

# ACPBA Strategic Planning Session

On Saturday, January 16, and January 30<sup>th</sup>, 2010 the ACPBA held its strategic planning sessions. The 9 participants represented the Executive, general membership, the bands and the highland games. The process used was a future based planning process in which the participants are first asked to develop a picture of what the ACPBA is doing in the future (2015). Many people refer to this as – what is your preferred reality in the future.

This process allows the participants to focus on what the ACPBA can be 5 years into the future without being held back by the barriers and restrictions of today. The barriers and restrictions are

In the visioning process the participants were asked to mentally move 5 years into the future and develop a picture of what the ACPBA is doing, using the following questions.

## **In 2014 \_**

- What does our membership consist of
- What services do we provide
- Who do we do it for
- Why do they use us
- What's our involvement in workshops
- What is the structure of our association
- Do we have a judges panel and if so what does it consist of
- What is our relationship with the games committees
- What is our relationship with other cultural organizations – Local, National & international
- How do we communicate
- What do our stakeholders say about us
- What is our financial situation
- What does the wider community say about us
- Other important facts/characteristics about us
- How do we market ourselves
- Do we have programs to encourage/support promising musicians and if so what?

Following are the responses to the questions on what the ACPBA is doing in 2015.

**1. What does our membership consist of?**

- a. Regular, corporate and associate members
- b. Highland games organizations
- c. Judges

**2. What services do we provide?**

- a. Workshops
- b. Administrative template for competitions
- c. Support for Highland Games
- d. Run the piping and drumming for Highland Games
- e. Certified Judges and Instructors
- f. Act as liaison between interested groups
- g. Hub for information on piping & drumming in Atlantic Canada
- h. Provide information & best practices models for bands
- i. Governing body regulating piping & drumming in Atl. Can.
- j. We foster & support recreational events on Piping & drumming
- k. Provide mentors for Pipe Majors

**3. Who do we do it for?**

- a. Membership & future membership
- b. All P&D bands, individual players & interested parties
- c. To create awareness and interest in the general public
- d. To government at all levels to increase interest & support
- e. International bands and competitors
- f. The media, to increase interest & support

**4. Why do they use us?**

- a. We are the recognized and best source for all things pertaining to P&D in Atlantic Canada
- b. We are friendly and approachable
- c. They value our services
- d. They can contact our office easily
- e. We provide organization information that is valued by the bands
- f. Our workshops are appreciated and subscribed to
- g. Our brand is recognized & we are seen as relevant
- h. We reach out to non member bands
- i. They see a benefit in what we do

**5. What's our involvement in workshops?**

- a. We provide at least 3 workshops per year, including solo, judges and band focused
- b. We support established pipe band schools and their workshops in the area
- c. We provide regional workshops for bands
- d. We base our services on identified needs
- e. We provide presentations &/or workshops in school boards across Atlantic Canada
- f. We bring in subject matter experts to tour across the region, thus reducing costs for individual bands
- g. Our workshops are cost neutral
- h. We support and encourage life long learning in the P&D Community

**6. What is the structure of our association?**

- a. We have a full time/part time administrator who reports to the board
- b. We have an executive board with all positions having clear job descriptions
- c. The board meets on a regular basis
- d. We have a monthly electronic news letter developed by part time staff
- e. We have an office in Colchester Co with minimal or no rent
- f. We have set timelines and goals that are adhered to

**7. Do we have a judge's panel and if so what does it consist of?**

- a. We have a qualified and recognized judges panel that is recognized and used by other associations as well as ours
- b. We have a clear and well defined process for developing judges
- c. Our judges are respected here and in other jurisdictions
- d. We have a clear and recognized instructors development & certification process
- e. We have enough judges to meet our needs & other jurisdictions
- f. We recognize other jurisdictions certification processes

**8. What is our relationship with the games committees?**

- a. We have an excellent relationship with all games committees
- b. We provide sanctioning services for all Atl. Can. games
- c. We have a full partnership with them
- d. We have an active and respected games liaison person
- e. We are a recognized resource for the games
- f. We advertise and promote the Highland Games
- g. We have an interdependent and trust relationship with them
- h. We run the P&D section of all games on a fee for service

**9. What is our relationship with other cultural organizations – local, National and International?**

- a. We host joint events with other cultural organizations
- b. We have a successful relationship at all levels because we have reached out to them
- c. We maintain a good relationship with other P&D Associations around the world
- d. We have mature relationships with other groups that create some synergy
- e. We work together on running larger events
- f. We help expand smaller events in other locations

