

# **STRATEGIC PLAN FOR THE FAIRBANKS CONCERT ASSOCIATION 2010-2012**

## **MISSION STATEMENT**

To present, promote, and sponsor artistically and culturally diverse performing arts events and educational opportunities of the highest quality from stages around the world.

## **CORE VALUES**

- **Diversity** in our performances, of our audiences, and on our board.
- **Education** of the community by exposing both the young and the old to a variety of genres of performers and performances.
- **Highest Standards** in everything that we do, from the entertainment we provide to the way we present the organization to the community.

## **STRATEGIC PLAN**

Major goals of the Board and Staff of the Fairbanks Concert Association shall be:

- Enhancement of the identity of the organization
- Audience development
- Provision of educational opportunities, community outreach, and volunteer opportunities
- Strengthening of fiscal stability

## **STRATEGIES TO ENHANCE IDENTITY OF ORGANIZATION**

- Continue to explore and implement new methods of membership and community outreach.
- Educate community about FCA's unique mission, community outreach and educational opportunities.
- Find opportunities for staff and board members to speak to community organizations about FCA programs and goals.
- Emphasize the FCA "Brand" through organizational marketing to maintain a consistent message.

## **STRATEGIES FOR AUDIENCE DEVELOPMENT**

- Continue to solicit audience response to programming and incorporate results into program selection.
- Develop marketing strategies for the entire season and for each individual event that will maximize concert attendance and target the diverse communities that would most appreciate the individual performances.
- Provide tickets giveaways to non-traditional concert attendees in an effort to encourage interest in the performing arts, stimulate box office sales, and create interest in prospective FCA members and subscribers.
- Whenever possible, offer residencies prior to scheduled performances.
- Make use of new technologies including the updated website to reach all parts of the community.
- Evaluate current concert promotion methods to determine if resources are being spent efficiently.
- Create benefits that will enhance the FCA membership experience.
- Collect as much information as possible about ticket buyers, subscribers, and members so that we can craft campaigns to best reach target audiences.
- Continue to diversify the membership base through allowing flexibility in selection of performances to help market and sell subscriptions and allow members greater choice within the subscription series.
- Track which types of events perform well and present follow-up events to nurture audience growth.
- Make our communications as clear and understandable as possible in regard to performance selection and ticket ordering.

## **STRATEGIES TO PROVIDE EDUCATIONAL OPPORTUNITES**

- Seek artists who offer an educational opportunity beyond the public performance.
- Provide opportunities for local artists, students (K-12 and university) and community members to meet with and learn from visiting artists through master classes and lecture demonstrations.
- Offer programs at schools and other venues for youth, through collaboration with the FACE (Fairbanks Arts Culture and Education) committee.
- Seek financial contributions to our Education Partnership annual fund to provide free tickets to youth in the community and distribute those tickets in conjunction with the teachers in the public schools and other social organizations.

## **STRATEGIES TO PROVIDE COMMUNITY OUTREACH AND VOUNTEER OPPORTUNITIES**

- Broaden the reach and influence of FCA by expanding its audience to include the diverse population in Fairbanks and outlying areas.
- Expand opportunities for community volunteers to be active participants in the success of FCA's mission.
- Cultivate a season of diverse programs that will have broad appeal to the many communities within the greater population of Fairbanks/Interior Alaska.

## **STRATEGIES FOR STRENGTHENING FISCAL STABILITY**

- Continue and grow the Education Partnership annual fund to assist youth and others in need, and offset the cost of family entertainment through attendance at programs offered by FCA.
- Seek and increase funding from public, corporate, and private sponsors through community outreach.
- Expand and diversify our donor, membership and subscriber base.
- Explore and evaluate additional fundraising activities and opportunities.
- Recognize sponsors, in-kind contributors, and members in ways that will encourage their continued support.
- Manage the FCA Trust Fund for sustained growth that will allow for enough funds in reserve to cover one season's expenses and provide ongoing income to support the annual budget to allow for more ambitious and exciting programming.
- Explore new and more ambitious investment guidelines for trust fund, and monitor progress over time.
- Increase emphasis on marketing and development.

*Submitted by the FCA Strategic Planning Committee on February 2010*

*Christopher E. Zimmerman, Committee Chairperson*

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