MARITIME conservatory

BUILDING FOUNDATIONS FOR EXCELLENCE

Strategic Plan 2023-2026

FOUNDATION STATEMENTS (these statements are currently in Board review)

Vision

To be a recognized leader of performing arts education and music therapy for all ages and at all stages of learning, offering instruction to an expanding community based in our heritage home in the heart of K'jipuktuk (Halifax).

Mission

The Conservatory strengthens the artistic community and cultural life of Nova Scotia and the Maritimes by training and nurturing future artists. It inspires a lifelong love of artistic expression for all through high quality music and dance instruction and programming.

Mandate

1. *Demographics*

a. To provide programming in K'jipuktuk (Halifax), welcoming students of all ages, identities, and abilities from across the Maritimes and beyond.

2. *Programming*

a. To provide quality music and dance education.
b. To provide programs for recreational, pre-professional and professional dance and music students with a focus on technique, theory, and performance.
c. To provide teacher training opportunities in music and dance, including a teacher training diploma program in dance.
d. To provide a Music Therapy Program that serves both individuals and partner organizations, and to assist in the training of Music Therapy professionals through internships.
e. To provide performance opportunities for students.

3. ***External Relations***

a. To foster and support outreach programming that provides education and enrichment opportunities to community members on and off-site.

4. ***Facilities and Resources***

a. To maintain and improve the resources necessary to support our mandate.

b. To manage, care for, and improve our heritage building to ensure safe and productive space for learning, performance, and to maintain it as an asset for the broader community.

C. To cultivate partnerships that will assist us in our role as caretakers of an historic community asset.

VALUES

Diversity and Inclusion – we encourage and welcome everyone and their differences in identity, skills and talents;

Equity and Accessibility– we strive for equitable access to opportunities in all our programs and offerings;

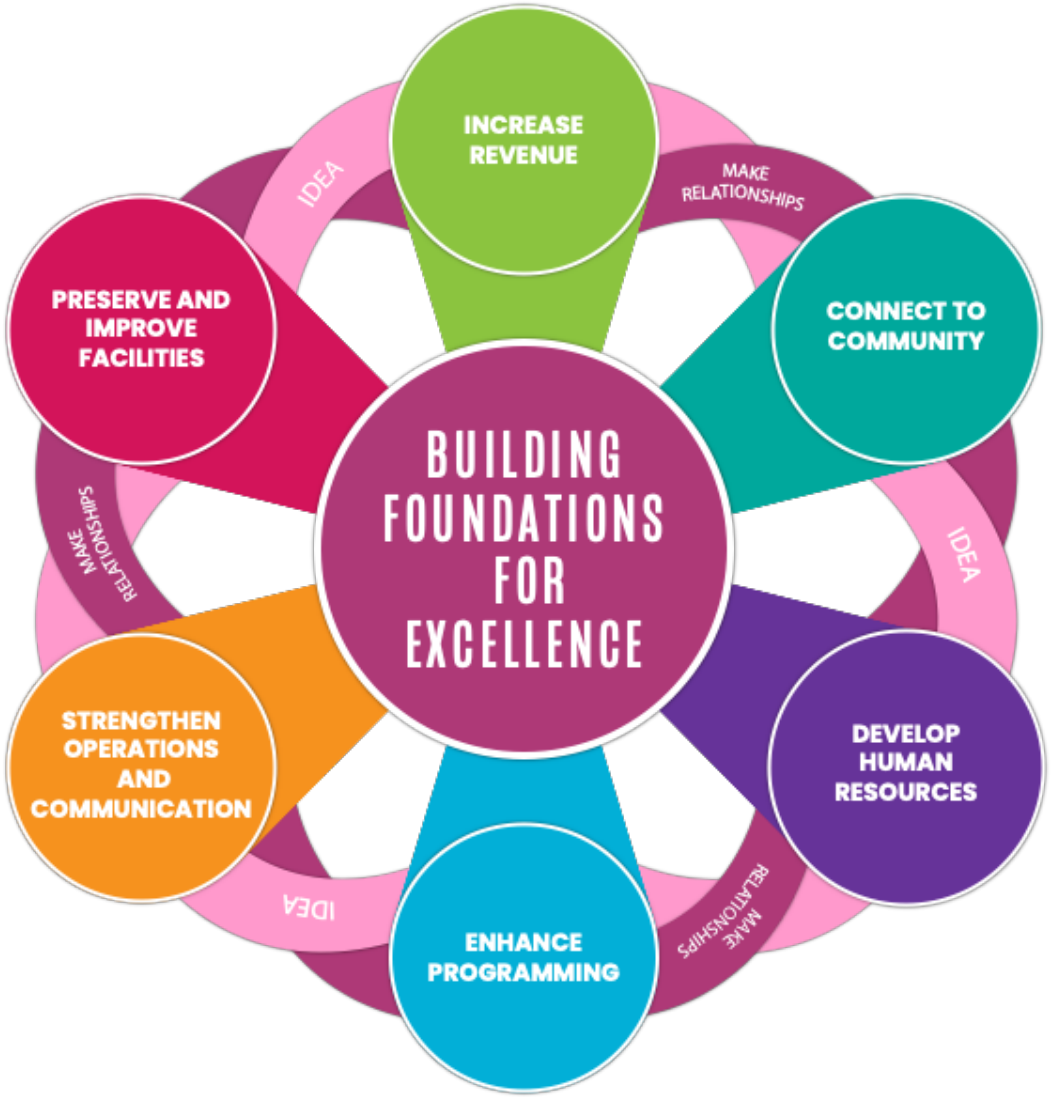
Respectful engagement – we support the dignity and rights of all by nurturing a culture of respect in all our endeavours;

