

Orchestras Canada/Orchestres Canada  
Strategic Plan, 2010-11 and 2011-12  
Approved 16 June 2010

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Strategic Plan for 2010-11 and 2011-12

### Mission

Orchestras Canada is the united national voice of the Canadian orchestral community: furthering, enriching and celebrating the work of Canadian orchestras through programs and services in both official languages.

### Vision

Orchestras Canada will be at the forefront of advocacy for Canadian orchestras, taking informed action for the benefit of orchestras and the communities they serve. We champion the accomplishments and the potential of Canadian orchestras, and help to create the conditions in which:

- Canadian orchestras are recognized as resilient, collaborative, artistically vibrant organizations that actively contribute to the vitality of their communities.
- Canadian orchestras engage with enthusiastic audiences that reflect the diversity of their communities.
- Canadians can be proud of a distinctively "Canadian" orchestral style, repertoire and social commitment philosophy.

Strategic Goals for 2010-11 and 2011-12

Orchestras Canada will

1. Improve the environment in which Canadian orchestras work, through targeted advocacy, communication and partnership development;
2. Enable stronger links and better information exchange, among and between Canadian orchestras;
3. Continue to evolve, to better serve Canadian orchestras.

**Goal #1: Improve the environment in which Canadian orchestras work.**

**Strategy 1: Sharpen our public affairs and government advocacy efforts, on our own and in collaboration with others**

<b>What will we do?</b>	<b>Who will do it</b>	<b>When it will happen</b>	<b>Additional organizational capacity required</b>
Develop policy positions on federal issues, in consultation with our members.	Advocacy Committee, with staff	June-July of each year.	None: can be done within existing resources.
Stay current on federal legislative, policy and funding issues.	Staff	Ongoing.	None: can be done within existing resources.
Submit Briefs to the federal Standing Committee on Finance and other Parliamentary committees as appropriate.	Advocacy committee, with staff support	August 15, 2010, and ongoing.	None: can be done within existing resources.
Take part in – and financially support - an annual Day on Parliament Hill, to meet with federal officials.	Staff, along with partner arts service organizations and coalitions. OC board and members will participate in meetings	Launch date November 4, 2010; to be continued annually thereafter.	Will require a re-allocation of staff time and money to support this initiative.
Play a role with the Canadian Arts Coalition, Performing Arts Alliance, and Canadian Arts Summit, as required.	Staff	Ongoing.	None: can be done within existing resources.
Maintain and build relationships with such sector advocates as Imagine Canada, the Association of Fundraising Professionals, and others.	Staff and board	Ongoing.	None: can be done within existing resources.
Better engage our members and their stakeholders in delivering agreed-upon advocacy messages.	Advocacy Committee	September 2010 and ongoing.	Will require spending more time and money: supporting the Advocacy Committee, following up with members, researching, creating and providing materials.

**Goal #1, Improve the environment in which Canadian orchestras work.**

**Strategy #2: Communicate with key audiences about the unique contributions and needs of Canadian orchestras.**

<b>What we will do</b>	<b>Who will do it</b>	<b>When it will happen</b>	<b>Additional organizational capacity required</b>
Identify potential internal and external audiences for Orchestras Canada communications, and set communications priorities.	Staff and communications task force, with a consultant	Fall/Winter 2010	Yes – communications consultant’s time (and resources to cover these costs).
Develop and deliver communications targeted to priority audiences.	Staff	Summer 2011, and ongoing	Yes – not known at this time.
Understand, then communicate, the diversity, vitality and interconnectedness of Canadian orchestras by commissioning a study on the contributions and needs of youth, training and community orchestras.	Staff, a dedicated youth/community orchestra task force + consultant	Spring 2011	Funding to support study and task force meeting costs.

**Goal #1: Improve the environment in which Canadian orchestras work.**

**Strategy #3: Invest time and resources in developing partnerships that will strengthen Canadian orchestras.**

What will we do?	Who will do it	When it will happen	Additional organizational capacity required
<b>A. Research</b>			
i. Recruit a research task force, and develop a research agenda for Canadian orchestras.	Staff and Research Task Force	Fall 2012	Time to meet.
ii. Seek partners at universities, in government and at foundations to get the research done.	Staff, Task Force, members	Spring 2012	Time to identify and cultivate research partners.
<b>B. Leadership and Professional Development</b>			
i. Confirm leadership and professional development needs of current and future Canadian orchestra management personnel, using 2010 study as a baseline.	Leadership and Professional Development Task Force	Summer 2010	None - the investment has already been made.
ii. Identify potential partners (member orchestras, universities and arts service organizations, to begin with), with whom to collaborate to meet identified needs .	Leadership and Professional Development Task Force	Fall 2010	Time to research and build collaborations.
iii. Seek funding to support collaborations, or support partners' quest for funds.	Staff and OC board	Fall 2010 and beyond	Time to research and prepare funding requests.

**Goal #2: Enable stronger links and better information exchange among and between Canadian orchestras.**  
**Strategy #1: Expand opportunities for exchange with and among members**

<b>What will we do?</b>	<b>Who will do it</b>	<b>When it will happen</b>	<b>Additional organizational capacity required</b>
Institute regular teleconferences and electronic exchange among different staff groups within member orchestras, led either by a volunteer “lead peer” or a paid professional with expertise in the area.	Staff, in consultation with members.	Fall 2010	Re-allocation of internal budgets to cover the costs of teleconferences and resource people; increased staff time required for scheduling, note-taking.
Use our newsletter and the blogging capacity on our website to feature in-depth stories about members’ successes and challenges.	Staff, in partnership with members	Fall 2010	Staff and member time to research and write articles.
Convene regular regional and national peer group meetings, in collaboration with member orchestras and partners.	Staff, in partnership with members	Fall 2010 and ongoing.	Staff and member time; re-allocation of OC travel budget to support a regular schedule of meetings in different parts of the country.
Use the findings of the study on community and youth orchestras to develop a similar strategy for these groups, if feasible and appropriate.	Staff, in partnership with task force	Fall 2011	Staff time.

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**Goal #3: Continue to evolve, to better serve Canadian orchestras.**

**Strategy #1: Model best practices in governance.**

What will we do?	Who will do it	When it will happen	Additional organizational capacity required
Engage in a regular board evaluation and self-evaluation process.	OC board executive and nominating committees	Winter 2010	May require external expertise to help us structure an evaluation template.
Link board recruitment strategies with the needs identified in the strategic planning process.	OC board nominating committee	Spring 2011	None.

**Goal #3: Continue to evolve, to better serve Canadian orchestras.**  
**Strategy #2: Strengthen and streamline our information-gathering efforts.**

What will we do?	Who will do it	When it will happen	Additional organizational capacity required
Improve the quality of raw data in the Annual Comparative Report.	OC Statistician, in consultation with members	Summer 2010 and beyond	None.
Investigate the feasibility of using a web-based collection and reporting tool, to improve ease of collection and analysis of the Comparative Report data.	OC staff, in consultation with statistician	Fall 2011	None to research; unknown implementation costs.
Investigate the feasibility of working more closely with CADAC and/or Business for the Arts, to complement the research we are already doing.	OC staff, in consultation with members	Spring 2012	None to research; unknown implementation costs.

**Goal #3: Continue to evolve, to better serve Canadian orchestras.**  
**Strategy #3: Evaluate our services on a regular cycle**

<b>What will we do?</b>	<b>Who will do it</b>	<b>When it will happen</b>	<b>Additional organizational capacity required</b>
Develop a timeline for evaluating all OC services over a three-year cycle.	OC staff, in consultation with the board	Summer 2012	None.