

Salmon Arm Folk Music Society - Strategic Plan 2020 (revised March 2, 2020)

In Preparation for the 28th 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	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 and develop strategy.	Ongoing
		Targeting artists with capacity to perform, do workshops, interact with audience, interact outside performances, willing to promote prior to festival	Monitored by AD	As per AD's job description.	Ongoing
		Create focus group in the 25 – 50 age group to assist with AD (aligning with idea for a committee to set AD direction) with ideas/suggestions for new and upcoming artists in demand for this age group.			

		Winter concert focused on the 25 – 40 year olds			
	Infrastructure improvement	Long term storage to replace Quonset	ED and Grounds Committee	Contour the property and landscaping	Steel Containers purchased. Ground levelled.
	Infrastructure improvement	Generator reduction program	ED, Grounds Committee, City and SASSA representatives	Reduce (eliminate) requirement for generators on site.	On-going
	Amenities	Maximize existing accommodations and expand accommodation options	ED and Staff	Potential for glamping and expansion of existing camping.	On-going
		Silent dance area	Staff	Patron uses headphones to music played by a DJ. Music themes, location, schedule and budget to be decided. Potential for deaf and hearing impaired.	Consideration Stage
	Patron Experience	Improve sound quality with specific emphasis on sound levels and stage sound bleed.	AD, ED, and Production Manager	Create policy on decibel levels and enforcement. Consider health and safety regarding speaker stack proximity in Barn.	On-going
		Define, communicate and enforce chair height policy and tarp size policy.	ED, VC, Volunteer Committee, and Festival Support Committee	Enact policy, create specific volunteer role for enforcement, including signage. Includes seating	On-going

		Define and review sightlines for stages.		layout (coloured zones) in festival program.	
		Improve patron experience at Main and West gates	Staff and Box Office committee	Focus on improving patron experience the moment they are near entrances. Consider selling tickets at West gate.	On-going
		Accessibility	ED, Staff		Long term strategy
	Volunteer Experience	Recruitment and incentives	VC, and Volunteer Committee.	Review previous recruitment and incentive policies. Define opportunities and devise action plan.	On-going
Community Engagement	Social marketing and community relations	Enhance strategy to attract and target key demographics	Staff	Define “key demographic” and strategies to attract and target defined demographic	Ongoing
	Local Area and global community	Participate in targeted local and regional events	AD, ED, Staff	Assign roles to lead each engagement. Provide summary report in the Fall.	Ongoing
		Our website – videos, streaming national performances			

Sustainability	Financial stability	Develop contingency fund	ED, Treasurer, Doug	Review budget and long term financial strategy.	On-going
		Ticketing review	ED, Administrator and Finance committee. With option to include Box Office Head Supervisor	Review pricing, better tracking of giveaways, in-kind donations, alternate ticket outlets, and giveaway policy (day vs weekend passes).	On-going
		Develop action plan (budget) and fiscal principles for fiscal responsibility	ED, Treasurer and Doug	Guidelines for budget development.	On-going
	Sponsorship	Review current sponsor list to define companies from industries (Environment, etc.) not currently sponsoring the event.	ED and Sponsorship Coordinator	Review current sponsor list and sitemap to define sponsorship opportunities. Define industries not currently sponsoring the event. E.g. Branding , environment initiative, etc	On-going
	Succession (staff, volunteers, board)	Attract new people for Board volunteers	Staff, Board, Volunteer and HR Committee	Review staff and Board requirements. Define the desired skills and talents we want to add.	Ongoing
		Organizational succession planning	VC, and Volunteer Committee.	Define objective and survey for input and direction on cross training and sharing workload.	On-going

	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.	Ongoing
		Advertising revenue thru partnering.	Staff	Curling club etc	Ongoing
		Sell advertising: <ul style="list-style-type: none"> ● Jumbotron ● Wall space 			
		Local advertising: <ul style="list-style-type: none"> ● Curling club ● Arena ● Bowling 			
		Focus on European RV'ers in BC – package offerings			
		Group discount			
		Tickets included in all report cards as the free IPE/PNE etc			
		Condition of giving out “free tickets” as a donation to other organizations must provide advertising opportunity			

		Family package coordinated with water slides, restaurants, accommodation, theatre, houseboats			
		Directed advertising through search engines			
		Partner with Shuswap Tourism for marketing at trade shows – Vancouver, Seattle (festivals, tourism offices)			
	Event Vehicles	Golf Carts usage, includes all of the vehicles the event uses.	VC, ED, Volunteer Committee and Grounds Committee	Define vehicle used, why they are used, search for replacement options that will reduce cost and fuel requirements.	Consideration stage
	Merchandise Tent	Review the current state of the merchandise tent to increase revenue, improve patron and volunteer experience.	Staff, Administrator, Merchandise Head Supervisor and Merchandise Support Committee	Determine options for improvement during the event and increase sales in the off-season	Consideration stage
		New model for merchandise tent <ul style="list-style-type: none"> ● Pop-ups at performances ● Family orientated items ● Appropriate skill set for retail 			