Integrity, honesty and transparency **-** we act ethically in all our endeavours;

Excellence – we support individual and group achievement by providing excellence in all of our instruction and programming;

Creativity – we encourage creativity, new ways of thinking, and artistic risk taking;

Community – we support the growth and development of our internal "family" of students, faculty, staff, and Board, while actively nurturing external connections to other artistic, educational and public communities.



STRATEGIC PRIORITIES

This Strategic Plan's overarching theme, priorities, and unifying concepts are visualized in the diagram above. The overarching theme, ***Building Foundations for Excellence***, encompasses the essential work of the next three years. The six identified priorities: ***Increase Revenue; Connect to Community; Develop Human resources; Enhance Programming; Strengthen Operations and Communication;*** *and* ***Preserve and Improve Facilities,*** unify to achieve this work. The underlying concepts: ***Make Relationships*** and ***IDEA - Inclusion, Diversity, Equity, and Accessibility*** provide through-lines for action.

STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

1. **INCREASE REVENUE** ***to sustainably support human resources, programming, operations, and facility.***
   - 1.1. Grow earned revenue with a focus on increasing enrolment.
   - 1.2. Ensure institutional preparation for Private Sector fundraising activity.
   - 1.3. Develop an Annual Giving Program to support operations and projects.
   - 1.4. Raise additional funds annually to support larger Special Projects.
   - 1.5. Build the plan and foundations for a Capital Campaign.

2. **ENHANCE PROGRAMMING** ***directions to ensure integration of programming needs with institutional planning.***
   - 2.1. Enhance a unified artistic vision that included articulated visions for the School of Music and the School of Dance.
   - 2.2. Continue to prioritize areas of focus for programming growth over the next three years.
   - 2.3. Build a 5 year program development model.

3. **PRESERVE AND IMPROVE FACILITIES:** ***preserve, improve, green, and adapt facilities for programming, profile, accessibility, and safety.***
   - 3.1. Repair and Maintenance: develop and implement a prioritized three-year plan for building repair and maintenance.
   - 3.2. Improvement: develop and implement a three-year plan for capital improvement and equipment needs.
   - 3.3. Adaption: develop a plan for expansion, reconfiguration of facilities, and/or use of external facilities.

4. **DEVELOP HUMAN RESOURCES** ***needed to support organizational directions and success.***
   - 4.1. Develop policies, plans and processes for HR leadership and accountability.
   - 4.2. Strengthen Board governance and composition.
   - 4.3. Enhance working conditions to support recruitment, commitment, and retention of faculty.
   - 4.4. Clarify staffing requirements and job descriptions to ensure appropriate staff and administrative complements.

