

Salmon Arm Folk Music Society - Strategic Plan 2018 (revised Dec. 11, 2017)

In Preparation for the 26th Annual Festival

We present excellent culturally diverse music experiences to enrich and build the fabric of community.

Strategic Priority	Goals	Objective	Role Responsibility	Tactic and Actions	Status
Production Value	Talent	Ensure artistic direction and board vision align.	Board and Artistic Director	Monthly reports at Board meetings and an annual review	
		Identifying and addressing target demographic interests	AD, ED and Staff recommendation report to Board	Review information from surveys, reports and use in the development of the Artistic Direction and Communication Plan.	
		Targeting artists with capacity to perform, do workshops, interact with audience, interact outside performances, willing to promote prior to festival	Monitored by Artistic Director.	As per AD's job description.	
	Maximize venue	Investigate north grounds as potential new stage	AD, ED, Staff and Grounds Committee	Consider in Festival planning.	
	Infrastructure improvement	Long term storage	ED and Grounds Committee	Contour the property and landscaping	

	Amenities	Maximize existing accommodations and expand accommodation options	ED and Staff	Review current accommodations for opportunities to improve capacity and patron access	
		Define, communicate and enforce chair height policy	ED, Staff and Festival Support Committee	Enact policy, create specific volunteer role for enforcement, including signage.	
		Expand wine area amenities (connect to merchandise tent?)	ED, Staff and alcohol serving committee(s)	Work with committee to explore options for implementation.	
Community Engagement	Social marketing and community relations	Board member profiles	Staff	Add Board page to website	
		Board/staff photos	Staff	Add Board page to website	
	Local Area and global community	Participate in local and regional events (e.g. parade, Welcome Wagon, City Hall, WOW, and Community Presentations).	AD, ED, Staff and Community Engagement Committee (formerly Outreach)	Create Community Engagement Schedule for 2018. Assign roles to lead each engagement. Provide summary report in the Fall.	
Sustainability	Financial stability	Develop contingency fund	ED, Staff and Treasurer	Review budget and long term financial strategy	
		Develop action plan (budget) and fiscal principles for fiscal responsibility	ED, Staff and Treasurer	Guidelines for budget development.	
		Pursue long term venue agreement	ED and Grounds Committee	Present counter offer to SASSLA.	

	Succession (staff, volunteers, board)	Attract new people: board volunteers temporary staff	Staff, Board, Volunteer and HR Committee	Review staff and Board requirements. Define the desired skills and talents we want to add.	
		Volunteer Coordinator Position	Staff and Volunteer Committee	Define role, budget, define other staff functions, recruit and train.	
	Marketing and sales	Build a robust marketing strategy (consider what expertise is needed)	Staff and Board	Review previous Communication Plan for areas to improve. Adjust budget for changes. Execute plan.	
		Advertising revenue thru partnering.	Staff	Define expectations and industries to target.	
		Year round advertising.	Staff	Define expectations and industries to target.	
	Local Area and Global Community	Create Environment Committee	Staff, Environmental Committee and Grounds Committee	Determine goals and vision as per team charter. Develop 1 year plan.	
		Develop concert series throughout the year when opportunities arise	AD, Staff and Board	Artistic Director to identifying opportunities and present to Board for budget approval.	