

MCS Chorus

Mississauga

Strategic Plan – 2019 - 2022

Mission	<ul style="list-style-type: none">• To be a community based auditioned chamber choir presenting excellent performances encompassing a wide range of the classical choral repertoire.• To preserve the classic choral art form and introduce this music to new and diverse audiences.• To nurture a culture of learning, furthering the education and appreciation of this musical art-form.• To develop and strengthen community relationships within the communities of Mississauga through a shared celebration of the joy of singing.• To engage emerging artists and foster the choral art form in next generation performers and audiences.• To delight, inspire and engage our audiences, motivating their loyalty and generosity.
Vision	<ul style="list-style-type: none">• MCS Chorus strives to be Mississauga’s premiere chamber choir, dedicated to promoting the appreciation of classical choral music.• MCS Chorus continues to be a thriving, vibrant and integral member of the artistic community within the city of Mississauga.
Values	<ul style="list-style-type: none">• Artistic Excellence: MCS Chorus aspires to bring choral work of artistic excellence to the communities of Mississauga.• Community Engagement: MCS Chorus values its audience and the public, and is committed to serving its community through arts and learning programs and presentations.• Learning Organization: MSC Chorus is an organization dedicated to life-long learning, growth and respect for both its members and the communities it serves, to contribute to fulfilling their potential.• Organizational Sustainability: MCS Chorus is committed to developing and maintaining an organization that is supported by a healthy mix of public, earned and raised income, and good governance.• Communication: MCS Chorus is committed to open dialogue and communication with its choristers, members and the public, in all appropriate and accessible means available to the organization.
Strategies	<ul style="list-style-type: none">• Artistic Quality: MCS Chorus aspires to artistic excellence by performing a varied classical inspired choral repertoire that is meaningful and valuable to the community.• Community Engagement: MCS Chorus will build meaningful relationships, engage in lifelong learning and audience development.• Governance and Organizational Effectiveness: MCS Chorus will strengthen governance, organizational capacity and organizational sustainability.• Financial Sustainability: MCS Chorus will be a financially sustainable organization through a balance of earned, raised and public revenue.• Communications: MCS Chorus will communicate effectively both internally and externally with its communities.

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Artistic Quality: MCS Chorus aspires to artistic excellence by performing a varied classical inspired choral repertoire that is meaningful and valuable to the community.	
Goal	Action
Revitalize Choral Concerts for the 21 st century audience	<ul style="list-style-type: none"> • Introduce ‘production values’ and innovative presentation models (choral theatre) to ticketed performances: <ul style="list-style-type: none"> ○ Lighting elements ○ sound effects ○ costuming ○ actors/dancers ○ props and scenery ○ digital media ○ staging • Commission new works
Translate choral masterworks for deeper audience appreciation	<ul style="list-style-type: none"> • Create opportunities for audiences to increase awareness, education and appreciation of classical choral music • Expand repertoire of works of Western Classical period
Present excellent performances of classical choral music which are the inspiration and focus of each concert	<ul style="list-style-type: none"> • Present 3 ticketed concerts each season • Perform in and for strategically selected communities throughout Mississauga • Increase opportunities for next generation and emerging musicians • Develop chorister’s artistic skills
Compete at the regional and provincial level	<ul style="list-style-type: none"> • Prepare competition repertoire (outside of regularly scheduled rehearsals) • Enter regional competition year two of Strategic plan