5. CONNECT TO COMMUNITY ***to benefit from outside thinking, build relationships and broaden reach and impact.***

5.1. Create dialogue to develop better mutual understanding and inform future planning for effective contribution.
5.2. Develop collaborative partnerships with peer and like-minded organizations in the community.
5.3. Advocate and build relationships with individuals and organizations.

6. **STRENGTHEN OPERATIONS AND COMMUNICATIONS** ***to ensure efficient and effective activities.***

6.1. Improve financial management systems, reporting, and analysis for decision making.
6.2. Improve data management to support activity and build stronger relationships with clients and supporters.
6.3. Streamline operating policies and procedures.
6.4. Develop communications, a base of common knowledge, and unified visions and messaging.

UNIFYING CONCEPTS

Make Relationships identifies the importance of connecting with others to create an open organization that shares, benefits and learns from its external relations.
IDEA – Inclusion, Diversity, Equity and Accessibility increasingly shapes thinking and drives action in all the areas of strategic priority. Entwined with making relationships, IDEA builds a broader community with agency to participate at all levels.

STRATEGIC ACTIONS

The following sections provide both context and a three-year road map of recommended actions designed to support the objectives identified through the planning process. As with many Strategic Plans there is a considerable amount slated to do in Year 1, however some of this work is already underway as the Conservatory gained valuable information through the Appreciative Inquiry, Discussion Paper, and Eco-Cycle processes.

Some of these actions require increased expenditure or human resources; also some assumptions have been made regarding revenue. As proposed budgets for the years concerned were not available at the time of developing and writing the plan, the Board will need to evaluate the organization's capacity and adjust actions accordingly. This plan is meant to be a living document that Board and Senior Staff can adjust, moving actions forward or back as situations require.

Strategic Priority 1 – Increase Revenue

1. Goal: Increase Revenue to sustainably support human resources, programming, operations, and facility.

Context: Over the years the Conservatory has generally earned significant revenue from tuitions and has received some substantial donations from local individuals, family Foundations, and estates. However, with increased awareness of the need for sustainable, regular, infusions of operational and capital funds, it has become urgent to professionalize the planning and implementation of all revenue generation streams to facilitate continued organizational health and growth.

Key to Increasing Revenue is the understanding that this must be done sustainably so that it protects financial, human, and physical resources. *Ensuring a focus on profitability*, with attention to budgeting for cost controls, will be essential. Expenditure decisions should be made with consideration of net gain and return on investment (ROI).

We have suggested using a Fundraising Consultant to mentor staff and board, develop a cohesive fundraising plan (including preparation for a capital campaign), and assist with developing the Case Statement. This model, paired with part time clerical/admin support, would provide overview and a cost effective use of skills, but leaves more implementation to senior staff. If fundraising targets are not unreasonably increased this is feasible. We are aware of the desire to hire a full-time fundraising professional; if resources allow, and there is administrative support, this could be a possibility.

Earned Revenue Generation is central to the organization's operational stability and there is already a healthy focus on maximizing tuition revenue, although more can be done.

Private Sector Fundraising, which includes Major Gifts, Annual Giving, Special Events, Foundations, Corporate Support, Special Project support and a Capital Campaign for facility Improvement is in much earlier stages of development and needs to be prioritized. The Conservatory is taking the first step with its intention to engage fundraising expertise assistance. It will be essential to weigh internal staff skills and capacity with the ongoing costs of fundraising expertise. There should be consideration given to balancing more expensive consulting expertise with lower cost clerical assistance to manage processes.

Public Sector Fundraising – There are limited public funds available for operations for educational organizations. Projects that utilize professional artists build community are usually more fundable. Investment of time and research on funding to improve facilities has good potential for success.

1.1 *Grow earned revenue with a focus on increasing enrolment.* *(Strategic Leadership: Director and Deans; participants: Administrative staff, Faculty)*		
2023-24	**2024-25**	**2025-26**
Set targets for earned revenue based on projections for increased enrollment and potential for fee increases.	Review and adjust as necessary.	Review and adjust as necessary.
Explore opportunities to increase other earned revenue (rentals, merchandise, etc.).	Continue to explore opportunities and implement as appropriate.	Continue to explore opportunities and implement as appropriate.

