



Hastings Symphony Orchestra

Strategic Plan

THREE YEARS | 2023-2025

Current Situation

Like many orchestras, we are experiencing financial difficulty driven by:

1. Declining subscription sales
2. An aging audience
3. Reduction/elimination of classical music education in schools
4. Lack of fundraising history
5. Donor pool stagnation
6. Small population

Success will depend on a sound strategic plan, a strong committed board, and a clear sense of purpose.

Four key areas:

1. Artistic excellence
2. Financial stability
3. Audience growth
4. Community partnerships

PENDING BOARD APPROVAL

Three-Year Strategic Plan

1. Artistic excellence

- a. Goal: Offer inspiring programs that build an enthusiastic and confident audience
- b. Strategies
 - i. Create a market research plan with focus groups, patron interviews, and email surveys. Use the findings to shape upcoming programming
 - ii. Engage guest musicians of the highest caliber
 - iii. Add new programs (pop, light classical, etc) to expand our appeal

2. Financial stability

- a. Goal: To raise adequate income to sustain our artistic and community goals
- b. Strategies:
 - i. Put together an active endowment campaign
 - ii. Maximizing fundraising and grant income
 - iii. Create job descriptions, have clear accountability and consistent evaluation process
 - iv. Create a balanced and realistic budget with an adequate reserve
 - v. Create a recognition program to celebrate current teachers in the area and their students

3. Audience growth

- a. Goal: Grow concert attendance and subscription base and broaden our demographic appeal to attract new patrons
- b. Strategies:
 - i. Prioritize diversity on our board, in programming, and in educational outreach areas that reflect our community
 - ii. Better utilize social media and other marketing resources
 - iii. Capitalize on tourist traffic with the help of the visitors' bureau
 - iv. Incentivize patrons to bring friends and family to events
 - v. Provide educational programs for students and adults

4. Community partnerships

- a. Goal: Create strategic community partnerships with nonprofit and for-profit organizations with aligning values
- b. Strategies:
 - i. Meet with current sponsors and find new sponsors to discuss how we can create win/win partnerships instead of "just taking"
 - ii. Seek out and participate in activities that will garner public exposure and recognition
 - iii. Invite key community members to fill gaps in the board of directors and create an advisory council of community members