



2026-2028 Strategic Plan

Table of contents:

1. [Executive Summary](#)

- a. [Company overview and strategic objectives](#)
- b. [Financial overview](#)

2. [Current State](#)

- c. [Organisational overview](#)
- d. [Analysis of current environment](#)

3. [Future State](#)

- e. [Methodology](#)
- f. [Strategic objectives](#)
- g. [Building a foundation](#)
- h. [Building resources](#)
- i. [Vision statement](#)
- j. [Mission statement](#)

4. [Pillars of our strategic plan and objectives](#)

- k. [Pillar 1: Building a foundation](#)
- l. [Pillar 2: Building resources](#)
- m. [Pillar 3: Building roots](#)
- n. [Cross Pillar governance and stewardship](#)
- o. [Financial Projections](#)

1. Executive summary

As a nascent community-supported theatre company, High and Main Productions nears the end of its first year in operation with an inaugural board, a healthy network of burgeoning relationships with volunteers, partners, sponsors and supporters, and a successful first production that left some modest funds in our coffers. Our board has led a strategic planning exercise to develop High and Main Productions' first strategic plan, intended to deepen our roots in the community and anchor this work to build a company that will continue to produce thought-provoking and inspiring live theatre, filling a gap in the region that has been deeply felt since the pandemic.

Company Overview

High & Main Productions is a not-for-profit community theatre company serving Vankleek Hill and the surrounding region. Rooted in the belief that theatre is both an artistic and civic practice, the company is committed to artistic excellence, inclusive participation, and meaningful community engagement.

Strategic Objectives

This two-year strategic plan focuses on building the foundation necessary for long-term sustainability and growth through three interdependent pillars:

1. Acquiring equipment or infrastructure that improves production quality, consistency, and accessibility of our artistic productions
2. Building financial sustainability through diversified revenue strategies
3. Developing community and fostering leadership that strengthens engagement and shared responsibility

Future Direction

Financial Overview

The company's financial model branches out with diversified revenue strategies including earned income from productions, grant applications, sponsorships, partnerships, fundraising, as well as in-kind and volunteer contributions. Over the plan's two-year term, High & Main Productions aims to increase the proportion of ongoing, non-ticket revenue while growing a network of dedicated volunteers, patrons and members to directly support productions and company operations.

2. Current state

Organisation overview

High & Main Productions is a not-for-profit community-supported theatre company serving Vankleek Hill and the surrounding region. Founded on the belief that theatre is both a creative practice and a civic act, it fosters artistic excellence, cultural enrichment, and meaningful community engagement. Membership is open and inclusive, with provisions for waiving fees to foster broad participation and reduce barriers such as the ability to pay.

Governed by a volunteer Board of Directors under a co-chair leadership model, the organization prioritizes shared responsibility, accountability, and transparency. Equity, diversity, inclusion, and accessibility are central preoccupations in this work. Powered by volunteers and committed to careful financial stewardship, all resources are reinvested into the company's operations and development, to support sustainable growth and a trusted cultural presence in the community.

Analysis of current environment

- **Local context:** High & Main Productions operates within a small but active regional arts ecosystem. Nearby communities such as Hawkesbury and Hudson host established community theatre companies, and the former Vankleek Hill-based Prescott Players previously played a significant cultural role in the area. Its closing has left a gap in local live theatre.
- **Current realities:** As a newly formed organization, High & Main Productions was established without funds and carried by the modest reputation of its inaugural board. The local arts landscape shows strong audience interest but limited infrastructure, funding, and professional resources. Access to venues, technical equipment, and consistent operating funds remains a key constraint on regular theatrical production.
- **Strategic opportunities:** Being newly formed allows the company to build intentionally, without legacy systems or fixed costs. High & Main Productions can prioritize accessibility, community relevance, and sustainability from the outset. By learning from the successes and challenges of neighbouring companies, High & Main Productions aims to complement rather than compete within the regional arts ecosystem, offering responsive programming while gradually building trust, visibility, and capacity.

3. Future state

Methodology

Following the company's first production in late Fall 2025, the board of directors completed internal post-mortem surveys, gathering feedback at the individual and committee levels to identify goals, challenges, opportunities, risks, resources and strategic actions. The board met to discuss the results and then drafted a strategic plan informed by this reflection exercise.

Strategic objectives

The current board's strategy to develop High & Main Productions is grounded in three interdependent pillars that stand together as the foundation of our burgeoning community-supported theatre company.

Building a foundation

Our priority is acquiring equipment and infrastructure that increase our capacity, safety, and accessibility for each production. This includes investing in sound and light equipment and accessibility support. Acquiring these assets over time reduces dependency on venues and reduces long-term costs of rental, while increasing artistic autonomy and improving accessibility.

Building roots

High & Main Productions exists because of its community's support. We must intentionally grow our membership base, cultivate volunteerism, and nurture engaged leadership devoted to stewarding the company's future. Strong community engagement feeds our artistic work, strengthens our case for funding, and ensures long-term resilience.

