

# CATHEDRAL CHORAL SOCIETY STRATEGIC PLAN



## INTRODUCTION

The Cathedral Choral Society is the resident symphonic chorus at Washington National Cathedral and has an important history as Washington DC's oldest symphonic chorus. Founded in 1941, the chorus has helped the nation mark important moments in its history and has celebrated American music and commissioned works from many notable composers. In addition, the chorus performs as a guest chorus throughout the region and presents an annual DC High School Choir Festival bringing together public, charter, and independent school choirs from across the District.

During our 75th anniversary season, the Cathedral Choral Society Board of Trustees has worked together to review and update our strategic plan. We believe that this plan will focus and guide us through the 2020/21 Season, and that this plan is a living document that will evolve with us. To learn more about the Cathedral Choral Society, visit our website at [www.cathedralchoralsociety.org](http://www.cathedralchoralsociety.org) or email Christopher Eanes, Executive Director at [ceanes@cathedral.org](mailto:ceanes@cathedral.org).

## VISION | OUR AMBITION

To engage people in the extraordinary power of choral music.

## MISSION | WHY WE ARE HERE

To welcome and engage singers and audiences of all ages, cultural backgrounds, and beliefs, through inspiring performances, excellence in choral singing, and collaborative school initiatives.

## CATHEDRAL CHORAL SOCIETY

3101 Wisconsin Ave, NW | Washington, DC 20016  
[www.cathedralchoralsociety.org](http://www.cathedralchoralsociety.org)



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## IDENTITY AND VALUES | WHO WE ARE

<b>INSPIRING</b>	We present inspiring experiences that are uniquely suited to the grand spaces in which we perform.
<b>WELCOMING</b>	We love welcoming people to the chorus and to our concerts.
<b>INCLUSIVE</b>	We look outwards to the evolving diversity of our community. We seek to program and present to serve our community.
<b>ACCOUNTABLE</b>	We are accountable to our patrons and chorus members. We are a performing arts organization with our own financial identity.
<b>VOLUNTEER</b>	We are a large, volunteer symphonic chorus.

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## CULTURE | THE ENVIRONMENT WE WANT TO CREATE

To cultivate an environment that celebrates and strengthens both the artistic excellence and dedication of our singer 'family'.

To nurture a culture in which our staff, volunteers, and Board Trustees bring their very best contribution to the organization.

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## STRATEGIC GOALS | OUR FOCUS

**To create concert experiences that are engaging and relevant for today.**

*Measure: Increase in average sold house*



## STRATEGIC INITIATIVES | WHAT WE ARE GOING TO DO

- Create concert experiences that reach beyond the traditional programming approach to create a broader context that resonates with today's audiences.
- Ensure that the concert experience is dynamic and evolving within the context of programming core symphonic choral repertoire and maintaining important musical traditions.
- Program in a way that best suits and magnifies the concert setting, recognizing that our concert venue visually and aurally defines the concert experience.

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## STRATEGIC GOALS | OUR FOCUS

**To grow our audience in a way that is inclusive and responds to our evolving community.**

*Measure: Increase in first-time attendees*



**To develop and nurture growing and sustainable relationships with existing and future audiences and donors.**

*Measure: Increase in subscription revenue and % of subscribers who donate.*



**To inspire and support singing in schools.**

*Measure: Growing # of school partners plus retention.*



## STRATEGIC INITIATIVES | WHAT WE ARE GOING TO DO

- Know our region and ensure that our programming is connected, resonates with the broader community, and serves to build our unique choral identity.
- Promote programs in a context that relates more broadly to the community through collaborative and shared awareness initiatives.
- Strive to serve our current audience as well as the diversity of the broader community, and to reflect this diversity on stage and across the organization.
- Cultivate a welcoming, patron-centered approach that provides the highest level of service and stewardship / gratitude.
- Identify and recognize an attendee's and donor's current relationship with CCS and strategically work to take that relationship to a higher level, increasing both frequency and commitment.
- Demonstrate a commitment, accountability, and responsiveness to our subscribers and donors in a way that builds deeper connections and a sense of ownership.
- Host or co-host choir festivals for high school choirs.
- Partner with school choir directors to understand their challenges and needs and to strengthen what they are doing.
- Connect with students and provide resources and opportunities for them to sing in school and with the Cathedral Choral Society.

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## STRATEGIC GOALS | OUR FOCUS

To maintain long term financial sustainability.

*Measure: # of tickets sold. # of annual fund donations received. Bottom line improvement.*



## STRATEGIC INITIATIVES | WHAT WE ARE GOING TO DO

- Model long range business projections that identify and assess risk factors and that plan for operating and capital needs.
- Ensure that annual season planning and budgeting processes are based on prior season actual results and realistic growth assumptions.
- Maintain a diversified revenue growth focus ensuring that business decisions look at impact on reputation, audience development, and chorus retention.

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## CULTURE GOAL | OUR FOCUS

To promote an environment that celebrates success, engages in open dialogue, shares ideas and recognizes the contributions of our singers, staff, and board leadership.

*Measure: Chorus, staff, and board retention*



## CULTURAL INITIATIVES | WHAT WE ARE GOING TO DO

- Inspire the chorus through excellent artistic leadership, engaging repertoire, and interesting projects and collaborations.
- Promote a healthy work environment for staff that provides regular feedback, recognition and professional development opportunities.
- Cultivate a Board where Trustees are passionate and engaged, contribute to the work of the Board, and advance the strategic direction of CCS.

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