



choir alberta

STRATEGIC PLAN

JULY 2019 – JUNE 2022

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Introduction – From the Executive Director

Greetings, Choir Alberta members, stakeholders, and friends!

As most of you will have already experienced, Alberta is home to a rich and vibrant choral community. According to the 2017 Census of Choral Activity in Canada, more than 340,000 choristers sing in 2,900 choirs across the province. It is Choir Alberta's role to support and strengthen these choirs through a series of projects, programs, and resources designed to educate and inspire.

In recent years, the organization has observed a number of significant changes to our province's choral landscape. These changes include the erosion of choral programs within Edmonton schools, the development of new choirs with strong therapeutic mandates, the strengthening of the province's professional choirs, and the creation of recreational choir experiences. It is in the context of these and a variety of other changes the 2019-2022 Strategic Plan has been developed.

The 2022-2023 season marks the 50th Anniversary of Choir Alberta. This plan, in part, serves to prepare the organization for a unique and celebratory 50th year while, at the same time, ensuring relevant programming for our members and a mindfulness with respect to organizational sustainability.

As part of the strategic planning process, the organization has updated its vision, mission, core values and position statements. After considerable discussion, and with significant guidance from our consultant, we feel strongly that these changes strongly represent the current identity of Choir Alberta.

This plan places Choir Alberta on an exciting trajectory with the potential to positively impact the province's choral community in a variety of new and exciting ways. I invite you to peruse it, to share it with choral practitioners and enthusiasts, and to consider becoming involved with the organization. On behalf of the Board of Directors, we look forward to continuing our work with our province's diverse and dynamic choral community, and eagerly anticipate the opportunity to bring this plan to life.

Sincerely,



Brendan Lord, DMus
Executive Director

1.0 Choir Alberta VISION

A dynamic choir community across Alberta.

2.0 Choir Alberta MISSION

To strengthen Alberta's choir community by:

- **Providing valuable programming, resources, training, and networking opportunities**
- **Creating opportunities for individuals and communities to be transformed by the power of choir music**
- **Connecting a diverse and inclusive network of choirs**

3.0 Choir Alberta POSITIONING

Choir Alberta is an integral contributor to the vitality of the choral community. We recognize choir as a wide and varied art form, and encourage everyone to sing and to be inspired by the choir experience. We are dedicated to raising the profile, elevating the quality, and highlighting the benefits of choir while supporting and educating choral practitioners and audiences.

Choir Alberta provides leaders and singers alike with relevant resources, training, and performance opportunities. Our expansive program roster is delivered in a positive, inclusive, and supportive environment.

Choir Alberta's members include amateur and professional choirs, singers, directors, composers, teachers, audiences, businesses, and institutions. We serve these members with passion and dedication, with the goal of creating a culture that recognizes choir as an essential part of society and a valuable means for community engagement.

4.0 Choir Alberta VALUES

DIVERSITY

We see and support choir as a wide and varied art form and are committed to a choir community that is diverse in age, gender identity, race, physical or mental ability, and level of musical experience.

POSITIVITY

We believe in the "power of positivity" and approach our communications, interactions and daily work with a positive and collaborative spirit.

INNOVATION

We believe in the importance of expanding the boundaries traditionally applied to choir, and encourage creativity in programming, rehearsal, and performance.

ACCESSIBILITY

We are intentional about providing universal access to the wide-ranging benefits of choir.

LIFELONG LEARNING

We are committed to the importance of continuous learning opportunities for singers and leaders alike, with the belief that they are the surest path to building and maintaining success.

ACHIEVEMENT + ARTISTRY

We believe that the development of knowledge and skills paves the way to masterful and expressive performances.

INTEGRITY

We believe it is critical that our members can rely on a qualified, efficient, visionary and transparent Board and staff.

5.0 Choir Alberta GOALS & STRATEGIES

5.1 ORGANIZATIONAL GOALS

GOAL 1 (50th Anniversary): Leverage the 50th Anniversary of Choir Alberta (2022-2023 season) to celebrate choir music, create new levels of awareness, and reinforce the support for and sustainability of Choir Alberta.

GOAL 2 (Fund Development & Financial Sustainability): Grow and maintain a fund development program that ensures long-term financial sustainability.

GOAL 3 (Communication & Member Engagement): Enhance visibility, enrich targeted connections, and strategically communicate the value of choir.

GOAL 4 (Programming & Innovation): Strengthen and broaden the capacity of members to elevate the growth and success of the choir community as a whole. Act as leaders in choir community development and diversity.

5.2 APPROACH TO ORGNIZATIONAL GOALS

In order to achieve Choir Alberta's goals, our Board, committee membership, other key volunteers, and staff are committed to:

- Acting as leaders to continuously improve and elevate the field of choir music to new heights;
- Anticipating future challenges and responding to emerging issues, needs and trends;
- Remaining solution-oriented and focused; and
- Advocating to deepen the choir community's value to society as a whole.

5.3 ORGANIZATIONAL GOALS, TACTICS & INDICATORS OF SUCCESS

GOAL 1 (50th Anniversary): Leverage the 50th Anniversary of Choir Alberta (2022-2023) to celebrate choir music, create new levels of awareness, and reinforce the support for and sustainability of Choir Alberta.

Indicators of Success:

- Contributions of \$6,250 to the AYC Bursary Fund
- Development of 3 new strategic partnerships
- Perceived increase in brand awareness
- Creation of a comprehensive 50th Anniversary plan

Action 1.1 – Develop a strategy and specific, targeted campaign for “Ensemble 50,” setting clear targets pertaining to fund development and raising the profile of Choir Alberta. The Ensemble 50 campaign should dovetail with an Integrated Marketing Communications strategy specifically around Choir Alberta and the 50th Anniversary.

