



Emca

EASTERN MANITOBA CONCERT ASSOCIATION

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STRATEGIC PLAN 2023-2025



EASTERN MANITOBA CONCERT ASSOCIATION

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Preface

The Eastern Manitoba Concert Association is very pleased to share our vision, mission, values, priorities, and planned strategies/activities for the next three years. The **2023-2025 Strategic Plan** is the result of thorough review and discussions that took place October and December 2022 for the purpose of establishing a clear, unified sense of priorities and direction.

A collaborative approach was taken within the planning process, and it resulted in a wide variety of ideas and opinions to consider. Every piece of information received was reviewed in a systematic manner that allowed the priorities and values to rise to the top.

It is our hope that all people associated with the Eastern Manitoba Concert Association, take some time to review the Strategic Plan. The vision, mission, values and priorities of the organization will be considered within all future planning efforts associated with the Eastern Manitoba Concert Association.

By directing multiple efforts of many people towards these priorities, we will make the significant impacts we seek.

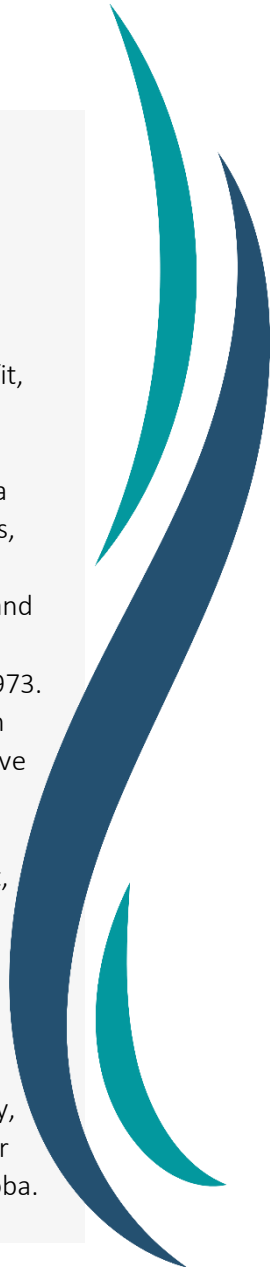
Sincerely,

The Board of the Eastern Manitoba Concert Association

Lori Evenden, President	Denise van den Bussche	Wendy Tod
Terry Hayward, Vice-President	George Gibson	Gail Shillinglaw
Karen Sargent, Treasurer	Jennifer Hart	Rich Hamon
Alanna Wilcox, Secretary	John Tait	George Montgomery
Bonnie Johnson	Judy Platford	Margaret Koroll
Caron Hare		

Contributing to cultural life in Eastern Manitoba

As an incorporated non-profit, volunteer organization, the Eastern Manitoba Concert Association has maintained a professional venue for artists, provided educational opportunities for students, and enriched the cultural life of Eastern Manitobans since 1973. In its long history, more than 200 citizens of the region have been a volunteer Director at one time or another – combining fun, achievement, community enrichment, a quality venue, an audience for artists, and of course, enjoyment of the concerts. As a result, EMCA has grown deep roots in the community, and is a valuable and popular institution in Eastern Manitoba.