1.2 *Ensure institutional preparation for Private Sector Fundraising activity.* *(Strategic Leadership: Director and Development Consultant; Participating: Marketing and Design Officer, Fundraising Committee, Board, Deans, and Administrative Staff)*		
2023-24	**2024-25**	**2025-26**
Hire a development consultant to assist with mentoring of the Director, development of a fundraising plan and case statement, and provide support to staff in implementation.	Evaluate requirements and internal capacity for ongoing fundraising and hire as needed.	Evaluate requirements and internal capacity for ongoing fundraising and hire as needed.
Initiate institution-wide program of Development/Fundraising education to establish an MCPA culture of philanthropy.	Continue to develop an internal fundraising culture and focus.	Continue to develop an internal fundraising culture and focus.

Develop a comprehensive fundraising plan for annual giving, special project funding, and preparation for a capital campaign; set defined targets to support budget processes.	Evaluate and revise the fundraising plan as required.	Evaluate and revise the fundraising plan as required.
Create a comprehensive case for support with clear opportunities and benefits.	Develop, approve, and implement fundraising policies.	Review, evaluate and revise the case for support.
Identify administrative and clerical support requirements and hire as required.	Evaluate needs and internal capacity and hire as required.	Evaluate needs and internal capacity and hire as required.
	Develop a system to track fundraising initiatives, expenditures, and results; analyze for accountability and return on investment.	Evaluate and improve tracking system and accountability.
Segment mailing lists for fundraising purposes, identifying desired fields for new data collection; generate new additions through digital channels and live events.	Continue to generate new additions, and clean and incorporate older mailing list information.	Continue to generate new additions, and clean and incorporate older mailing list information.
Provide the Director and administration with training opportunities in fundraising planning, processes, assessment, and evaluation.	Continue with training and mentorship as needed.	Continue with training and mentorship as needed.

1.3 *Develop an Annual Giving Program to support operations and special projects.* *(Leadership: Director and Development Consultant; Participating: Accountant, Marketing and Design staff, Fundraising Committee, Board, Deans and Administrative Staff)*		
2023-24	**2024-25**	**2025-26**
Set achievable annual targets based on:	Review and revise targets annually.	Review and revise targets annually.

• unrestricted donations from past years • estimated Income from planned special asks and events		
Create a specific plan for Annual Fundraising identifying the number of group appeals per year, timing of asks, content, and messaging of appeals.	Evaluate previous year results and revise planning as required.	Evaluate previous year results and revise planning as required.
Consider special fundraising or friend-raising events or initiatives to contribute to annual fund; evaluate resources required against potential return.	Evaluate previous year results and revise planning as required.	Evaluate previous year results and revise planning as required.
Develop and implement a plan for thanking and recognizing donors.	Create and implement a plan to steward annual donors and recognize their contributions.	Continue to evaluate and improve stewardship and recognition.

1.4 ***Raise additional funds annually to support larger special projects through major gifts, foundations, and public project funding.*** *(Strategic Leadership: Director and Development Consultant; Participating: Accountant, Marketing and Design staff, Fundraising Committee, Deans, administrative staff)*		
2023-24	**2024-25**	**2025-26**
Develop a list of specified opportunities for special project fundraising. Identify two priority projects and develop budgets. Identify best potential sources for major funding in the private, foundation, and public funding sectors and begin to make requests.	Secure funding and implement project one. Research and apply for funding for project two.	Secure funding needed for project two and implement.

	Develop a major gift strategy with opportunities for individual giving; identify candidates utilizing past data, and new connections from MCPA inner circles and targeted research.	Continue to strengthen the major gift strategy and planning
Develop and implement a plan for thanking and recognizing Special Project supporters.	Develop and implement a plan to steward contributors.	Continue to evaluate and improve stewardship and recognition.

1.5 *Build the plan and foundations for a Capital Campaign.* *(Strategic Leadership: Director, Consultant, Fund Development Committee; participants: Deans, Administrative staff, and faculty)*		
2023-24	**2024-25**	**2025-26**
	Outsource the creation of a Capital Fundraising Plan.	Review and revise as necessary.
		Begin preparatory work for Capital Fundraising including revising the case statemen, capital donation policies, benefits, staffing plan, and identification of leaders for a Capital Cabinet.
Begin advocacy work with public and private funders to develop relationships and awareness.	Continue advocacy work and explore public funding opportunities.	Continue advocacy work.
Strengthen relationships with philanthropic, and private donors.	Continue to build relationships towards the development of lead donations and participation in a Capital Campaign Cabinet.	Continue to build relationships towards the development of lead donations and participation in a Capital Campaign Cabinet.

