



## Music and Beyond Performing Arts

### Strategic Plan 2022 - 2025

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## 1.0 Profile of Music and Beyond

### *1.1 Aspirational statement of “who we are”*

We believe that music and all other forms of the arts are essential components of a healthy, thriving and diverse society. We want to work with other arts organisations, individual artists, all levels of government, educational institutions, the media, private business, and the broader public to show the many ways that music and the arts contribute to enriching society, educating young people, improving physical and mental health, and providing significant local and national economic impact. We believe that, throughout history, music has had important connections with all aspects of society. Such connections should be continually reinforced and strengthened.

### *1.2 Mandate*

Our mandate is to enhance public understanding and appreciation of the arts by providing innovative musical festivals, concert series and individual performances of the highest calibre in accessible public venues. The mandate extends beyond the presentation of high quality performances to include educational seminars and workshops, exploration of the connections between music and other art forms and development of events that highlight the many connections between music and all aspects of our society.

### *1.3 Vision*

Our vision is that **Music and Beyond** will develop and enhance its national and international reputation for its distinctive approach of showcasing and promoting classical music, while demonstrating the many connections of music to all aspects of the human experience.

### *1.4 Mission*

Our mission is to increase the enjoyment and appreciation of classical music and of the arts in general, to pioneer innovative approaches that include new venues and links with other art forms and other aspects of society that go beyond the cultural, and to provide outstanding concerts and events for all people in the Ottawa region as well as nationally and internationally.

### *1.5 Values*

In serving our communities, we believe in artistic excellence, creativity, diversity, mutual respect, and access to the arts for all.

## 2. Strategic Goals 2022-2025

### *2.1 Enhance programming*

- 2.1.1 Invest in new and innovative live and live-streamed programming.
- 2.1.2 Present significant virtual programming and make many of these free to access.
- 2.1.3 Deliver ambitious live programs including the summer MAB festival.

## *2.2 Increase public engagement*

- 2.2.1 Use our significant body of virtual programming to build the local, national and international profile of the organization.
- 2.2.2 Develop innovative marketing strategies to build our profile and name recognition locally, nationally and internationally.
- 2.2.3 Increase our contact list locally, nationally and internationally.
- 2.2.4 Build live and on-line audiences locally, nationally and internationally

## *2.3 Increase youth participation*

- 2.3.1 Strengthen our commitment to young people.
- 2.3.2 Develop and foster young artists and emerging artists.
- 2.3.3 Develop unconventional events to attract more young people to classical music.

## *2.4 Maintain and increase stable funding*

- 2.4.1 Increase revenue from fundraising events: generate more revenue from various auctions (wine, art etc.) by building our pool of donors, by increasing contributions from foundations and by increasing the number of our auctions
- 2.4.2 Increase the revenue generation from our Viennese Winter Ball/Viennese Winter Celebration each year and modify it to suit the expectations of current and new participants.
- 2.4.3 Reach out to additional foundations to support our novel creative ideas and innovative programming.
- 2.4.4 Research and generate large gifts and funds from individual donors and foundations.
- 2.4.5 Increase our sponsorship base annually (both cash and in-kind).
- 2.4.6 Review and update our donor strategies.

## *2.5 Enhance and strengthen governance*

- 2.5.1 Review the composition of the Board to ensure varied expertise and diversity.
- 2.5.2 Increase the size of the Board of Directors to deepen expertise and increase community engagement.
- 2.5.3 Set standards for active participation of Board members.
- 2.5.4 Update the Bylaws to meet current regulatory requirements by 2023.
- 2.5.5 Clarify Board and staff responsibilities.

## *2.6 Reinforce administration*

- 2.6.1 Increase full-time staff including hiring a Development Coordinator to assist in all areas of revenue generation.
- 2.6.2 Prepare human resources policies and hold annual staff performance reviews
- 2.6.3 Train permanent staff to carry out the tasks required for an organization of our size, scope and calibre.
- 2.6.4 Review annually the staffing needs to align plan with organizational growth.