**10. How do we communicate?**

- a. We actively and effectively use electronic means of communicating
- b. We are progressive in our communications
- c. We reach out through our monthly news letter and regional rep's
- d. We use electronic means for some executive & board mtg's
- e. We leverage the media
- f. We use offsite and distance learning methods when effective

**11. What do our stakeholders say about us?**

- a. We are efficient, well organized & a great resource for P&D events in our region
- b. Relationships with them are beneficial – we provide added value to them
- c. They support our vision and us financially
- d. We are a known product with a good reputation
- e. Departments of Tourism & Culture understand and support our goals and recognize our achievements

**12. What is our financial situation?**

- a. We conduct fund raising events to supplement our dues
- b. They are stable and growing
- c. We have maintained our charitable/NFP status and help bands obtain their NFP status
- d. We have endowments, bursaries, donors, estate donations and sponsor revenues
- e. We have a yearly budget that includes rent for office space
- f. We are audited yearly
- g. We have a well organized accounting system
- h. We participate in Canada Gives web site

**13. What does the wider community say about us?**

- a. We are known and recognized for our past efforts and successes
- b. We take an active role in our community and in promoting P&D and our culture
- c. We are a valued resource, seen as the go to people for P&D in AC
- d. We are known to provide value and are seen as good people to deal with

**14. Other important facts/characteristics about us?**

- a. We have a well maintained and informative web site
- b. We are a resource of willing and trained volunteers
- c. We are efficient and answer all inquiries in a timely manner
- d. We are recognized for keeping the culture alive & vibrant
- e. We are open to all cultures

**15. How do we market ourselves?**

- a. We make good use of the internet
- b. We actively market to members and non-members, through regional reps and other means to create buy in to our mission
- c. We have access to modern communication facilities
- d. We market at the Highland Games and within the school systems
- e. We are centrally located, assessable and approachable
- f. We actively promote our brand
- g. We are in all AC provincial governments promotional materials
- h. Our image is strong
- i. One of the Universities have completed a marketing study and plan and we are following that plan
- j. We have a contemporary logo
- k. We are considered/contacted when tourism departments make decisions re cultural events
- l. We are involved with Music NS, NB, PEI & NFLD

**16. Do we have programs to encourage/support promising musicians & if so, what?**

- a. We encourage and support P&D programs in public & private schools
- b. We award scholarships
- c. We have a recognized workshop program
- d. We continue to provide financial support to local pipers & drummers invited to participate in recognized competitions outside the area
- e. We have social programs to encourage all aspects to the piping and drumming community
- f. We have a year round competition program
- g. We have a fund raising program seeking sponsorship and donations to support endowments, bursaries and scholarships
- h. We have an awareness/did you know program to provide information re bands and piping and drumming in general
- i. We support para groups that are reflective of our culture

The next task for the group was to identify measures of success. In other words, how will you know when you have arrived at this preferred reality. Following are the results of those discussions.

**Measures of Success in 2015:-**

- a. Membership is growing in numbers and in type by between 3 and 20% over the previous year.
- b. We provide a minimum of 3 workshops per year – 1 administrative, 1 or 2 in judging and 3 music, in the fall, winter and spring sessions.
- c. The same workshops will be run in at least 3 regions.
- d. We are providing assistance to games organizers by offering advice on best practices and with follow-up on results and number of requests for assistance.
- e. All judges and instructors are certified.
- f. We support 25 bands and an increasing number of individual players. We also have increasing requests for support from at least one additional games.
- g. We support at least 5 and up to 20 public school presentations per year
- h. We have 24 certified and active judges on our panel and have revitalized our certification process
- i. We have at least one combined cultural event with one of the other cultural groups per year
- j. At least 50% of our membership participates in our workshops. Applications for funding will only be processed for those who participate in our workshops.
- k. Participation in games by piping and drumming has increased so as to make events more interesting & enjoyable
- l. Regional reps are taking a more active role in the development of the association in their region
- m. Job descriptions for all board positions are in place. There is a competition for positions on the board, at the AGM
- n. There is a good relationship with all games committees through communications and mutual support
- o. We have a sustainable source of money so as to allow a budget of at least \$20,000.00. There is a positive cash flow with at least a 2-3% increase per year

**Measures of Success (con't)**

- p. We spend a budgeted amount of \$2,000.00 on scholarships per year
- q. Our judges are used in other jurisdictions.

**Stage 2 – Gap Analysis**

The second session on the 30<sup>th</sup> started with a review of the prioritizing of the measures of success, a review of the current mission statement and the development of plans to begin the process of achieving the vision for 2015.

Here is the prioritized list of the measures of success starting with what the group felt was most important. It is important to remember that they are all important and need to be addressed as the ACPBA moves forward.

