



## THE ONTARIO COUNCIL OF FOLK FESTIVALS

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### The OCFF Strategic Plan (2010 – 2014)

#### 1. The Need for a New Strategic Plan

The OCFF has grown and evolved. Originally started by six folk festivals as an organization to serve the needs of folk festivals, the membership now includes not only festivals, but also performers, music organizations and companies, and even folk music fans. The largest proportion of the OCFF's membership is made up of performers.

Consequently, the OCFF felt it was time to review what it does, what its organizational direction should be, and what course it will chart to get there, in order to ensure that the organization and its services align with our current members' needs.

#### 2. How It Was Done

The OCFF Board of Directors formed a Strategic Planning Committee which developed a comprehensive plan involving:

*An Internal Scan* to discover the ways in which the current organization serves its members.

*An External Scan* to get a fix on the environment within which the OCFF operates.

*A Mission, Vision & Strategy Formulation* to define the overall purpose of the OCFF and the direction it should be following.

The membership was consulted through a special on-line survey and via thirty-eight randomly selected in-depth member interviews. In addition, a number of related industry organizations were consulted for their input. The OCFF staff and Board of Directors each took part in extensive meetings to discuss the past, present and future of the organization. All of this culminated in a two-day Board retreat during which the new Mission, Vision and Strategies were drafted and subsequently approved by the Board of Directors. The results were presented to the membership at the Annual General Meeting held at the conference on October 18<sup>th</sup>, 2009.

#### 3. The Result

The resulting Strategic Plan for the OCFF is summarized in the Mission, Vision and Strategies outlined below. Simply put, the Mission describes what we do; the Vision describes where we want to be within five years; and the Strategies describe how we will get there.

##### The Mission

The Ontario Council of Folk Festivals supports the growth and development of folk music in Ontario by supporting the growth and development of presenters and performers.

##### The Vision

By 2015, the OCFF will have facilitated a stronger, more engaged, connected and active folk music community in Ontario.

##### The Strategies

###### 1. EXPANDED MEMBER SERVICES

- 1.1 Supporting the development of live music presentations
- 1.2 Building the audience for folk & roots music
- 1.3 Increasing media awareness of folk & roots music
- 1.4 Improving member outreach
- 1.5 Providing resources for members including member education and research on pertinent demographic, economic and industry issues
- 1.6 Offering group (bulk) discounts and benefits.

## 2. MORE EFFECTIVE COMMUNICATIONS

- 2.1 Improved communications with the membership
- 2.2 Improved internal Board and staff external communications
- 2.3 Improved membership outreach
- 2.4 Improved external communications.

## 3. RENEWED FESTIVAL COMMITMENT

- 3.1 A renewed commitment to festivals in all services and recognition of festivals as the key component of the presenter community
- 3.2 Reinstatement of a festival-only retreat.

## 4. IMPROVED ADVOCACY

- 4.1 Government advocacy (all levels, but especially federal and provincial policy related to arts policy, programs, immigration, copyright and funding)
- 4.2 Developing relationships with various levels of government
- 4.3 Developing partnerships with the other organizations and the community at large
- 4.4 Playing a cultural leadership role
- 4.5 Advocating for the folk roots music community to the arts and culture industry at large.

## 5. LEVERAGING TECHNOLOGY

- 5.1 Using social media technology to build networks and strengthen community
- 5.2 Understanding industry shifts driven by technology
- 5.3 Using technology to support services offered
- 5.4 Providing members with technology education (for example: DIY tools, web promotion).

## 6. BEING GREEN

- 6.1 Maximize green practices in the operations and services provided by the OCFE (for example: reduce waste, ensure environmentally friendly products)
- 6.2 Provide green education to members (for example: inform members of green initiatives they could implement as performers or festivals).
- 6.3 Promote green as value of the OCFE as an organization, and show leadership
- 6.4 Leverage green as an OCFE organizational advantage when possible.

## 7. INCREASED BRAND IDENTITY

- 7.1 To increase the awareness, profile and brand identity of the OCFE.

## 8. IMPROVED ORGANIZATIONAL EFFECTIVENESS

- 8.1 Stabilize organizational financial situation, including the finding and securing of additional sources of funding
- 8.2 Optimization of organizational resources
- 8.3 Improved operational and strategic planning.

## 4. The Next Steps

### Review & revision of Charter & Bylaws

The Strategic Plan may require changes to our Charter and some of our Bylaws. Any changes will have to be approved by the OCFE membership and we will be seeking that approval in 2010.

### Development of an Operational Plan

We will begin to align the OCFE operations and services to the Strategic Plan under the leadership of the Executive Director. These activities will be reflected in the annual operating plan and budget, which will require the approval of the Board of Directors.

### Annual Review of Strategic Plan

The Strategic Plan will be reviewed annually to see how we are doing and to make changes to our direction and strategies if necessary.

### Organizational name change

Eventually, we may be coming to the membership seeking their agreement on a change in the name of the organization to more accurately reflect who we are. The Board is currently advocating that the new name of the organization should be "Folk Music Ontario".