Strategic Priority 2: Enhance Programming

2. Goal: Enhance Program directions to ensure integration of programming needs with institutional planning.

Context: Programming for Dance and Music is led by the respective Deans, who have worked both individually and in collaboration to develop a multiyear approach to growth and development. This has had a positive impact on the organization, and on its faculty, students, and collaborators. Because programming is at the heart of all the Conservatory does it has been included as a strategic priority. The goals and objectives below are designed to follow and enhance the excellent work done to date, ensuring that programming will continue to be at the forefront of all Conservatory activity.

2.1 Enhance a unified artistic vision for the MCPA that includes articulated visions for the School of Music and the School of Dance. *(Strategic Leadership: Deans; Participants: Director and Board)*		
2023-24	**2024-25**	**2025-26**
Enhance the current articulation of the artistic vision to reflect the common values of the School of Dance and the School of Music.	Review and modify as necessary.	Review and modify as necessary.
Articulate independent, detailed, long-term visions for the School of Dance and the School of Music.	Review and modify as necessary.	Review and modify as necessary.
	Work with Director and Board to develop an institutional vision document for the Conservatory.	Review and modify as necessary.

2.2 Continue to p*rioritize areas of focus for programming growth over the next three years.* *(Strategic Leadership: Deans, Director; Participants: Design and Marketing Officer)*		
2023-24	**2024-25**	**2025-26**
Analyse enrollment data and provide projections for the number of students over 3-years; include projections of new students and student retention.	Review and adjust as necessary.	Review and adjust as necessary.
Prioritize individual programs or classes for focused attention on growth; work with Marketing Officer to determine audiences and materials for both student retention and new student enrollment for prioritized programs and classes.	Review and adjust as necessary.	Review and adjust as necessary.
Prioritize consideration of programming for under-represented, marginalized, and BIPOC/LBGTQA2S communities	Continue to develop initiatives that support these communities	Continue to develop initiatives that support these communities
Prioritize facilities and equipment needs over 3 years. With management create a 3 year plan and budget for facility and equipment improvement.	Review and adjust as necessary.	Review and adjust as necessary.

2.*3 Build a 5 year program development model.* *(Strategic Leadership: Deans and Director; Participants: Staff Accountant, Infrastructure Committee)*		
2023-24	**2024-25**	**2025-26**
		Develop a 5-year programming development model including projections for the necessary financial, facility, and human resources.

STRATEGIC PRIORITY 3 – PRESERVE AND IMPROVE FACILITIES

3. Goal: Preserve, improve, green, and adapt facilities for programming, profile, accessibility, and safety.

Context: The Conservatory building is seen as a valuable asset that also requires considerable expenditure of resources. Ongoing maintenance, immediate needs for repair, and a vision for significantly improved and expanded useable space are key issues for the organization. Further, the age and significance of the building make understanding the concerns of stewardship of heritage properties a priority.

3.1 Repair and Maintenance – Develop and implement a prioritized three year plan for building repair and maintenance. *(Strategic leadership: Director; participants: Staff Accountant, Deans, Infrastructure Committee)*		
2023-24	**2024-25**	**2025-26**
Prioritize, budget and schedule remediation of health and safety issues including: security cameras, peeling paint in Kindermusik rooms, pest control, and asbestos impact analysis.	Review and adjust as necessary.	Review and adjust as necessary.
Incorporate general scheduled repair & maintenance as recommended in the Pinchin report plus budget lines; schedule for ongoing cleaning and painting.	Review and adjust as necessary.	Review and adjust as necessary.
	Identify MCPA accountability for green solutions and heritage implications for repair, maintenance and renovation.	Explore options for funding and apply as appropriate.
Nurture relationships with officials from Municipal, Provincial and Federal Heritage agencies.	Continue implementing.	Continue implementing.

