

## Strategic Plan Summary

Approved June 2020

---

### **MISSION STATEMENT**

Manitoba Choral Association (MCA) is a non-profit organization dedicated to supporting, strengthening, and promoting the choral arts in Manitoba.

---

### **VISION**

A voice for every choir, a choir for every voice

---

### **CALL TO ACTION**

RAISE YOUR VOICE

---

### **GUIDING VALUES**

Manitoba Choral Association's core values are:

- **Community:** We welcome and celebrate the contributions of individuals and groups from all corners of the province, including singers, choirs, conductors, and musicians, to choirs around Manitoba
- **Education:** We provide opportunities for lifelong learning experiences and professional development through programs, initiatives, and resources for singers and conductors
- **Diversity:** We commit to creating and maintaining an environment that respects and honours diverse identities, cultures, histories, and abilities
- **Health & Wellness:** We recognize the social, personal, and emotional benefits of participation in choir
- **Integrity:** We uphold principles of honesty and transparency, and commit to working with others in an ethical and respectful way
- **Sustainability:** We aim to strengthen the economic well being of our organization through effective fundraising and responsible spending

## **ORGANIZATIONAL GOALS**

### Strategic Goals:

1. Provide resources for choral singers, groups, and leaders of all ages, backgrounds, and abilities
2. Support and celebrate choral musicians and contributors through awards and scholarships
3. Advocate on behalf of the Manitoba choral community
4. Foster provincial, national, and international connections and cooperation
5. Present high-quality artistic, cultural, and educational programs and events
6. Promote members' concerts and events within the Manitoba choral community
7. Provide opportunities for all Manitobans to experience and enjoy choral music
8. Encourage the composition of choral music by Manitoba composers

## **OPERATIONAL GOALS**

<b>OPERATIONAL GOAL</b>	<b>TIMELINE FOR GOAL</b>	<b>VALUE(S) THIS RESPONDS TO</b>	<b>STRATEGIC GOAL(S) THIS RESPONDS TO</b>
<p><b><u>Increase financial stability</u></b>            Apply for appropriate grants            Find reliable and regular donation sources            Create fundraising plan (Endowment Fund targeting, other fund campaigns)            Clarify role &amp; duties of fundraising chair/committee</p>	Short & long-term	Sustainability, Integrity	All – strong finances enable us to carry out our work
<p><b><u>Complete the office move</u></b>            Find new tenants for space; terminate lease</p>	1-2 years	Sustainability	Goals 1, 5, 6, 7
<p><b><u>Offer PD to members</u></b>            Run meaningful and targeted PD events for singers, conductors, and choirs to provide opportunities for learning and growth</p>	Long-term	Community, Education, Health & Wellness	Goals 1, 4, 5, 7
<p><b><u>Enable individuals to find a choir</u></b>            Create a “Join a Choir” button or similar function</p>	3 months (depends on website platform)	Community	Goals 1, 6

<p><b><u>Improve resource offerings</u></b></p> <p>Create a resource page to educate re: appropriate use of cultural music</p> <p>Explore other resource offering options (ex. survey membership, etc.)</p>	3-6 months	Diversity, Integrity	Goals 1, 7
<p><b><u>Improve library resource</u></b></p> <p>Finish inventory project</p> <p>Cull library (create committee and develop guidelines for culling)</p> <p>Continue to improve library lending process</p> <p>Upgrade library shelves</p> <p>Extend library network</p>	Short & long-term	No specific values	Goals 1, 4, 7
<p><b><u>Improve marketing &amp; communications</u></b></p> <p>Create branding and marketing guidelines</p> <p>Revamp the website</p> <p>Increase social media presence</p>	3-6 months / ongoing	Community, Education (indirectly)	All – we promote all of these goals through communicating with stakeholders
<p><b><u>Streamline data collection</u></b></p> <p>Research user-friendly platforms to simplify and unify the data collection process (membership, registration forms for events, library, etc.)</p>	3-12 months (depending on website)	Sustainability	Goals 1, 2, 6, 7, 8
<p><b><u>Incorporate more French into programs/platforms</u></b></p> <p>Make ChoralFest bilingual (as often as possible)</p> <p>Increase engagement with the Francophone choir community</p> <p>Incorporate French into promotional materials</p> <p>Increase the amount of translated content on our website</p>	Short & long-term	Community, Education, Diversity	Goals 1, 4, 5, 7

<p><b><u>Increase member services</u></b></p> <p>Look for ways to give more value for membership cost (ex. research affinity program)</p> <p>Clarify parameters for membership categories</p>	3-12 months	Community, Education, Integrity, Sustainability (indirectly)	Goals 1, 6
<p><b><u>Increase cultural diversity &amp; inclusion</u></b></p> <p>Look for ways to increase diverse representation on our board and when hiring adjudicators and conductors for our programs</p> <p>Create opportunities for cross-cultural sharing</p> <p>Increase outreach to culturally diverse choirs in Manitoba</p> <p>Build bridges with areas and people in MB where choral programs are lacking</p> <p>Provide resources for reducing barriers to participating in choirs/choral activities</p>	Short & long-term	Community, Diversity, Integrity	Goals 1, 4, 7
<p><b><u>Review board roles &amp; duties</u></b></p> <p>Discuss each position &amp; terms of reference</p> <p>Look at changing some positions to portfolio positions</p> <p>Look at regional positions</p>	3-6 months	Sustainability	All – either directly/indirectly
<p><b><u>Review staff roles &amp; duties</u></b></p> <p>Look for grants or other funding opportunities to hire more staff</p> <p>Complete HR policies</p>	Short & long-term	Sustainability	All – either directly/indirectly
<p><b><u>Increase outreach activities</u></b></p> <p>Look for ways to grow and reach our membership</p> <p>Focus specifically on connecting with the regions outside of Winnipeg, particularly Northern Manitoba</p> <p>Facilitate outreach events (ex. Choir Swap)</p> <p>Increase outreach to early years choirs</p>	Short & long-term	Community, Education, Diversity	Goals 1, 4, 5, 6, 7



Develop an outreach plan (ex. survey members, consider scope)			
<b><u>Advocate for the choral arts</u></b> Ensure continued support of choral music education and choral singing by all levels of government Connect with provincial & national partner organizations in advocacy work	Short & long-term / ongoing	All – either directly/indirectly	Goals 3, 4