1. (G with 18 pts) We support at least 5 and up to 20 public school presentations per year.
2. (A with 16 pts) Membership is growing in numbers and in type by between 3 and 20% over the previous year.
3. (O with 14 pts) We have a sustainable source of money so as to allow a budget of at least \$20,000.00. There is a positive cash flow with at least a 2-3% increase per year.
4. (K with 12 pts) Participation in games by piping and drumming has increased so as to make events more interesting & enjoyable.
5. (L with 12 pts) Regional reps are taking a more active role in the development of the association in their region.
6. (J with 8 pts) At least 50% of our membership participate in our workshops. Applications for funding will only be processed for those who participate in our workshops.
7. (M with 8 pts) Job descriptions for all board positions are in place. There is a competition for positions on the board, at the AGM.
8. (N with 6 pts) There is a good relationship with all games committees through communications and mutual support.
9. (F with 6 pts) We support 25 bands and an increasing number of individual players. We also have increasing requests for support from at least one additional games.

10. (B with 4 pts) We provide a minimum of 3 workshops per year – 1 administrative, 1 or 2 in judging and 3 music - in the fall, winter and spring sessions.
11. (H with 4 pts) We have 24 certified and active judges on our panel and have revitalized our certification process.
12. (I with 4 pts) We have at least one combined cultural event with one of the other cultural groups per year.

The remaining 5 measures of success did not receive any points but as mentioned above are still important and should be used as you move forward.

### **Mission Statement:**

The next step in the process was to review the existing mission statement and after much discussion it was decided to modify it to read:-

“The ACPBA is a partner in the preservation and promotion of Celtic art forms through education, competition and support of Scottish piping and drumming events.”

This covers all of the elements of the original mission statement but is more concise.

### **Plans to move forward:**

The following plans were developed by the group as a way to accomplish the preferred reality of 2015:

**Success measure #1:-** We support at least 5 and up to 20 public school presentations per year.

### **Plans:**

- A. Develop guidelines and a communications format for presentations to schools by August 1<sup>st</sup>, 2010.

- B. By October 2010 present the above package to bands.
- C. By the end of March 2011, have made at least 5 presentations to schools – 3 in Nova Scotia, 1 in New Brunswick and 1 in Prince Edward Island.
- D. In the fall of 2012 approach all school boards in all Atlantic Provinces with a proposal to have them incorporate piping and drumming into their curriculum as a pilot project.

**Success measure #2:-** Membership is growing in numbers and in type by between 3 and 20% over the previous year.

**Plans:**

- A. Identify target groups and individuals for membership in the Association by May1, 2010.
- B. Communicate our value to the above groups by May 2011 with developed marketing material.
- C. We also provide funding opportunities to them by May 2011.
- D. Hold a pipe band conference to identify interests and needs by October 2010.
- E. Regional reps will complete a census of bands and individuals by October 2010
- F. We will conduct 3 fun events by May 2011
- G. Executive members are more accountable to the membership by October 2010
- H. We have programs that increase the value of belonging by Jan 1<sup>st</sup>, 2013.
- I. We have a pipers, drummers and instructors “list for hire” by October 2010.

**Success measure # 3:-** We have a sustainable source of money so as to allow a budget of at least \$20,000.00. There is a positive cash flow with at least a 2-3% increase per year.

**Plans:**

- A. Membership revenue has increased starting in 2011.
- B. Membership fees have increased by \$5 for individuals and \$25 for bands by November 2010.

- C. We offer workshops and a mentoring program on a regular basis by November 2010.
- D. We will capitalize on our charitable status as a way to increase cash flow, starting in the spring of 2010.
- E. We will establish an endowment and charitable giving fund by November 2010. As part of this we will apply to relevant foundations and governments for funds.

**Success measure #4:-** Regional reps are taking a more active role in the development of the association in their region.

**Plans:**

- A. Complete a regional rep's job description by October 1, 2010.
- B. Have the President and or Vice President attend a band practice with each band by December 30, 2010. (along with the regional rep).
- C. The regional rep will contact all bands and individual players in their region by December 30, 2010.
- D. Regional reps will facilitate school presentations in early 2011.
- E. Regional Reps act as an active communications resource between members and the Executive (ongoing).
- F. Regional reps act as a champion for the Association and members within their regions. (ongoing)

At the conclusion of the sessions it was suggested that the Executive pick two or three key plans to work with. As momentum is made on those, it will be easier to move forward on others. To try and tackle too much too fast would only defeat your intentions and efforts.

Sincerely  
Lewis MacKay  
February 3, 2010