3.2 Improvement – Develop and implement a three-year plan for capital improvement and equipment needs *(Strategic Leadership: Director and Staff Accountant; Participants: Deans, Administration, Infrastructure Committee**)***		
2023-24	**2024-25**	**2025-26**
Build a 3-year plan, budget and schedule for capital improvement and equipment, identifying and addressing as appropriate the Deans' list of facility and equipment needs/wishes, including accessibility.	Review and adjust as necessary.	Review and adjust as necessary.
Develop and implement interim solutions for storage and office space.	Review and adjust as necessary.	Review and adjust as necessary.
	Identify and plan for potential enhancements for public spaces and budget as appropriate.	Review and adjust as necessary.

3.3 ***Adaption – Develop a plan for expansion, accessibility, reconfiguration of facilities, and/or use of external facilities in accordance with programming needs, capital campaign goals, and heritage property guidelines.*** *(Strategic Leadership: Director and Infrastructure Committee; Participants: Deans, Staff Accountant, and Fund Development Committee)*		
2023-24	**2024-25**	**2025-26**
	Establish unified goals based on programming and institutional vision for growth, including underused spaces such as the basement, or potential external or shared spaces.	Review and adjust as necessary.
	Build budgets for projected revenue and expenditure needed to achieve expansion goals; discuss and modify goals as appropriate.	Review and adjust as necessary.
	Generate funds for an architectural plan**.**	Engage consultant for architectural plan.

STRATEGIC PRIORITY 4 – DEVELOP HUMAN RESOURCES

4. Goal: Develop the Human Resources needed to support organizational directions and success.

Context: The Conservatory is heavily dependent on its Human Resources: employees, contract faculty, external sub-contracts, Board members, and volunteers. In the past, conflicts among Board, senior staff and faculty, as well as inadequate or poorly managed HR processes, have been detrimental to the organization and its success.

Robust Human Resource training, planning, policies, procedures, and processes, at both governing and operational levels, are essential. While some of this work has been done, Strategic Planning has identified gaps. This plan recommends areas for future focus. Among the included areas is the development of an IDEA - Inclusion, Diversity, Equity and Accessibility Committee.

4.1 *Develop policies, plans and processes for HR leadership and accountability.* *(Strategic Leadership: Board HR Committee; Participants: Consultant, Director, Deans, Board Policy and Procedure committee, administration, and faculty as required)*		
2023-24	**2024-25**	**2025-26**
Re-evaluate the Terms of Reference and composition of the Human Resources Committee; seek approval by Board.	Review and revise as required.	
With a consultant identify the HR roles and responsibilities of Board and Senior staff.	Annually evaluate for accountability; review and revise as necessary.	Annually evaluate for accountability; review and revise as necessary.
Implement an overview training session for Board and Senior staff on basic HR functions.	Create and begin implementation of a two-year HR training plan for Board and Staff (including administration and faculty as required).	Review and revise training plans as required.
Gather all HR related policy and procedure documents; review and revise as necessary; submit for approval.	Identify gaps in HR governing and operational HR policies and procedures and develop a plan to address the gaps.	Begin development of a comprehensive HR Policy and Procedures manual.

	Review the Macdonald HR Consultation report and ensure the policy and procedure around internal conflict and lines of authority are included in HR documents.	
Examine how IDEA values are reflected in policy and procedure.	Develop an ad hoc IDEA committee with terms of reference and clear objectives.	

4.2 Strengthen Board Governance and Composition. *(Strategic Leadership: Executive Committee; Participants: Board members and Nominating Committee)*		
2023-24	**2024-25**	**2025-26**
	Create a plan for Board Governance training and leadership development; implement initial steps.	Continue to implement Board Governance training.
Create an annual workplans for Board and Committees using recommended action steps from the Strategic Plan as a guide.	Continue to create annual workplans for Board and Committees based on Strategic Plan and other identified needs.	Continue to create annual workplans for Board and Committees based on Strategic Plan and other identified needs.
	Work with Nominating Committee to identify Board needs for the longer term.	Continue to work with Nominating Committee on identifying needs.
	Establish a voting member past President position to support continuity and skill development.	
Ensure regular Senior staff reporting on HR issues.	Ensure regular Senior staff reporting on HR issues.	Ensure regular Senior staff reporting on HR issues.