### 3.0 Activity Highlights

Over the last 40 years, classical music events, opera, radio and TV broadcasts as well as music education in public schools have significantly declined in the Ottawa area and in Ontario. In 2010, **Music and Beyond** was founded to contribute to filling this void.

Since then, the **Music and Beyond Festival** has become a remarkable artistic success. Attendance at its live events has risen steadily and media coverage has been consistently positive. Visitors have come to the festival from every part of Canada as well as from the United States and other countries. As an indicator of its success, the 2016 web site of **Music and Beyond** received more than 300,000 visits from 137 countries. During its first 12 years, **Music and Beyond** has presented over 800 events and 3,800 mini-concerts and released over 300 videos, showcasing some of the world's greatest performers live on stage in Ottawa.

Today, **Music and Beyond** presents classical music in its broadest sense, in all formations including orchestras, choirs, bands, small ensembles and recitals. An important priority is building new audiences for music and the arts, with a special emphasis on young people. In addition to the presentation of high-quality performances, **Music and Beyond** pursues links with other art forms, cultural and beyond, including visual arts, drama, poetry, dance, comedy, architecture, science, law, history, circuses, food and wine, and even yoga. By exploring the links between music and other art forms, the organization seeks to highlight the many connections between music and all aspects of our society.

Here are some highlights. Over the years, **Music and Beyond** has presented some of the best musicians in the world, including the legendary soprano Kathleen Battle, saxophone superstar Branford Marsalis, the talented Montreal jazz pianist Oliver Jones, the world-renowned Vienna Piano Trio and Bernard Labadie's remarkable ensemble les Violons du Roy. It has also showcased the work of living composers from Canada and abroad,. Canadian film composer Howard Shore created a work especially for **Music and Beyond**. British composer John Rutter, American composer Morten Lauridsen and Norwegian composer Ola Gjeilo each participated in performances of their contemporary works by massed choirs from Ottawa choral ensembles.

**Music and Beyond's** distinctive approach to connecting music to all aspects of the human experience – going “beyond” - is evident in its special events. Some highlights include “Shakespeare and Music” featuring one of the greatest actors of our time the late Christopher Plummer, an evening with renowned Canadian architect Douglas Cardinal who revealed the links between music and architectural inspiration, and live performances interspersed with comments by Canada's Chief Justice Beverley McLachlin on the legal issues of great composers.

In line with the organization's mission to pioneer innovative approaches that include new venues, the **Music and Beyond Festival** has held events in unusual settings. The National Gallery Soirées, held in 2015 and 2017, featured over 150 short performances throughout the building, matching visual art with music. Other similar events that linked

venue and theme were “Music and Nature” in the Canadian Museum of Nature and “Music of the Cold War” performed in the Diefenbunker, Canada’s Cold War Museum. And where else to perform music related to water than afloat on the Rideau Canal World Heritage Site?

In line with its determination to introduce young people to music and the arts, **Music and Beyond** organizes family-friendly activities like the Ottawa Family Music Expo and the Pizza Concert series. Such events provide occasions for young people to talk to musicians and hear them play music. Youth from local choirs, orchestras and jazz bands also join more seasoned musicians in transformational performance opportunities. In the belief that music should be a part of the life of every child, **Music and Beyond** launched its Young People’s Strategy in 2014 that includes a program to bring live performances into schools.

With the onset of the COVID-19 pandemic, Music and Beyond quickly pivoted to digital production in the spring of 2020. Over the course of two years, the organization has produced more than 150 videos for its English YouTube Channel and almost as many for its French channel. Together these videos have almost 150,000 views and over 1,000 subscribers. A video filmed at the 2018 *Christmas with Music and Beyond* concert was posted on Britain’s Classic FM Facebook page and now has more than 7.8 million views. To put this number in perspective, our annual live Music and Beyond Festival attracts an annual audience of approximately 40,000.

Based on the quality of our video productions and the calibre of performances, Music and Beyond was offered a weekly television series on Rogers Television (Ottawa). This show goes into 200,000 homes in Ottawa three times each week.

Taken together, these activities show the many ways that music and the arts can enrich society, educate young people, improve physical and mental health, and provide significant local and national economic impact. As such, they reflect the organization’s belief that that music and all other forms of the arts are essential components of a healthy, thriving and diverse society.

