



Music Lives Here



VICTORIA
CONSERVATORY
OF MUSIC

Strategic Plan 2024 - 2027





Introduction

As the venerable Victoria Conservatory of Music enters its seventh decade, it is our great pleasure to share a new strategic plan, **Music Lives Here**.

The history of this unique home for music on Canada’s west coast has been marked by bold choices, and a determination to expand its impact, no matter the challenges. This spirit of innovation has resulted in many resources for the South Island, such as the Chwyl Family School of Contemporary Music, now celebrating 10 years; a School of Music Technology and Creativity, where the future of music is being discovered; a leading centre for music therapy - the largest of its kind in Canada, profoundly impacting more than 1500 families; and the visionary acquisition and revitalization of an iconic heritage block in the city centre.

Together with the many other program areas that make up this Conservatory, and the creative talent at its core, our new strategic plan builds upon one of the most progressive, wide-ranging music education centres anywhere.

In the coming years, the Conservatory will strengthen its four key identities - as a community music school, a pre-professional training space, a provider of clinical therapy and wellness through the arts, and a vibrant performing arts centre hosting world-renowned performers. This inclusive approach matches what we all know about music: it is a bridge, a meeting place, universal.

Through the planning process, which began as a tune-up of our 2020 strategic plan and evolved into a piece all its own, the Conservatory’s core values of excellence, inclusivity, accessibility, innovation, leadership, stewardship and accountability remain steadfast. The mission and vision are now reflected in a statement of enduring purpose: **Victoria Conservatory of Music develops creative potential and healthy communities through music education, wellness, and live performance.**

We invite you to learn more about where the Conservatory is heading, and to join us on the journey.



Nathan Medd
Chief Executive Officer



Shelley Williams
Chair, Board of Governors



Stephen Green
Dean & Chief Artistic Officer

Enduring Purpose

The Victoria Conservatory of Music develops creative potential and healthy communities through music education, wellness, and live performance.

Core Values

Excellence
Inclusivity and Accessibility
Stewardship and Accountability
Leadership
Innovation

Strategic Themes

Programming
People and Culture
Community Leadership
Physical Environment
Sustainability

The Victoria Conservatory of Music is located on the traditional lands of the Songhees, Esquimalt, WSÁNEĆ and Beecher Bay Nations, where we are privileged to learn, work, and perform.

Aidan, Music Therapy participant ►



From Planning Consultant Cathy McIntyre

As its current strategic plan (2020 - 2025) had been in place for three years, as progress had been made in many of the areas defined in the current plan, and as the environment in which the Conservatory operates has changed since the Covid pandemic, the Conservatory's management and board determined it would be appropriate to "tune up" the plan, which was originally developed in fall 2019.

While the substance and sentiment of the organization's long-term vision and mission statements continue to resonate, it was felt there was an opportunity to tighten and simplify these statements to ensure they more sharply define and articulate more specifically the organization's reason for being and desired outcomes. Accordingly, a single 'statement of enduring purpose', which encompasses both the former vision and mission statements, has been developed. The Conservatory's values, however, are felt to remain appropriate and are unchanged.

Thank-you to the longtime and incoming Governors for their participation in planning workshops, and also to the staff, including those representing artistic programming, faculty departments and music students, for their creative energy. Their contributions to the plan and to the ongoing success of the Conservatory are deeply appreciated.

Elana Lin at Spark to Flame 2024 ►





STRATEGIC THEME:
Programming

We will provide innovative, engaging and relevant programs and experiences that support students and participants of all ages, stages and abilities through their entire journey with the Conservatory.

We will continue to recognize that the success of our programming depends on the strength of the relationships between students and therapy clients, and their faculty mentors.

KEYS

- Rewarding relationships and experiences for students and instructors
- Hands-on support services and awards
- Tailored student/participant experiences by program
- Building on strengths of our music therapy, adaptive learning, and intergenerational programming as tools that enhance wellness and respond to participants' unique needs
- New and expanded specialized programming that continues to differentiate the Victoria Conservatory of Music



▲ Postsecondary End-of-Term Concert 2024

(Top) Annika Sauser, ▲
Early Childhood Music instructor



STRATEGIC THEME:
People and Culture

We will develop and support an organizational culture of shared purpose, high performance, kinship, curiosity, and collaboration.

KEYS

- Engaged and motivated personnel, within a collegial, respectful, connected, and collaborative culture
- Individual work-life balance
- Tools for goal-setting, performance evaluation, and accountability
- Demonstrated commitments to Equity, Diversity, Inclusion, and Reconciliation
- Appropriate representation within the organization from communities it serves
- Human resource systems, policies, and procedures that support the culture we aspire to
- Enhanced volunteer engagement and recognition



▲ Victoria location reception desk

(Top) Celebrating an end-of-term Postsecondary concert ▲







STRATEGIC THEME:
Community Leadership

We will leverage our influence and continue to build partnerships with governments, artistic organizations, neighbours and the broader community, to contribute to the vibrance and life of the community.

KEYS

- A long-term community engagement approach to strengthen existing, and build new, relationships
- Representation and engagement of underrepresented communities
- Strong and increasing community recognition of the Conservatory's story and civic role
- Leadership and solutions to accelerate the resurgence of the Harris Green neighbourhood
- Expanded community outreach through off-campus performances and Hire-a-Student-Musician program
- Continued artistic participation in Camosun College events and ceremonies
- Appropriate emphasis on alumni engagement and recognition



▲ Nathan Medd (right) with Julian Daly, CEO of Our Place Society

(Top) BC Fiddle Orchestra students tuning up at Royal Theatre, Home for Christmas 2023 concert ▲



STRATEGIC THEME: Physical Environment

Our physical environment will be suitable for purpose, accessible, safe and secure; it will enhance the experiences of our students, music therapy clients, faculty, staff, performers, and audiences.

KEYS

- Artistic spaces that support our programming
- Responsible stewardship of our heritage building
- Continuous upgrades to interior and exterior spaces; removal of physical access barriers
- Reinvigorated rental relationships; maximized value from properties
- Enhanced physical accessibility, safety, and security on premises
- Evaluation of additional program delivery sites in regional communities
- Alix Goolden Performance Hall positioned as a symbol of the Conservatory and its culture
- Increased capacity in concert programming
- Seamless experiences across our digital and physical environments



▲ Langford location lobby

(Top) Rejuvenated Victoria entryway, 2022 ▲



STRATEGIC THEME: Sustainability

Within a context of significant pressures across the arts community, including escalating costs and changing audience behaviours, and with a focus on relevance, revenue generation and operational efficiency, we will address the organization's historical structural deficit and strengthen long-term financial sustainability.

KEYS

- Restored profitability of venues post-Covid, through rental promotions, accessible fee-usage/ticketing models, infrastructure upgrades, and excellent staffing
- Continued prudent management of expenses to annual budgets
- Partnerships that further diversify existing revenue streams
- Growth driven in program areas that demonstrate momentum
- Expanded offerings in music wellness, the Chwyl Family School of Contemporary Music, and the School of Music Technology and Creativity

- Excellent donor experiences that exceed expectations
- Increased development capacity, building toward the next major campaign and serving Encore Legacy Society (planned giving circle)
- Increased strategic marketing and communications capacity, with consistency across all external communications
- Support for administrators, department heads, and faculty who are engaged in program recruitment
- Administrative efficiencies through emerging technologies

BC Fiddle Orchestra, Wood Recital Hall, 2024 ▲



VICTORIA CONSERVATORY OF MUSIC

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