foster greater inclusiveness in, and of the arts.
- ❖ LEADERSHIP in our thinking, and actions.
- ❖ INNOVATION to think broadly, creatively, and long term.

STRATEGIC OBJECTIVES

- ❖ FINANCIAL STEWARDSHIP – VOS will define and implement a financially sustainable business model.
- ❖ INCREASED COMMUNITY INVOLVEMENT – VOS will increase audience awareness, diversity, and patronage through a fully developed public relations, marketing and branding strategy.
- ❖ MENTORSHIP – VOS will broaden and increase support for professional development and training opportunities for performers and those interested in all aspects of theatre productions.
- ❖ QUALITY PRODUCTIONS – VOS will evaluate and establish a production plan that fulfills our mission and supports our vision.

OVERVIEW

VOS is a non-profit, volunteer-driven organization established in 1945 with the purpose of bringing top-quality live musical theatre to Victoria and giving aspiring singers and performers the opportunity to develop and display their talents. Over the past 70+ years, VOS has produced Broadway Musicals, Light Operas, and Gilbert and Sullivan productions, using and promoting local talent on and off the stage.

The Society strives for high quality, professional productions, while endeavouring to maintain affordable family prices. VOS provides and encourages the training of young artists in all facets of musical theatre production, through the provision of theatrical workshops and practical hands-on experience with our annual productions and other events.

PROCESS

On February 6, 2016 the VOS Executive held a retreat facilitated by Dr. Vic Murray, who specializes in the study of voluntary sector organizations of all types with particular emphasis on the areas of board governance, strategic planning, inter-organizational collaboration and the assessment of organizational effectiveness. This day was used to begin the discussion and development of a framework that would form part of the society's three year strategic plan. A smaller Task Force was assigned the responsibility of analyzing the information provided, and began the process of formalizing the document that will guide the society into the future.

At the Executive Meeting on March 7, 2016, the Executive will be briefed by the Task Force on their progress and a motion brought forward to approve the next stage of developing the VOS Strategic and Business Plans for 2016–2019.

Consultation with the membership and patrons of the society will occur during the April and May 2016 timeframe in order to give all stakeholders an opportunity to identify key issues, concerns, and opportunities that they feel should also be considered as the society plans for the future. This consultation will be conducted through an email questionnaire, and an insert in the next production's program with collection points in the Administration Office as well as at the theatre. An option will also be provided to contact a Task Force member if the individual wanted to speak to someone in person. At the Executive Meeting to be held in May 2016, the Board will review a summary of key issues identified through the consultations that have been received at that point with an electronic copy provided of any received following that meeting.

At its June 2016 meeting the VOS Executive will review the final Strategic and Business Plans for 2016–2019 and vote on the tabled plans for implementation on 1 July 2016.

THE FRAMEWORK

The vision and objectives of the society remain as the foundation for all policy development. Three focus areas have been identified as priorities for the next three Fiscal Years. These areas are based on the information gathered from the Executive, as well as the consultations and research. The focus areas and strategic directions are interconnected with the Society's goals, and will inform the development of any new policy, initiative, or program.

2016–2019 FOCUS AREAS

Community Support and Financial Viability

VOS will work towards increasing revenue sources including sponsorships, donations, season ticket holders and possible use of second stage productions in order to ensure the sustainability of the society.

Communication and Community Involvement

VOS will ensure that through the development of an innovative marketing and public relations strategy the society will meet its mission and strategic objectives.

Professional Development and Training

VOS will encourage and support opportunities for professional development and training on stage, and through increased use of Master Classes, Workshops and formalized mentorship programs.