

Ironwood Theatre, Inc.  
Strategic Plan August 2017  
Multi-Year Plan Summary

	2017/18	2018/19	2019/20	2020/21
<b>Governance</b>	Focus on Capital projects foundation with oversight	Complete foundation fund and put oversight in place	Define Advisory Council. Engage community leader	Implement Advisory Council include Cap Proj Foundation
	Add more experienced business people to the board	Implement process to attract new people	Continue to attract experienced business people	
	Continue to evolve the HIT board into an active working board	Continue to evolve board. Focus on theatre as a business	Continue to evolve board	Continue to evolve board
<b>Education Programs</b>	Establish GCC Program	Expand Youth & GCC Programs		
	Stabilize events, plan 12-18 mos ahead	Introduce a major show with major sponsor	Introduce 2 major shows with major sponsors	
	Initiate discussions with Big Top	Partner winter shows with Big Top	Increase partnership with Big Top	Modify Partnership or stabilize
<b>Marketing</b>	Focus on HIT website and internet marketing. Increase Social Media	Part time Marketing & Web Positions	Measure results of marketing & web dollars vs show income	
	Increase summer Ashland, Mercer, Minocqua marketing	Analyze marketing dollars/impact. Modify Marketing plan		
<b>Facilities Maintenance</b>	New roof installation. Write grant for tech equip & architect	Hire Architect & Structural Engineer to design all needs	Write Cap Imp Grant	Write Cap Imp Grant
	Implement retired carpenters maintenance crew			
<b>Technical Equipment &amp; Skills</b>	Document / train Define new sound/lights needs	Continue sound & lights upgrade	Projection equipment & screen	Replace Stage rigging / curtain replacement
<b>Funds Development</b>	Create teams for Donors, Legacy Planning, Corporate Sponsors,..	Grow programs and income	Grow programs and income	Grow programs and income
	Focus MD's time on fund development as top priority	Hire part time funds development position	Expand partnerships via Grant team (DAP & Library)	
<b>Volunteers</b>	Continue growing, developing training materials	Continue special "event" days for big volunteer group involvement		Continue special "event" days for big volunteer group involvement

## **2019 Strategic Plan Update**

The four year plan summary on the previous page is the result of the engagement of business management consultants in 2016 and 2017. Thanks to that engagement, numerous institutional changes took place along with the introduction of new management techniques including:

- the creation of a team-based approach to various theatre functions
- preparation of written forms and processes to help ensure management consistency
- creation of charters to guide operations and define responsibilities and success measures

The operational improvements introduced by the business consultants during their tenure were numerous. Those initiatives resulted in improvements in documentation, record-keeping and staff and volunteer task orientation. During such significant management changes, some turnover occurred. Many of the theatre's newer board members were not exposed to the rationale for some of the changes, nor were they participants in defining the mission and goals.

Thanks in part to a Professional Development (PoD) grant from MCACA, the theatre recently engaged the services of *Grow & Lead, Community and Youth Development* (GLCYD). As non-profit organizational support specialists, GLCYD provided leadership and facilitation of a number of workshops in both Board Development and Strategic Planning. The results of that process are currently being organized, collated, and edited. After review by all participants, an updated four year plan will result. It is anticipated that plan will be formally adopted at the Board's July or August meeting. Once adopted, that plan will be published.