## **4.0 Environmental Analysis 2022-2025**

### *4.1 Trends*

The COVID-19 pandemic and other global disruptions have had overarching impacts on Music and Beyond and the specific trends below. Some impacts have been negative (no live audiences) and others positive (enhanced capacity for virtual programming).

#### 4.1.1 Economic trends

- A period of economic uncertainty including increased inflation and rising interest rates

#### 4.1.2 Socio-cultural trends

- Time pressure on two-career families
- Last-minute decision making in households with competing activities
- A passive, stay-at-home culture due to health and safety concerns, with potential for increased interest in local events
- Increased audience familiarity with virtual performances
- Significant decline in arts coverage in traditional media (newspapers, magazine, radio, television)
- Classical music and arts education in decline
- Demand for more diverse artistic products
- Growth in social media and influencers
- Increased global telecommunications via internet

#### 4.1.3 Demographic trends

- Aging audiences support music and arts performance
- Young audiences demand unique experiences
- Increasing diversity in a rapidly developing multicultural society

### 4.2 *Strengths, Weaknesses, Opportunities and Threats*

#### 4.2.1 Strengths

- Imaginative high-quality programming
- Strong on-line presence with international reach
- Growing national and international reputation
- Consistently high audience satisfaction ( $\pm 97\%$ )
- “Beyond” has unlimited potential to combines classical music with other art forms and other aspects of society
- Involvement of young artists and emerging professionals
- Many partners and collaborators
- Positive media coverage
- Creative and accomplished Artistic Director
- Highly functioning Board
- Committed staff
- Dedicated volunteers
- Memorable Harlequin juggler brand identifier
- Recognition as community builder
- No direct competitors for scheduled July festival
- Opportunities to collaborate with other institutions, summer festivals and events
- Increase in individual donations
- Successful fund-raising (grants, sponsorships, events)
- Strong financial position

#### 4.2.2 Weaknesses

- Limited opportunities to access media coverage, as with other arts organizations
- Shifting environment requires frequent reassessment of marketing strategy
- Inadequate understanding of the expectations of young audiences
- Need more staff for workload, including to support volunteers
- Need to expand the diversity in Board membership, in particular with respect to youth, visible minorities and Indigenous peoples
- Challenge to access appropriate level of funding due to being Ottawa's newest major cultural festival

#### 4.2.3 Opportunities

- Building more creative and innovative “beyond” opportunities
- Diversify products by balancing virtual and live performances
- Increase live audiences through partnership with city tourism campaigns
- Develop communication strategies to promote classical music to traditional, online and social media, educators, young people and granting agencies
- Attract new audiences through outreach to diverse groups
- Develop new collaborations
- Enhance governance, Board diversity and staffing levels
- Increase amount of funding from granting agencies and donors

#### 4.2.4 Threats

- Post-pandemic uncertainty and challenges
- Economic changes might affect ticket sales
- Changes in funding priorities of granting agencies, sponsors or donors
- Trend away from elite events and galas as fund-raising tools may affect Viennese Winter Ball

### **5.0 Human and Financial Resources**

Music and Beyond operates on an annual budget of just over \$2 million. Of this, approximately \$1.3 is cash and the rest is in-kind donations and in-kind sponsorship.

Music and Beyond operates with 3 full-time staff, 4 part-time year-round staff, approximately 10 seasonal full-time staff, contract labour hired when needed, a permanent bookkeeping firm and more than 200 volunteers, including our 7 directors who volunteer their time to serve on our Board.

### **6.0 Looking Forward**

Music and Beyond looks forward to a productive period of growth over the next three years. It will continue to offer quality programming with a focus on the “beyond” aspect of its mandate. It will place a priority on satisfying its key audience, expanding its involvement with youth and underserved communities, such as Indigenous peoples and multi-cultural groups, and responding to a constantly shifting and fluid environment. This

will require maintaining a strong staff, a solid governance structure with a diverse Board, and the ability to respond nimbly to unanticipated changes.