

Pacific Region International Summer Music Academy (PRISMA) Roadmap

Created August 15, 2015 in Powell River, BC

VISION

By 2020 PRISMA will be the classical music festival of choice for professional musicians, high quality students, and diverse audiences. It will feature a collaborative environment, which nurtures both professional development and community engagement.

VALUES AND BELIEFS

PRISMA will:

- “run in the black” and not spend money that it doesn’t have
- encourage students to foster their musical skills and talent to the maximum of their potential
- be a vehicle for building community
- practice governance reflective of the diversity of the region, and the need for dynamic renewal of membership
- be accessible and welcoming to the most talented students regardless of ethnicity, age, financial means, gender and sexual orientation
- make classical music accessible to local audiences, including students
- be an economic catalyst through Music Tourism, and contribute to Powell River’s cultural richness and sustainability
- be a positive, supportive environment that builds up students, volunteers, and the organizing team
- commit to creating a musical legacy for future generations
- pursue excellence in artistic performance and operations, and
- grow by focussing on its unique qualities.

BUSINESS PRINCIPLES

PRISMA will:

- become a community employer of significance
- not spend money that it doesn’t have, and will operate “in the black”
- establish benchmarks for all revenue sources (e.g. box office sales)
- pursue an increase in grant funding to support program growth
- commit to a responsible program of sponsorship recognition
- build and renew 5-year financial plans
- develop a clear organizational structure
- pursue mutually beneficial partnerships

- nurture relationships with corporate partners and ensure value for their contributions
- foster the development of individuals within the organization, and
- establish realistic objectives compatible with available human resources.

OBJECTIVES

The following list of OBJECTIVES was created and voted upon at the Roadmapping session to determine the four top choices for STRATEGY development. This listing is a ranking in order of votes cast.

1. Establish a clear organizational structure for the board, management and volunteers, including job descriptions, roles and responsibilities. (11 votes)
2. Set realistic OBJECTIVES compatible with available human resources. (9 votes)
3. Initiate a funding plan to fully support student participation, attract top students, and be recognized as a leading music festival. (7 votes)
4. Develop a clear, consistent media and branding strategy. (7 votes)
5. Exploit Community of the Senses (COTS) for PRISMA advertising, ticket sales, and fundraising. (7 votes)
6. Increase sponsor and donor contributions. (6 votes)
7. Raise \$100,000/ year for 5 years to fund a PRISMA Musical Merit Fund. (6 votes)
8. Compile and develop planning timelines and systems. (2 votes)
9. Sell out all concerts. (2 votes)
10. Spread awareness of PRISMA's VISION amongst all stakeholders. (1 vote)
11. Negotiate multi- year commitments with community service suppliers. (1 vote), and
12. Achieve and maintain an acceptable balance of accommodations and food for students and professional musicians. (1 vote)

TOP FOUR OBJECTIVES FOR STRATEGIC DEVELOPMENT

The following OBJECTIVES were chosen from the above prioritized list:

1, 3, 4, and 5. OBJECTIVE 2 was viewed as being incorporated in all top OBJECTIVES. In addition, it was decided to blend OBJECTIVES 3, 6 and 7 into one, as they were closely related. The new blended OBJECTIVE reads as follows:

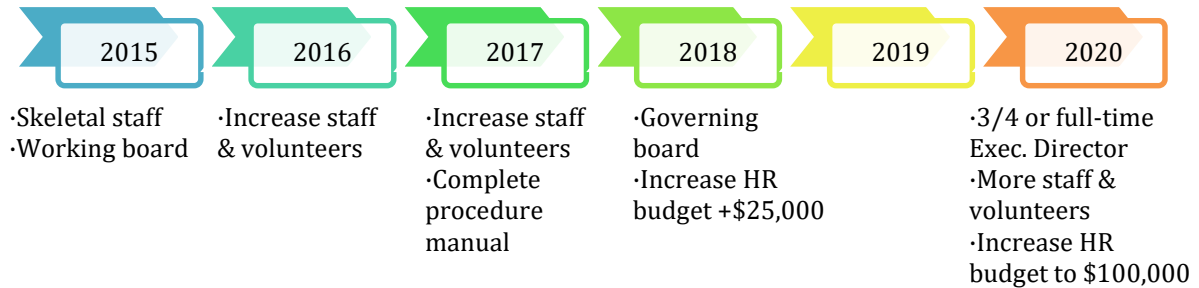
Initiate a funding plan to fully support student participation, increase sponsor and donor contributions, and raise \$100,000/ year for five years to fund a Musical Merit Fund.

STRATEGIES

The following four STRATEGIES were developed at the Roadmapping session.

Objective: Establish a clear organizational structure for the board, management and volunteers, including job descriptions, roles and responsibilities.