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Community Engagement: MCS Chorus will build meaningful relationships, engage in lifelong learning and audience development.	
Goal	Tactic
Strengthen choral ensemble skills and engagement	<ul style="list-style-type: none"> • Conduct annual chorister auditions assessments • Establish timeline for completion of deficiencies identified in audition assessments • Provide educational resources and contacts for external musical education • Conduct annual choral workshops
Maintain existing / identify and develop new relationships and partnerships with communities and organizations	<ul style="list-style-type: none"> • Maintain and expand relationships with Senior’s communities to Identify and offer performance opportunities • Collaborate with Mississauga artists and arts organizations to identify and offer performance opportunities • Strengthen relationship with Mississauga Arts Council to: <ul style="list-style-type: none"> ○ identify potential partnerships ○ identify performance opportunities ○ advertise and promote MCS Chorus
Raise the profile of ‘A Gallery of Song’ arts education program	<ul style="list-style-type: none"> • Perform at 9 schools annually within Peel District School Board and/or Peel Catholic School Board; Identify new schools as a priority while maintaining relationships with existing schools • Present Gallery of Song to organizations within Mississauga • Tour the Gallery of Song outside Mississauga • Perform annually at the McMichael Gallery • Perform at the AGO • Perform at the National Gallery, Ottawa • Explore opportunities to perform as ‘artist in residence’, including during Canadian Music Week, at appropriate locations
Strengthen Audience Development initiatives	<ul style="list-style-type: none"> • Survey audience members to determine preferences / disconnect <ul style="list-style-type: none"> ○ General survey annually ○ Specific following each ticketed concert • Develop innovative digital media to attract and engage new audience members • Develop marketing strategies to expand MCS brand within the city

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Governance and Organizational Effectiveness: MCS Chorus will strengthen governance, organizational capacity and organizational sustainability.	
Goal	Tactic
Increase Board strength	<ul style="list-style-type: none">• Perform annual board self-assessment• Develop and implement board succession plan• Define distinct roles and responsibilities of President and General Manager; document clear job descriptions for each• Hire external consultants on specific topics of board responsibilities as appropriate/necessary
Fulfill organization's legal duties and responsibilities	<ul style="list-style-type: none">• Review and update legal policies/duties as required
Strengthen organizational capacity	<ul style="list-style-type: none">• Review and adjust committee structure as required• Review/adjust strategic plan as required
Expand board diversity	<ul style="list-style-type: none">• Recruit board members through all available volunteer postings

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Financial Sustainability: MCS Chorus will be a financially sustainable organization through a balance of earned, raised and public revenue.	
Goal	Tactic
Achieve/Maintain balanced revenue sources (earned, raised, public funding)	<ul style="list-style-type: none">• Maintain relationship with City of Mississauga Culture Division; Ontario Arts Council• Maintain relationship with Rama Mississauga: adhere to schedule; provide opportunities to promote Rama Mississauga; complete reporting requirements• Increase Ticket Sales to capacity audiences• Review and adjust ticket pricing to remain competitive in Mississauga• Expand / increase Concert Program advertising• Continue annual individual donor campaign (Support Something Magnificent)
Prepare for unforeseen financial obligations	<ul style="list-style-type: none">• Maintain reserve fund at 10% of annual budget
Compensate professional artist appropriately	<ul style="list-style-type: none">• Conduct annual salary review including cost of living adjustment• Review and apply AFofM current compensation policies for contracted musicians• Review industry standard compensation for soloists; adhere to standard compensation as near as budget allows

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Communications: MCS Chorus will communicate effectively both internally and externally with its communities.	
Goal	Tactic
Maintain internal communications	<ul style="list-style-type: none">• Weekly rehearsal announcements, including updates from committee chairs/choral rep• Weekly email updates• Annual dialogue with membership• Annually update Member Handbook• Maintain and update member section on website• Provide frequent updates on strong relationship with Rama Mississauga including importance of adhering to agreement between MCS and Rama
Increased external media presence	<ul style="list-style-type: none">• Maintain and update Website• Maintain and update Facebook• Explore feasibility of Instagram, Twitter, etc.• Advertise in available print media in Mississauga and surrounding GTA as appropriate• Advertise, where feasible, in concert programs of other Mississauga arts organizations• Extend advertising through relationship with professional theatres (RBC; LAC; Meadowvale Theatre; etc.)
Review/Update Marketing Plan/Strategy	<ul style="list-style-type: none">• Hire Director of Marketing on a short-term contract• Develop marketing support materials