Building resources

In the current nonprofit ecosystem and arts sector, diversifying revenue is the key to long-term sustainability. High and Main Productions will be dedicating time to developing sources of funding to support the company, while keeping tickets and memberships accessible to build growth. These additional sources may include grants, sponsorships, fundraising activities, and partnerships.

Building a company

These three pillars are mutually reinforcing. Infrastructure supports stronger productions and accessibility. Strong and inclusive productions strengthen our case for grants and sponsorships. Sustainable funding enables deeper community engagement and leadership development. Community engagement, in turn, strengthens governance, accountability, and relevance.

Vision statement

High & Main Productions is devoted to offering thought-provoking, meaningful and engaging live theatre as a living practice of connection and care.

Mission statement

High & Main Productions is a community theatre company serving Vankleek Hill and its surrounding areas, dedicated to fostering artistic excellence, cultural enrichment, and community engagement.

4. Pillars of our strategic plan and objectives

The company is committed to inclusive, diverse, and equitable participation, with a focus on accessibility and representation in all its work.

Objectives

Pillar 1: Building a foundation

Objective 1:

Build a core artistic infrastructure assets that improve production quality and flexibility while prioritizing accessibility. Core artistic infrastructure may include light and sound equipment, and dedicated modular accessibility assets.

Key Results

1. Acquire or construct **at least three reusable artistic infrastructure assets** that directly support production quality and reduce technical improvisation across shows.
2. Document and implement **standard technical configurations** (lighting plots, sound layouts, curtain configurations) that can be adapted quickly to new spaces, reducing setup time and volunteer strain.

Pillar 2: Building resources

Objective 2:

Diversify revenue streams to reduce reliance on ticket sales and individual giving while supporting long-term organizational stability.

Key Results:

1. Develop three sources of revenue to support productions and operational costs, such as fundraising events, sponsorships, membership or other

campaigns.

2. Establish a sponsorship framework and implement a sponsorship and partnership strategy.

Pillar 3: Building roots

Objective 3:

Strengthen High & Main Productions by growing an engaged membership base, cultivating volunteers, and nurturing civic engagement.

Key Results:

1. Develop a plan for member, donor and patron stewardship.
2. Implement a volunteer recognition program.

Cross-Pillar Governance & Stewardship

Objective 4:

Ensure sound and compliant governance structures are in place which actively support — rather than constrain — artistic work, community trust, and organizational health.

Key Results:

1. Maintain full board compliance with quorum, meeting attendance, and documented decision-making.
2. Ensure 100% of board portfolios are filled, including IDEA and community engagement oversight.
3. Conduct annual governance and equity practice reviews, with findings summarized and shared with members at the AGM.
4. Align board agendas so that at least 50% of meeting time focuses on strategic priorities.

Future business model

High & Main Productions' future business model is built on a diversified and sustainable mix of earned revenue, voluntary contributions, and in-kind community support. No single revenue stream is expected to carry the organization alone. Instead, financial resilience will come from balancing multiple sources that reinforce one another while remaining aligned with the company's capacity and values.

Income earned from productions will continue to be an important foundation. Ticket sales provide both revenue and a direct measure of community engagement. Programming will be scaled intentionally to ensure that production costs remain proportionate to expected audience size and available resources, allowing artistic work to proceed without financial overreach.

Contributed income revenue will play a complementary role. Sponsorships and fundraising initiatives will be developed with an emphasis on long-term relationships rather than transactions. Local business sponsorships offer opportunities for mutual visibility and community alignment, while fundraising efforts will focus on sustaining the organization's core operations and strategic priorities, keeping a long-term mindset.

Volunteer and in-kind contributions are a critical component of the company's operating model, particularly in its early years. The time, skills, and expertise offered by volunteers significantly extend the organization's capacity and make high-quality productions possible even with limited financial resources. High & Main Productions recognizes the value of this time, labour and investment from the community, and is committed to managing volunteer involvement responsibly, ensuring that expectations are clear, workloads are reasonable, and contributions are acknowledged.

As the organization matures, the balance among these revenue sources may evolve. The long-term goal is not to replace volunteer engagement but to reduce over-reliance on any single stream, allowing the company to grow in a way that is financially stable, ethically grounded, and responsive to its community.

Financial Projections

Over the term of this plan, High & Main Productions will work toward:

- Increasing the proportion of **non-ticket revenue** (grants, sponsorships, fundraising) relative to earned income.
- Gradually shifting from short term and punctual fundraising toward **repeatable, scalable and predictable revenue sources**.
- Recognizing volunteer labour and in-kind contributions as a material part of the organization's operating model, while avoiding dependency that risks instability and burnout.
- Sequencing expenditures so that **artistic infrastructure and accessibility investments** reduce long-term costs and volunteer strain before expanding programming volume.