Strategic Plan:



Specific Goals for 2015/16:

- Leadership mentoring for part-time Director filling responsibilities of Executive Administrator (Responsibility: Mike Robinson)
- Develop Committee/Department terms of reference (Dept. Chairs)
- Match interests & skills to roles
- Develop formal process to evaluate initiatives
- Complete development of staff job descriptions (Michelle Hignell)
- Identify key deliverables (Dept. Chairs)
- Develop clear allocations & detailed work flow (Dept. Chairs)
- Develop department timelines (Dept. Chairs)
- Update roles in departments (Michelle Hignell)
- Increase volunteers

Objective: Exploit COTS as a fundraising opportunity

Strategies:

- Re-brand the event as 'PRISMA at the Beach'
- Push donations and new memberships
 - Maintain the Mobile Giving campaign with more text message t-shirts and kids with pink buckets
- Collect contact information from event attendees
 - Have a door prize with newsletter sign-ups as entries
- Increase vendors, particularly food
- Have more information about PRISMA
 - Play some audio/video recordings of past students sharing their experiences
- Make it a Zero Waste event
- Push ticket sales at the event
 - Incentivize with T-shirt giveaways for purchased tickets
- Improve performances and find a 'celebrity' emcee

- Get event partners to advertise for us
- Advertise with schools in PR
 - Make the event more family-friendly
- Include event information on the reverse of PRISMA cards given out at grocery stores
- Invite Sliammon community members to attend and consider providing a shuttle service to bring them and take them home

Objective: Initiate a funding plan to fully support student participation, increase sponsor and donor contributions, and establish a Musical Merit Fund endowment.

Strategic Plan:

	2015	2016	2017	2018	2019	2020
Endowment responsibility - BRIAN	20K					100K
AA Special Fund responsibility - Arthur	30K	40K	50K	60K	70K	80K
Membership responsibility - Fundraising Team	increase by 10% per year					
Corporate Sponsorships responsibility - Fundraising Team	increase by 10% per year					

While the group did not have time to complete this strategic plan, the Fundraising meeting that was held in July proposed the following:

(1) Initiate a campaign to build membership and pre-sell PRISMA 2016 (This needs to be launched soon.)

(2) Increase the cost of All-Access Passes (It is recommended that we offer and promote for a limited time - perhaps until AGM- a limited number of 2016 All-Access Passes at 2015 prices.)

The goal is to increase membership and build on the current support and enthusiasm.

(3) Develop strategies to “move folk up the ladder”.

Members need to be encouraged to move to the next level of support.

Corporate sponsors need to be invited to increase their donations - perhaps sponsor a concert, sponsor a student (Set a cost for student sponsorship & include that in the info package)

Advertisers need to be encouraged to become sponsors.

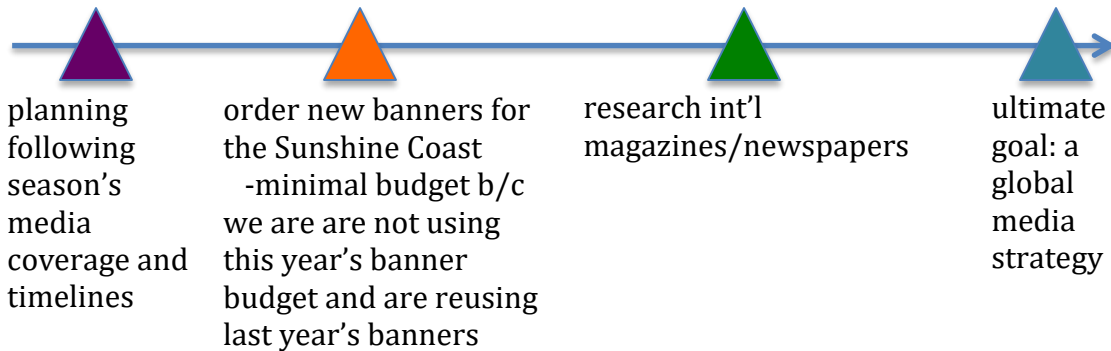
Potential sponsors need to be encouraged to advertise.

Objective: Develop a Media & Communications Strategy

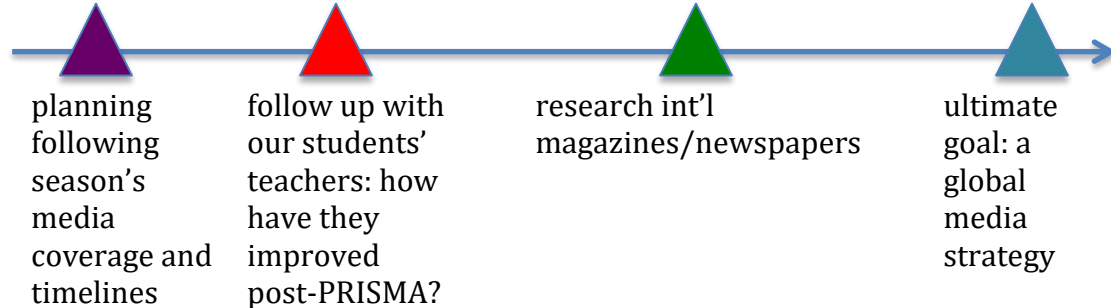
Strategies:

- Create consistent strategies that individually address different groups: potential audiences, participants and donors
- Consider having variety in marketing: some new students (e.g. Redd?) on the posters with differently coloured backgrounds and consistent formatting
→ Ensuring consistency but also longevity, so that our image doesn't tire people

AUDIENCE



PARTICIPANTS (STUDENTS & GUEST ARTISTS)



MEMBERS & SPONSORS