4.3 Enhance working conditions to support recruitment, commitment and retention of faculty. *(Strategic Leadership: Deans and Director; participants: HR Committee, faculty*		
2023-24	**2024-25**	**2025-26**
	Research insurance benefit options and costs; solicit input from stakeholders.	Explore insurance options with faculty.
Survey faculty re satisfaction with working conditions and benefits.	Explore ways to improve working conditions.	Continue to implement improvements to working conditions.

4.4 Clarify staffing requirements and job descriptions to ensure appropriate staff and administrative complements. *(Strategic Leadership: Director; participants: Deans, administration, contract support)*		
2023-24	**2024-25**	**2025-26**
Build a staffing plan to address needs efficiently and within budget.	Develop a comprehensive analysis of staffing, and consultant support needed to manage operations.	Review and revise as needed.
	Review responsibilities and job descriptions and adjust as required.	Review responsibilities and job descriptions and adjust as required.
Evaluate leadership, staff and administration annually; create individual plans to identify goals, enhance job satisfaction, and build required skills.	Continue evaluation and planning.	Continue evaluation and planning.

STRATEGIC PRIORITY 5 – CONNECT TO COMMUNITY

5. Goal: Connect to Community to benefit from outside thinking, build relationships and broaden reach and impact.

Context: Over its long history, and through its extensive faculty and staff networks, the MCPA has initiated many relationships. However, the need for deepening current connections and forging further relationships is paramount to developing future directions that serve both the MCPA and the community. It is advised that particular consideration be given to underserved communities and to the elimination of structural inequities while dialoguing with leadership in areas of interest defined by the MCPA – education, arts training, youth or health, for example. Knowing and being known by your communities supports two-way communication which leads to mutual understanding, identification of genuine needs, opportunities for new collaborations, sharing of organizational vision, and expansion of support.

5.1 C*reate dialogue to develop better mutual understanding and inform future planning for effective contribution;* *(Strategic Leadership: Director and Deans; participants: Board and faculty)*		
2023-24	**2024-25**	**2025-26**
Hold formal meetings with 3 Nova Scotia leaders in priority areas identified by senior management, including IDEA considerations.	Continue with 3 more.	Continue with 3 more.
Identify gaps and needs in the community to inform opportunities for MCPA programming and outreach.	Continue this process	Continue this process

5.2 Collaborations: Develop collaborative partnerships with peer and like-minded organizations in the community to further artistic activity for students and arts professionals. *(Strategic Leadership: Deans; participants: Director and Faculty)*		
2023-24	**2024-25**	**2025-26**

	Develop a minimum of 1 collaboration with a new collaborative partner.	Develop a minimum of 1 collaboration with a new collaborative partner.
Further relationships with historically under-represented communities	Explore options for collaborations	Implement collaborations as appropriate.

5.3 Advocate and build relationships with individuals and organizations to make the Conservatory story known and pave the way for increased connection and support. *(Strategic Leadership: Director and Board Chair; participants: Deans, Board, Faculty)*		
2023-24	**2024-25**	**2025-26**
Plan for and implement ongoing institutional dialogue with arts training institutions and arts advocacy groups.	Review and continue.	Review and continue.
Create plan to deepen connections to elected Federal and Provincial representatives of Government; create opportunities to engage with city counselors for Halifax.	Review and continue.	Review and continue.
	Investigate MCPA representation on boards of key organizations and professional associations as a means to deepen relationships. Implement as appropriate.	Review and continue.
Create a plan for ongoing engagement of potential donors and sponsors that includes research, networking and follow-up assignments.	Review and continue.	Review and continue.

STRATEGIC PRIORITY 6 – STRENGTHEN OPERATIONS AND COMMUNICATION

6.Goal: Strengthen Operations and Communications to ensure efficient and effective activity.

Context: Over the last year the organizational leadership has strengthened many areas, supporting stability and success. However there is still work to be done. Improvements in Operations, particularly in the areas of Financial and Data Management, are needed to ensure organizational health and sustainability.

Financial Management: Considerable efforts have been made during the 2022/23 fiscal year to address historic financial management issues and establish improved procedures. With this basis it should be possible to significantly strengthen tools for budgeting, reporting and analysis that will support Board and staff decision making. Thoughtful planning and set up of the chart of accounts and reporting systems will make this work flow easily.

