Canadian Celtic Choir - Mission, Vision, Values, Strategic Pillars and Tactics 2024- 2025				
Mission: The Canadian Celtic Choir presents an innovative repertoire featuring Celtic and Canadian music that engages and delights our audiences.				
Vision: The choir is widely recognized for their inspiring performances of Celtic and Canadian music.				
Values: Excellence – Innovation – Integrity – Inclusivity – Collegiality				
	Vice President to monitor operational activities and			
Strategic Pillars and Tactics	**Person/Group to Assign Operational Responsibility**	**Lead Person(s) 2023**	**Accept for 2024/2025**	**Results**
Enhance Choir Development and Performance				
Continue to improve sight reading, rhythm and dynamic notations knowledge level of choir through scheduled sessions outside of regular practice	Conductor	Paul Grambo	Pre-Rehearsal Music Reading and Comprehension Session will be postponed until the New Year. Re-evaluated then.	Not accomplished. Intended to restart in January but schedule did not allow it.
Perform music that is primarily Canadian and Celtic inspired, with the exception of specific holiday-nspired music.	Conductor	Paul Grambo	In collaboration with Steve Holowitz, we're working to include new and popular Canadian and international works with a Celtic feel. Additionally, we're looking for opportunities to rework non-Celtic pieces to fit the Celtic genre.	Achieved all goals
Develop a core repertoire of 1-3 off-book pieces each year for use in short notice concerts or social gatherings	Conductor	Paul Grambo	Work on 1 new off-book piece per season while keeping any currently memorized pieces fresh and prepared. This will include a Christmas offering.	In process
Build and maintain relationships with artists who match our genre, with preference given to local artists, to enhance concert entertainment value.	Conductor	Paul Grambo	When non-choir musicians are needed preference will be given to local artists who match and/or enhance our genre.	Achieved all goals. Any guest musicians will be those we have a strong relationship with.
Refresh repertoire regularly	Conductor	Paul Grambo	Each season we will aim to include 15-25% new repertoire in both the Christmas and Spring concerts.	Achieved all goals
Ensure entrance and exit strategies, book management, bows and professional behavior are emphazed for every performance	Steward	Rob McGuire	Do comprehensive site checks of concert venues before each event regarding access and safety Work with choir to ensure safe movement, professional demeanor and accurate timing at the event Work with Safety Officer and Site Lead where necessary to ensure safe movement of choir inside and outside of venue. Coordinate on timing for entry and exit to minimize standing wait times Do post event walk through to ensure nothing is left behind	Achieved all goals
Determine optimum size of each section and recruit to that goal.	Conductor & Board	Paul Grambo (recommends to Board	Keep in communication with Registrar and President to assess sections and new members and add when possible.	Achieved all goals
Ensure our look is professional by updating and refreshing uniforms yearly. Uniform policy needs to be flexible enough to accommodate differences and physical limitations.	Recommend creating a committee to examine the issues of wardrobe and consult with choir	Shelley Mason	Examine the uniform policy on an annual basis. It is now written to be diverse and new members need to be informed as they join. Women are no longer restricted to just skirts, slacks are also acceptable. Obtain feedback from members after first concert.	Achieved all goals
Support social activities whenever possible, encourage informal post practice and post concert afterglows	Social Committee	Karen Toye	Plan 2-3 spcial events during the 2023/2024 Choir season in addition to the post practice gatherings. Events could include: Christmas dinner, Robbie Burns social, Beat-the-Winter-Blues social and summer Golf/Dinner.	Achieved all goals
Have new member orientation and engagement including assigning a mentor from their section.	Section Leaders, Registrar,	**Karen Toye**, Rob McGuire, Shelley Mason	Work with section leads to provide new member orientation.	New member orientation is being achieved without section leaders as the position was disolved
Administer annual performance reviews for both conductor and accompanist	President & Vice President (& Conductor for Accompianist)	Jennifer Paul-O'Donnell, Glenn Waterman, Paul Grambo	Prepared with Paul his personal growth plan goals for the upcoming choir year - 24-25. Will prepare personal growth plans for 25-26 in the summer of 25.	Will achieve goal. Will review with Paul after the choir year has ended.
Reaching a Broader Audience				
Aim for three choir performances in each of the two seasons of the Choir year. Exceptional opportunities will be evaluated as they occur.	Conductor and Concert Committee	**Paul Grambo,** Ian Davies	Schedule 2-3 concerts in each half for a total of 4-6 per year. Minimum of 4 revenue producing concerts per year. Focus on partnerships with churches splitting revenue. Be open to opportunities where choir is hired to sing on a case-by-case basis Start working 2 years in advance to make scheduling, booking and promotion easier	Achieved goals
Market the mission and vision of the Canadian Celtic Choir	Webmaster, Social Media Coordinator, President	Eric Duggan, Linda Marak, Jennifer Paul-O'Donnell	All upcoming CCC concerts & performances, including links for ticket purchases, will be posted in a timely manner on the CCC FB page & other appropriate FB pages, as well as photos & recordings (as available) of past erformances/events. For Website Maintain the website to be current and attractive to our public visitors by keeping our public areas current and to attempt to use current and relevant photos for our homepage slideshow Publish up to date information, posters and ticket purchase links on the Upcoming Performances page	Achieved all goals for FB page, Willing to post choir photos but none available in 2025. Achieved all goals for Web Site when information was given in a timely basis. This has not been happening. Again, no photos available for posting. There will be a major software update this year and quotes will be provided soon.
