



ORCHESTRAS
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CANADA

Orchestras Canada

Strategic Framework

2024-2028

Mission

Orchestras Canada champions and supports Canadian orchestras as an essential component of a vibrant cultural life.

Vision

To empower orchestras with research and knowledge sharing, advocacy, and opportunities for connection and collaboration.

Orchestras Canada will be:

- Aware of and responsive to member needs
- A transparent, principled and entrepreneurial operation
- Actively committed to accessibility, belonging, inclusion, diversity and equity
- Flexible, working effectively within available resources
- Focused on the long-term
- A capable partner
- A good place to work and volunteer

During the four years covered by this framework, Orchestras Canada will:

A. Focus our research and knowledge sharing on topics that are vital to orchestras' long-term health:

For over 40 years, OC has collected and shared contextual, financial and audience information from Canadian orchestras. In 2024-25, we will finalize work on a modernized Comparative Report, evolving our data collection, analysis and sharing processes and products to facilitate easy analysis and sharing.

Canadian orchestras are keen to re-build and rejuvenate their community connections and earned revenue post-pandemic. Leveraging groundbreaking research commissioned by the National Arts Centre, and partnering with PACT and CAPACOA, we will launch a 3-year series of national experiments to re-imagine customer relationships.

Eco-sustainability continues to be an important long-term issue. To support our members' efforts, we will commission a new guide to sustainable practices for orchestras, encourage information exchange about eco-sustainability, and developing an eco-sustainability charter.

B. Enable stronger connections between orchestras of all types:

Acknowledging that external factors are profoundly affecting the accessibility and financial viability of our traditional national conference, we will study the viability of - and develop a framework for - future gatherings with partners across our sector.

Regional meetings have proven to be an important opportunity for members to gather and share. We will work with members and funders to offer accessible and relevant regional learning and networking events for member orchestras and friends.

We will sustain and further develop regular online peer group meetings and collaboration pitch sessions for members.

The role of webinars continues to evolve. These low-barrier opportunities for information exchange and learning can bring great value. To sustain our presence in this sphere, we will choose topics and speakers with care, evolve an attractive but sustainable pricing strategy, and partner with colleague arts service organizations when viable.

Re-instating staff and board travel: As circumstances permit, we will make strategic increases to the annual travel budget, so that OC staff and board members can participate in significant orchestral events across Canada.

C. Coordinate and resource effective advocacy by orchestras:

We will strengthen our support for members' efforts to advocate on their own behalf, providing data and interpretation, thoughtful messaging, and tested approaches to organizing. We will focus on developing and sharing materials and training for use by our members.

OC will amplify the concerns and interests of orchestras through strategic participation in collective advocacy efforts, federally and provincially.

We will pilot quarterly town hall meetings, open to all members, on relevant and emergent advocacy topics. These will replace OC's current advocacy committee meetings.

D. Accessibility, Belonging, Inclusion, Diversity and Equity (ABIDE) in our structures and our programming:

We are committed to ABIDE training for staff and board members, and – when appropriate – offering that training for members, as well as selecting guest speakers, consultants and trainers with care, to ensure that they are reflective of Canada's diversity.

We will ensure fair and equitable compensation for employees, contractors, and guests.

We will proactively offer accessibility accommodations and meeting spaces and will adopt best practices in accessible communications.

An evergreen list of relevant ABIDE resources (commissioned by OC or developed by others), sharable with members, will be developed and maintained.

E. Strengthen Orchestras Canada by:

Investing in our IT and CRM systems, as well as staff training, to make it easier to manage and strengthen our relationships with - and responsiveness to - OC's members.

Renewing our commitment to dual language services by investing in language training for staff and simultaneous interpretation for online and in-person events

Revising the existing Executive Director succession plan to ensure that OC is well-equipped for a transition.