Who: VP Development (lead), Ensemble 50 Committee, Executive Director

Resources: Development Consultant

Timeline: Campaign Plan in place by the end of Apr 2019

Action 1.2 – Strike a 50th Anniversary Committee and develop a Terms of Reference with specific guidelines and a clear mandate. One important objective of this committee is to develop a 50th Anniversary plan, including a schedule of events with an accompanying budget.

Who: VP Development (lead), VP Projects + Programs, 50th Anniversary Committee, Executive Director

Resources: Secretary (Terms of Reference)

Timeline: Committee in place by 1 Apr 2019; Program Plan Framework by 30 June 2019; Program Plan with Budget by 31 Dec 2019

GOAL 2 (Fund Development & Financial Sustainability): Grow and maintain a fund development program that ensures long-term financial sustainability.

Indicators of Success:

- Elimination of cumulative deficit
- Creation of a comprehensive, Board approved framework for fund development
- Better positioning the organization with respect to the philanthropic marketplace as measured through the achievement of Ensemble 50 targets

Action 2.1 – Develop a specific, targeted approach to corporate and private donations.

Who: VP Development, Board of Directors

Resources: Development Consultant

Timeline: To be developed initially in alignment with Ensemble 50, timeline to be determined once Campaign Plan is in place (see Action 1.1)

Action to consider for the Long-term Horizon:

- Develop and implement Choir Alberta "Honorary Patron Program" with the intention of broadening outreach to choir "champions" and targeted advocates.

GOAL 3 (Communication & Member Engagement): Enhance visibility, enrich targeted connections and strategically communicate the value of choir.

Indicators of Success:

- Increased diversity in membership and program participation of at least 10 "non-traditional" choirs
- Development and delivery of at least one new program in the Edmonton area
- Increase in membership of 10%
- Increase social media followership and website traffic by 20%

Action 3.1 – Understand the demographic and general needs of a broader range of choirs in Alberta (i.e. “non-traditional” choirs, rural Alberta choirs as well as choirs throughout diverse communities). Develop a contact and information list. Report back to the Board in order to develop an outreach plan.

Who: Administrative Assistant

Resources: Database

Timeline: Initial list in place by 1 Aug 2019

Action 3.2 – Develop a targeted member engagement survey in Edmonton in response to changing needs and cessation of Choralfest North.

Who: Executive Director, VP Projects & Programs, PAC

Resources: Member Engagement Survey and Process for Data Collection

Timeline: By 30 Mar 2019

Action 3.3 – Re-evaluate the current Membership model and fees. Develop new model that better meets the needs of members and of the organization. Should dovetail with a Member Engagement Strategy.

Who: Executive Director, Executive Committee, Consultant

Resources: Grant (to cover Consultant fees), Consultant, Membership Engagement Strategy, input from PAC

Timeline: By 30 Jun 2019

Action 3.4 – Develop and implement a digital marketing strategy that includes a targeted approach to members and increased social media and online content development. As a part of this strategy, implement an official online forum for the choir community in Alberta to engage in.

Who: VP Marketing & Communications, Executive Director

Resources: Specialist or consultant, membership input

Timeline: Specialist in place by Dec 2019, Strategy developed by Jun 2020

GOAL 4 (Programming & Innovation): Strengthen and broaden the capacity of members to elevate the growth and success of the choir community as a whole. Act as leaders in choir community development and diversity.

Indicators of Success:

- The creation of 3 new works with Indigenous content
- Development of relationships with Indigenous artists as resources for choir performances of Indigenous music and/or music with Indigenous content

Action 4.1 – In the spirit of reconciliation, to develop a body of choral work with Indigenous content. Some of this work will be created in collaboration with Indigenous artists. Works created through this project will include companion resources, and be performable by all choirs.

Who: VP Marketing & Communications, VP Projects + Programs, PAC, Executive Director to develop project plan

Resources: RFP process, Consultant, Funding grant(s)

Timeline: Project Plan in place by Sep 2019; Body of work and companion resources (interpretation-education) to be completed by Jun 2022.

6.0 Strategic Plan Success Factors

Recommended success factors:

6.1 TEAM AND STAKEHOLDER ENGAGEMENT

One of the key issues for implementing a Strategic Plan is to ensure the Goals and Strategies are clear to each team member and are driven by stakeholder priorities. Each team member must be able to see how their contribution will be valued, and what the rewards are for active participation in the plan. A Plan will not succeed if team members are not committed to overcoming challenges on the path to success.

It is recommended that the Choir Alberta Board update, report on and approve this Plan on an Annual Basis as well as identify areas within the Plan for direct involvement, without micromanagement of the organization's employees.

6.2 MONITORING PROGRESS

As the Plan progresses, there should be checkpoints to monitor and analyze progress being made towards project completion and successful, ongoing organizational and program

management. As the progress at each checkpoint is analyzed, revisions should be made to ensure goals and strategies are being met, as established at the beginning of this process. This will also ensure that the Choir Alberta leadership is able to sufficiently analyze any factors key to organizational, project, and program successes.

Key actions that are recommended to take place in order to ensure a sufficient monitoring process include but are not limited to:

- Attaching this Plan directly to an Annual Budget;
- Identified individual(s) to provide quarterly update reports at regularly scheduled Meetings;
- Accountability through reporting of the Plan at an AGM;
- Report regularly and annually to patrons, stakeholders and partners;;
- Provide copies of this Plan and solicit feedback in writing directly to key collaborators; and
- Provide a copy of this Plan and any Annual or other Reports on the Choir Alberta website.