

Saskatchewan Orchestral Association
Strategic Planning Report
And 2019-2024 Strategic Plan



Harvey Linnen
HJ Linnen Associates

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Introduction

The Board of the Saskatchewan Orchestral Association (SOA) conducted a strategic planning session August 25, 2019, involving the Board, the Executive Director, and facilitator Harvey Linnen, to develop a Strategic Plan. This report carries the resulting Strategic Plan for 2019-2024, along with notes on the planning methodology and assumptions.

2019-2020 Board Member List

President: Adrian Casas	Director: Rebecca Hankins-Vopni
Past-President: Jennifer Peak	Director: Brent Gelsinger
Vice-President: Marshall Whelan	Director: Doug Hilderman
Secretary: Wayne Toews	Director: Barbara Levorson
Treasurer: Ken McCaw	Director: Karley Parovsky
Director: Gene Aulinger	Director: John Payzant
Director: Katie Gannon	Director: James Winkel

Staff

Executive Director: Elaine Kaloustian

Strategic Planning Methodology

Summary

The session was preceded by: a preparatory meeting (facilitator, President and Executive Director); review of background documents by the facilitator; and one-on-one interviews the facilitator conducted with Board members.

The planning session involved three major components. The first was confirmation of the planning methodology (the key components of strategic plan development and implementation). The second component was the drafting a new, five-year strategic plan. The third component was a high-priority theme running through all this work: the urgency of recognizing, and acting on, the concepts of inclusion, diversity and outreach in the Saskatchewan context. The planning assumed a 5-year horizon for strategies; however, the resulting goals predominantly focused on delivery on a much shorter timeline.

Details

Elements of strategic planning – based on best practices, SOA precedent and the goal of achieving a Strategic Plan that (1) effectively guides the organization, and (2) serves as a living, always-current, document – were identified as follows:

1. Purpose Statement – establishing a sound:
 - a. Vision – the large purpose, outcome or reason for existing as an organization
 - b. Mission – the work the organization focuses on in pursuit of that vision
 - c. Values – the characteristics that define the organizational behaviours and decision making.
2. Analysis – understanding the priorities that must be dealt with in the strategic plan, discovered through:
 - a. SWOT analysis – identifying the organization's strengths, weaknesses, opportunities and threats
 - b. Gap analysis – identifying the key gaps between the organization's ideal state and its current state
3. Strategies – drawing up clear statements of strategic directions designed to lead the organization so that gaps are overcome and the organization responds effectively to its environment and effectively pursues Purpose Statement. Strategies have specific goals so that they can be monitored, measured and achieved.

** **Steps 1, 2 and 3 create a Strategic Plan.** To be a living, effective document that affects change in the organization, the following must happen throughout the rest of the year:*

4. Operational Planning – management (in this case, the Executive Director) must draw up an operational plan that demonstrates how operations during each year will support the Strategic plan (as well as deliver all operational activities within the ED's mandate).
5. Monitoring – the Strategic Plan's progress in achieving its stated Strategies and Goals must be monitored continually by the Board.
6. Review – the Strategic Plan is then reviewed annually, so that it is updated and its planning horizon pushed forward a year, maintaining a plan that is always current and focused on a five-year time horizon.

****Steps 4,5 and 6 make the Strategic Plan a living, guiding document.** The annual review and updating of the Strategic plan is doubly important for the SOA, because most Goals identified are early in the five-year horizon.*

****The Strategic Plan:** Steps 1, 2 and 3 above were completed as intended at the August 25, 2019 session, and the resulting Strategic Plan appears on the following page.*

SOA 2019 Strategic Plan

Mission

Our mission is to foster, support, and represent string and orchestral activities through advocacy, resource sharing and providing opportunities for learning and growth.

(Note on definition: for the SOA, an orchestral organization is a formally organized group of string players that may include wind and percussion players.)

Vision

Our vision is an enhanced quality of life in Saskatchewan from stimulating a thriving orchestral community.

Values

We perform our Mission and pursue our Vision with behaviours that demonstrate the following defining values:

- Integrity – showing fairness and transparency; accepting accountability and managing our affairs according to the highest principles.
- Flexibility – being responsive to the needs of members, innovative in our approaches, and sensitive to the application of rules and policies in ways that recognize unique community settings.
- Openness – providing a welcoming environment that encourages new participants and demonstrates support for diversity.



Strategies

Strategy #1 – Diversity and Inclusion

Expand our programs for greater cultural and geographic representation.

Goals for this Strategy

- Analyze membership data to identify current demographics related to diversity and outreach (this goal assigned to the Executive Director for completion by September 15, 2019).
- Develop a plan for diversity/outreach to identify and engage community partners (assigned to Gene Aulinger and Jennifer Peak, with the support of the ED, to complete a draft in advance of the October 2019 Board meeting, then assigned to the Board for approval at that meeting).
- Implement, and monitor progress, on the diversity/outreach plan, including communication of plan (assigned to the ED and a Board Committee, beginning in November 2019).
- Immediately review and act on existing proposals that support the Strategy #1 (assigned to the Board for completion at its October 2019 meeting).
- Consult with SaskCulture to share and seek ideas on Strategy #1 (assigned jointly to the ED, with Board involvement as appropriate, to be completed by September 25, 2019).

Strategy #2 – Governance

Adopt a comprehensive governance framework.

Goals for this Strategy

- Complete and approve the current, comprehensive review of governance policies, including, among other components, Board policies, operational policies, and Board succession planning, as well as human resources policies meant to cover the relationship with the Executive Director (this goal assigned to Board members already engaged in the work, and to the Board for final approval by the fall of 2020 and implementation in the winter of 2020-21, understanding that portions of the work could be approved and implemented prior to that date).

Strategy #3 – Communications and Engagement

Expand internal and external communications, to build wider more effective relationships and partnerships.

Goals for this Strategy

- Draw up a communications plan for both internal and external communications that support the SOA's work, and the Strategic plan in general, especially Strategy #1 on diversity and outreach (this goal assigned to a Board task group chaired by James Winkel and including Ken McCaw, Wayne Toews, Doug Hilderman, and the ED, with the draft plan approved by the Board and ready to begin implementation by December 2019).

Strategy #4 – Resources

Secure and enhance resources to support SOA members.

Goals for this Strategy

- Develop an inventory of non-funding resources – for example: individuals, services, instruments, music, etc. – that are available to SOA members, and then serve as a clearinghouse for that information, encouraging use of the resources and collaboration among members (this goal is assigned to the Board and the ED, to be launched by September 2020 and maintained after that as an ongoing service).
- Develop programs to align with SaskCulture priorities, and to respond to evolving needs and opportunities in the province (assigned to the Board, with the ED's support, as an immediate and ongoing priority).

Next Steps

There are five key steps following up from the September planning session:

1. **Session Report** – The facilitator drafts a session report, which includes a draft Strategic Plan.
2. **Adoption** – The Board formally adopts the Strategic Plan.
3. **Operational Plan** – The Executive Director draws up an Operational Plan based on the short-term activities and resources that contribute towards achieving the SOA's longer-term Strategies and the Mission, Vision and Values.
4. **Regular Monitoring** – The Board monitors the Strategic Plan by reviewing progress on achieving its goals.
5. **Annual Review** – the Strategic Plan is reviewed annually to be updated, based on achievements and arising circumstances of the past year, as well as extension of the timeline to maintain a five-year horizon.