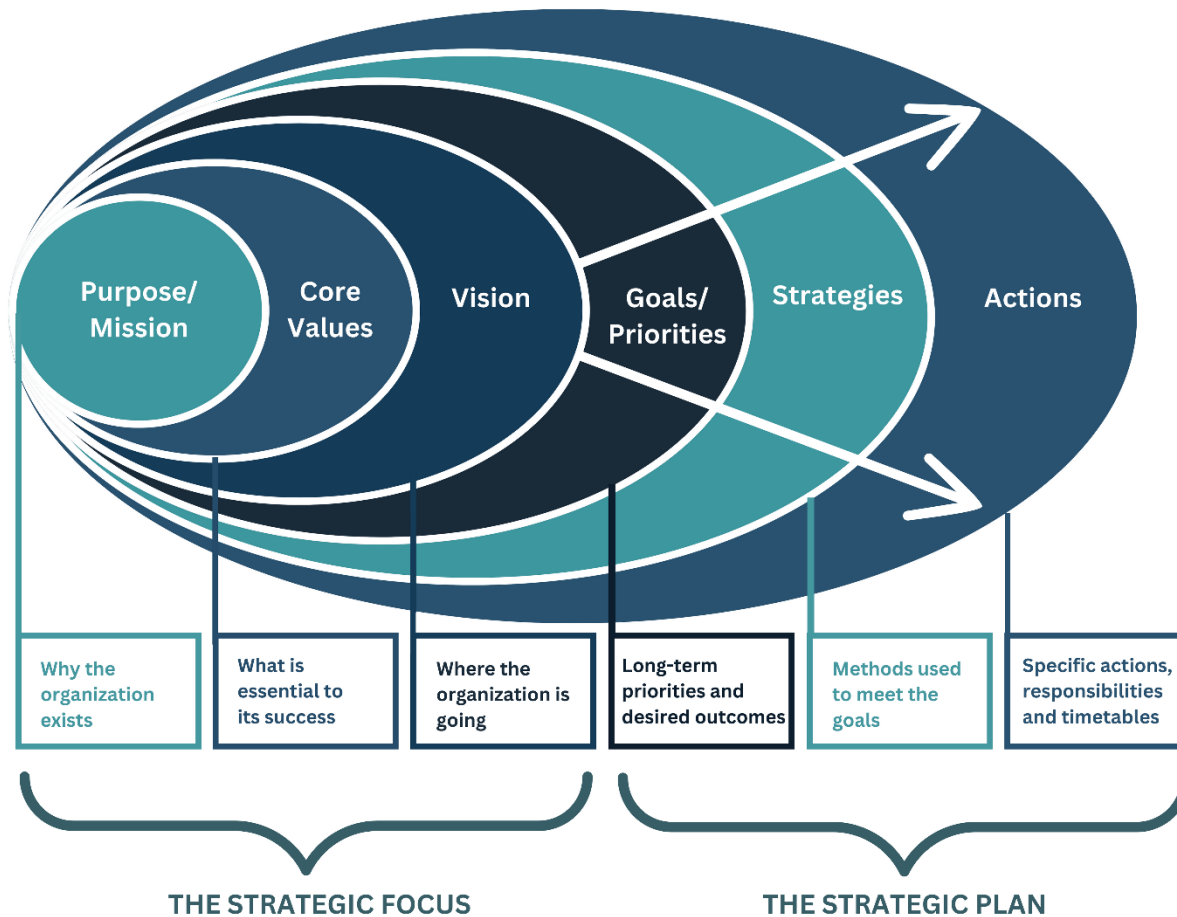
Strategic Planning Process Overview

In October 2022, the Eastern Manitoba Concert Association conducted a strategic planning process with consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5-year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine ways to make the vision a reality.

Timeframe	Process Step	Description
October 2022	First Strategic Planning Session	The Board met with CFWR to discuss the existing mission, vision, and value statements, to identify opportunities and challenges, and to determine the priorities of the organization for the next three years.
November 2022	Documentation	Meeting notes from the first session were developed by CFWR and provided to the Eastern Manitoba Concert Association for review.
December 2022	Second Strategic Planning Session	The Board met with CFWR a second time to review new mission, vision, and value statements, determine goals, strategies, and activities, and to formulate an action plan for the next three years.
December 2022	Documentation	Meeting notes and the draft Strategic Plan and draft Action Plan were developed by CFWR and provided to the Eastern Manitoba Concert Association for review.
February 2023	Third Strategic Planning Session	The Board met with CFWR a third time to review and approve priorities and goals, and finalize the action plan for the next three years.
February 2023	Documentation	Meeting notes and the draft Strategic Plan and draft Action Plan were developed by CFWR and provided to the Eastern Manitoba Concert Association for review.
February 2023	Review and Adoption	The Board reviewed the strategic plan. Plan was revised based on input and adopted by the Board following the final review.
2023-2025	Implementation	The plan is communicated, implemented, monitored, adjusted as required, evaluated, and celebrated.
Annually	Annual Planning	The strategic plan is reviewed and considered within operational planning and budgeting processes of the organization each year.

Planning Model

The following planning model was developed to visually depict the various planning components.



Planning Model Notes

1. The planning components are shared among all Board members.
1. The Board will review and determine goals and strategies on a regular basis. *NOTE: The goals and strategies within the Strategic Plan were identified in December 2022. Additional goals and strategies (related to the priorities) identified should be added to the Strategic Plan at regular times (i.e. quarterly).*
2. Board to track progress made towards the objectives and strategies determined within this Strategic Plan.
3. Specific projects, strategies or other initiatives can be planned and tracked in more detail using the **Action Plan Template** included as a separate document.