Maintain the effectiveness of website and social media	Webmaster, Social Media Coordinator, President	Eric Duggan, Linda Marak, Jennifer Paul-O'Donnell	CCC FB page will gain at least 2 new likes/followings per month. For Website Monitor the Website to ensure that it is accessible as possible and that the website applications are current and functional	Achieved all goals for FB page. Exceeded goals for number of new followers in the past month. Now at 600 across the country.

Continue outreach to our local and traditional audience through mailings, posters and social media.	Social Media Coordinator, Promotions Manager, Marketing Coordinator & President	Eric Duggan, Linda Marak, Wendy Valhoff, Jennifer Paul-O'Donnell	Social Media Coordinator will post on CCC FB page at least twice monthly.	Achieved all goals for Social Media
Maintain and update mailing list after each concert	Market Research Clerk	Wendy Valhoff	1. Analyze ballots after each concert and submit a report to the BOD and the Chair of the Concert Committee. 2. Update ballot forms as is needed. Update mailing list as is necessary after each concert.	Achieved all goals
Continue to support our local communities via shared and charitable concerts	Concert Committee	Ian Davies	Perform 1-2 Community Service concerts per season. This year, Ark Aid on Nov. 29. Seasonal mini-concerts for a fee if the choir can fit them in to enhance local profile, This year, Pioneer Village Dec. 7 confirmed. Potential for another on Dec. 17.	Partially Achieved Goals. Difficulties outside of Ian's control. 1 concert at Ark Aid, but with Issues that will negate another. Fanshawe cancelled due to snow storm. 3 Seniors homes interested but unable to pay fee. For next year, recommend doing seniors home for free and choir pay staff consts.
Tour regularly; frequency to be determined through choir consultation	Touring Committee	Peter O'Donnell	Organize the trip in consultation with the Board of Directors. Committee to review the Newfoundland tour (organization, travel company, venues and concerts) and make recommendations for upcoming tours.	Achieved all goals
Investigate the viability of recording concerts and creating CDs , investigate viability of creating digital media.	Recording committee forming. Needs to be confirmed by Board, Ian will chair	**Ian Davies**, Paul Grambo, Robert North	Paul has reviewed all the archived live recordings and feels that there is enough good material to make a Christmas CD and a general repertoire CD. He feels that producing a Christmas CD first may be the best way to go. Produce 200 copies for approx. $2,000.	Goal in progress with some changes. Paul has 13 selections, and both Ian and Paul are hopeful this can be produced in time for Newfoundland trip. If not, there will definitely be a winter CD produced
Maintaining Good Governance				
Maintain interest and vigilance in planning and monitoring through governance committee review	Governance committee	Jennifer Paul-O'Donnell	Plan governance Committee meetings for October - January by September 30th, 2024 with the intention of having recommendations for change to the Board by February Board Meeting	Has achieved all goals
Make best efforts to ensure profitability to enable overall financial stability	Treasurer & Finance Committee	Robert North	Towards the end of the regular concert season, review Choir financial status and recommend appropriate level of financial support (through a rebate) for Choir members participating in the June 2025 Newfoundland Tour, by April 2025.	Anticipated that final report/recommendation will be made at June 8th board meeting. Goal will be achieved.
Ensure compliance with Ontario Non-Profit Law	Board	Jennifer Paul-O'Donnell	Complete Government forms within 30 days after AGM	Done October 15, 2024
Offer board members training in Not for Profit Governance through Pillar Non-Profit Network	President	Jennifer Paul-O'Donnell	Ensure all Board members are aware of this opportunity by giving dates to new Board members after election at AGM	Was not achieved due to disruption at Pillar
Maintain consistent and reliable membership communication through weekly emails and announcements at practice	President	Jennifer Paul-O'Donnell	Continue current practice of one weekly update email and maintaining concise short announcements at choir practices	Achieved all goals
Maintain succession planning by announcing all Board meetings and encouraging all members to consider attending	President	Jennifer Paul-O'Donnell	Ensure invitations to attend the monthly Borad of Directors meeting are included in the weekly updates	Achieved all goals
Update background knowledge of choir members skills through a skills questionaire every even year in January	Registrar	Karen Toye	Do a skills questionaire regularly. Evaluate timing and communicate with Board.	Will be completed January 2026