Data Management: The Conservatory data management systems are still in early stages of development. While there has been some improvement and better use of established and new systems, there is still considerable work necessary to develop fully integrated systems that provide flexible and powerful data management.

Operating Systems: Much effort has gone into improving this area of activity with positive results, but there is still room to work on registration systems.

Communications: While systems for marketing were significantly improved during the 2022/23 fiscal year, a detailed, overarching plan for Communications and Marketing has not been established. This will become increasingly critical as Fundraising activity becomes more fully developed. A Case for Support document with extensive detail on Background, Key Messaging, Current Activity, Stories, Images, Financial History and Projections, Opportunities for Funding, Benefits to Funders, Fundraising Policies, etc. will be a cornerstone that can be drawn upon to support integrated Fundraising, Relationship Building, and Marketing.

6.1 Improve financial management systems, reporting and analysis for decision making. *(Strategic Leadership: Treasurer and Staff Accountant; participants: Finance Committee, Director, Deans)*		
2023-24	**2024-25**	**2025-26**
Review and improve systems and policies for financial management, accountability, and reporting including: budgeting, AR/AP, payroll, cash flow, cost centre analysis, trend analysis, and quarterly reprojections.	Continue to monitor and improve systems as required.	Continue to monitor and improve systems as required.
Explore opportunities to reduce and control expenditures, implement as appropriate.	Continue to work on control of expenditure.	Continue to work on control of expenditure.
	Explore options for allocation of revenue and expense to programming centres.	Implement allocation of revenue and expense to programming centres as appropriate.
Implement achievable revenue-based budgeting. Identify priorities for funding when additional revenue becomes available.	Continue revenue-based budgeting.	Continue revenue-based budgeting.

6.2 Improve data management to support activity and build stronger relationships with clients and supporters. *(Strategic Leadership: Director and Design and Marketing Officer; participants: Administrative Staff, Fundraising Staff, Communications Committee, Fund Development Committee)*		
2023-24	**2024-25**	**2025-26**
	Engage consultant to conduct a review of current data management systems related to marketing, fundraising, communication, rentals, and client	Implement recommended changes as appropriate.

	services; search for a fully relational database.	
Develop and improve current mail and e-mail lists, identifying consistent fields for data collection, taking into account future uses of information.		Transition to new data management systems as appropriate and financially viable.
	Extract useable data from other previous lists (possible student intern project).	
Improve and implement systems to capture data from event registrations and ticket sales, mailing list sign up, and organizational/personal networks (with permission).	Set targets and continue to capture data.	

6.3 Streamline Operating Policies and Procedures *(Strategic Leadership: Director, Deans; participants: Administrative Staff, Design and Marketing Officer, Staff Accountant; Board Policy and Procedures Committee to Review)*		
2023-24	**2024-25**	**2025-26**
	Explore options for streamlining the registration process; link to data management review.	Implement as appropriate.
Review the process for scheduling classes and private use of spaces.	Implement changes as appropriate.	Review and revise as necessary.
Review the process for change-overs between room bookings.	Implement changes as appropriate.	Review and revise as necessary.
	Consider ways to ensure technical support for faculty, renters, performance.	Implement stable technical support as appropriate.

Continue to review and expand operating policies and procedures.	Submit for review and approval by Board committee.	Create a manual for operating policies and procedures; make available to faculty, staff, Board.

6.4 Develop communications and a base of common knowledge, and unified vision and messaging. *(Strategic Leadership: Director; participants: Marketing and Design Officer, Deans, Board)*		
2023-24	**2024-25**	**2025-26**
Strengthen planning with annual priorities and goals, a schedule of activities and deadlines, and opportunities for regular planning, review and evaluation.	Continue to improve detailed annual planning.	Continue to improve detailed annual planning.
	Analyze current and prospective audiences to identify best targets and channels for messaging.	
Establish metrics for communications.	Measure and analyze impact of communications. Revise as appropriate.	Measure and analyze impact of communications. Revise as appropriate.
Ensure regular, scheduled communication to students and parents from designated sources to eliminate confusion and messaging overload.		
Share the Strategic Plan widely with internal stakeholders and with external stakeholders as appropriate.		
		Engage students and parents in committee work where appropriate.