

Strategic Plan – Arts Council~Haliburton Highlands 2016-2019

Goals	Objectives	Actions
A. Stable Core Funding		
	A.1 Ensure the renewal of core funding from Ontario Arts Council – (currently in 2nd year of 3 year funding agreement of \$9001 a year)	<ol style="list-style-type: none"> 1. Review plan provided to OAC to ensure that the AC~HH is on-track to achieve goals 2. Ensure annual report to OAC addresses the proposed plan and the priorities of the OAC
	A.2 Increase number of memberships to increase engagement and revenue	<ol style="list-style-type: none"> 1. Increase renewal rate <ul style="list-style-type: none"> • Send renewal to current membership – track renewals, make personal contact with members who have not renewed • Encourage renewal through PAR and VAAR 2. Recruitment of new members <ul style="list-style-type: none"> • Review list of lapsed members – set up recruitment team to call/contact lapsed members and encourage to re-join the Arts Council • Provide incentive for current members who refer new members • Encourage new memberships through PAR and VAAR • Create list of potential members (who have not be members before) – recruitment team makes personal approach 3. Review membership levels/structure to reflect needs/interests of membership <ul style="list-style-type: none"> • Establish working group to review membership levels/structure and benefits of membership. Make recommendations to board of directors
	A.3 Maintain or increase income from the Arts Directory	<ol style="list-style-type: none"> 1. Review Directory fees, advertising and sponsorship

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	A.4 Have clear knowledge of the core expenses required to operate the Arts Council	<ol style="list-style-type: none"> 1. Analyze budget <ul style="list-style-type: none"> • Analyze current core costs and projections for core costs over the next three years • Identify how much core funding required over the next three years 2. Establish targets for sources of core funding
	A.5 Identify sources for new revenue to support core operations	<ol style="list-style-type: none"> 1. Research opportunities to replace this income earned through admin fees for hosting the SPARC Network <ul style="list-style-type: none"> • The AC~HH earns revenue through the provision of admin services to SPARC – Current contribution: \$22,000/year. This will be in place for the next two years.
B. Communication with Public, Members and Stakeholders through the Website & Social Media		
	B.1 Provide greater access for Arts Council staff to make changes to the website to make site more responsive and flexible.	<ol style="list-style-type: none"> 1. Undertake a site review to identify areas where Arts Council would like to have ability to make changes 2. Negotiate with Technicalities Plus to provide access 3. Include costs in budget 4. Provide training for Office Administrator to make changes to the website
	B.2 Upgrade Website to provide enhanced communication and services	<ol style="list-style-type: none"> 1. Implement previous recommendations for improvements: <ul style="list-style-type: none"> • Add a trading space for members • Improve system for on-line renewal of memberships 2. Survey membership about functions they would like to have on the website. 3. Assess recommendations and implement changes (as

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		feasible within the budget) 4. Evaluate use and reach through Google analytics
	B.3 Increase Arts Council's connection with membership and community through social media	1. Identify most effective platforms 2. Assign responsibility for communicating through these platforms 3. Evaluate impact
C. Human Resources		
	C.1 Have appropriate staff resources to achieve Arts goals Council of the Arts Council	1. Undertake annual review of human resource needs (staffing & contracts) 2. Ensure budget addresses staffing/human resource needs 3. Provide support and feedback for staff and contract staff
D. Partnerships & Collaboration		
	D.1 Identify and reconfirm and strengthen current partnerships	1. Meet with partners to review and confirm/update relationships 2. Explore new opportunities for collaboration
	D.2 Develop new partnerships to advance the mandate of the Arts Council	1. Identify organizations most suited to partner with to advance the mandate of the Arts Council 2. Set up meetings to discuss opportunities
E. Governance		
	E.1 Recruit and engage new board members to ensure an active board of directors that is representative of the membership.	1. Identify strengths and gaps on the board of directors 2. Communicate with and encourage members with the skills and interests to serve on the board of directors.
	E.2 Recruit and engage members for Committees and Working Groups	1. Review current committees and working groups 2. Identify strengths and gaps on existing groups and what

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		<p>other committees/working groups required</p> <p>3. Communicate with and encourage members with the skills and interests to serve on Committees and Working Groups</p>
F. Programming		
	F.1 Provide programs and services for the membership and community that fulfill the mandate and support all sectors of membership	<p>1. Review existing programs and services for relevance and sustainability</p> <p>2. Take action on recommendations from review to strengthen/change adapt programs and services</p> <p>3. Provide ongoing support for programs and services</p> <p>4. Identify opportunities for new programs and services</p>
	F.2 Leverage success of SPARC to develop new opportunities	<p>1. Identify opportunities for broad collaboration</p>
	F.3 Support members in making technology and social media meaningful for their arts practise and organizations.	<p>1. Run regular workshops for our membership in collaboration with the College and the Library.</p>
G. Celebration		
	G.1 Host activities which bring members together to network and celebrate the arts	<p>1. Host social events that provide opportunities to have fun with art within members' desires and financial means</p> <p>2. Engage members through celebratory events for the Performing Arts Roundtable and the Visual Arts and Artisans Roundtable.</p> <p>3. Host an annual gathering to celebrate the arts.</p>
H. Advocacy		
	H.1 Have the Arts Council recognized as the	<p>1. Undertake an annual survey of the membership to identify</p>

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	<p>leading voice for Arts, Culture and Heritage in Haliburton County.</p>	<p>needs and issues</p> <ol style="list-style-type: none">2. Nurture and maintain a good working relationship with politicians and business people in Haliburton County3. Respond to issues that arise and give public voice to emphasize the value of art, culture and heritage for the community4. Highlight research on the value of art, culture and heritage5. Foster and maintain relationships with funders and Community Arts Councils in the region
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