About the Eastern Manitoba Concert Association

Mission | Our purpose

EMCA proudly promotes and supports performing arts and a passion for music by hosting quality, live entertainment experiences for everyone to enjoy together in the beautiful, rural setting of Pinawa, Manitoba.

EMCA provides quality, live performances, close to home

The EMCA formula is simple: deliver quality concerts and a rewarding community volunteer experience.

EMCA has presented over 300 professional performances of Manitoban, Canadian and International artists. More than 25 Juno Award Winners, numerous Prairie and East Coast Music Awardees, and even Grammy or Oscar recipients have performed on the EMCA stage.

EMCA gives Eastern Manitobans A-list performances at very affordable prices.

Values | Guiding principles that determine how we operate

The following values describe the philosophy from which our organization operates. We commit to, encourage, and support the following guiding principles:

- P**ositive, powerful experiences
- E**xcellent, high quality events
- R**espectful, effective communications
- F**riendly, accessible environment
- O**pen, inclusive community
- R**esourceful, collaborative organization
- M**emorable, artistic discovery

About the Eastern Manitoba Concert Association

Vision | What we desire for the future

An evening with EMCA takes our diverse audiences on a journey of musical and artistic discovery. Our EMCA family continues to grow as more people from our communities experience memorable social outings, enjoying quality live performances close to home.

Services | What we offer

The following **core services** and **functions** are performed for the community:

- ❖ Host annual concert series showcasing diverse talents and genres
- ❖ Partner with public schools to provide opportunities for students to expand their musical horizons
- ❖ Award post-secondary scholarships to students pursuing a future in performing arts
- ❖ Collaborate to provide technical services and support for community events/fundraisers

Organizational Aims | Core functions we perform

The following **core services** and **functions** are performed by the EMCA Board of Directors:

- ❖ Govern and manage the organization in an accountable manner
- ❖ Promote the organization and its programs
- ❖ Select, book, co-ordinate, host, and evaluate concerts
- ❖ Promote EMCA membership for audiences of all ages
- ❖ Recruit and retain required human, financial, and material resources
- ❖ Provide scholarships for residents in the Whiteshell School District and Sunrise School Division



Priorities

Priorities reflect the important issues, opportunities, and key focus areas that when addressed, will allow the Eastern Manitoba Concert Association (EMCA) to flourish. From 2023-2025, EMCA will strategically focus efforts around the following priorities. *Please note the priorities are not listed in any particular order of importance.*

- 1** Governance and Administration
- 2** Audience Diversification and Experience Development
- 3** Facility and Infrastructure
- 4** Awareness and Education



Strategic Goals

Goals reflect your desired outcomes and describe the areas that the Eastern Manitoba Concert Association will focus their efforts on for the next 3 years. A number of goals have been identified for each priority. Please note the priorities are not listed in order of importance. ***It is important to note that additional goals should be inserted into the Strategic Plan, as they are identified.*** The components within the strategic plan set the foundation for the 2023-2025 Action Plan. Each year, the EMCA Board will review the strategic plan and identify strategies, projects, and activities that they will take on to help impact each goal and the bigger vision. The choices made will create an annual operating plan that EMCA will document and implement.

1 Governance and Administration

- 1.1 Improve Board functions by updating the constitution and creating the necessary supporting documents to ensure transference of lead roles.
- 1.2 Establish and maintain protected access to EMCA's electronic documents.
- 1.3 Ensure required financial, human, and material resources are in place to effectively reach our strategic goals, provide quality services, and carry out operations.

2 Audience Diversification and Experience Development

- 2.1 Increase the number of concert attendees by enhancing the overall concert experience.
- 2.2 Streamline online processes.
- 2.3 Achieve a total of 300 membership subscriptions per year by 2025.
- 2.4 Extend our audience reach to new communities and groups through various target marketing strategies.
- 2.5 Encourage Indigenous engagement.

Strategic Goals


3

Facility and Infrastructure

- 3.1 Enhance concert experience through the improvement of infrastructure.
- 3.2 Vision and plan for a potential Performance Arts Centre and explore revenue sources to ensure sustainable funding for the project.
- 3.3 Raise sufficient funds for lighting system upgrade.

4

Awareness and Education

- 4.1 Increase awareness of EMCA and the benefits of being a member.
 - 4.2 Ensure both scholarships are awarded to residents in the Whiteshell School District and Sunrise School Division on an annual basis.
 - 4.3 Engage youth and local talent in a minimum of two performances in the 2023-2024 season.
 - 4.4 Increase awareness of EMCA and the services we offer by supporting community events and fundraisers.
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