



**Jeunesses  
Musicales  
Canada**



# 2024-2027

## STRATEGIC PLAN



# TABLE OF CONTENTS

A Word from the Chair	3
A Word from the Executive and Artistic Director	3
Background and Introduction	4
Strategic Plan 2024–2027	6
Strategic Map	6

## **ACKNOWLEDGMENTS**

Jeunesses Musicales Canada would like to thank the firm irdms for leading the development and implementation of this new strategic plan.

Many thanks to the board of directors, the JMC team, and the volunteers for the valuable exchanges and questions during the various stages of the process.

JMC's 2024–2027 Strategic Plan was adopted at its annual general meeting on September 23, 2024.

## A WORD FROM THE CHAIR



*Luc Perreault*

**LUC PERREAULT**  
Chair

Members of the Jeunesses Musicales Canada Board of Directors and team, assisted by outside consultants with expertise in strategic planning and business management, recently completed a strategic planning exercise that included multiple working sessions over a period of several months. The result of this excellent process was the crystallization of a clear view of the horizon in 2027 and the elements that will guide us on our journey to that destination. This vision will be the driving force behind the preparation of our business plans, which are already underway.

In this process, we analyzed our strengths and weaknesses, as well as the vectors of change we need to address to ensure the sustainability of Jeunesses Musicales Canada. The pandemic caused major changes in the cultural world. We will adapt and remain supportive of our young musicians so they can continue their tours in Quebec, New Brunswick, and other parts of Canada.

We must also continue our educational mission in schools, to create the spark that will bring young audiences to appreciate all aspects of the classical world.

As we approach the 75th anniversary of Jeunesses Musicales Canada, we need to undertake a digital transformation to raise awareness not only of our artists, but also of ourselves and the role we play in developing Canadian artistic talent. This transformation will enable us to position ourselves favourably on the major digital platforms.

I would like to thank and congratulate the Jeunesses Musicales Canada team for their dedication and professionalism in bringing this strategic plan to fruition. I'd also like to thank the members of our regional JMC Chapters, who also supported us in this process with their comments and the relevance of their ideas.

The future is exciting for all of us because we have a unique mission: to ignite the spark that opens people's minds to the classical world, so that it can become part of everyday life.

## A WORD FROM THE EXECUTIVE AND ARTISTIC DIRECTOR

On the eve of our 75th anniversary, it's with deep commitment and a forward-looking vision that we present Jeunesses Musicales Canada's new strategic plan, a guide to shape our future trajectory. Based on revealing observations and informed recommendations, this document represents a roadmap for our collective evolution and a call to action for shaping a vibrant future for Jeunesses Musicales Canada.

Among other things, this exercise enabled us to better define our identity and what we offer our audiences. As a result, we have updated our mission, vision, and values to better reflect the essence of Jeunesses Musicales Canada. In light of the analyses that have been carried out, it's clear that to ensure the long-term survival of our organization, we need to concentrate our efforts on distinctive musical activities that are rooted in our preferred territory. Investing in value-generating projects is essential if we are to stand out from the crowd. Similarly, in an environment where funding is a key factor in the operational efficiency of organizations, it seems important to further develop our financial capabilities by relying on solid philanthropy, in conjunction with the Jeunesses Musicales Canada Foundation.

In short, these recommendations, while representing challenges, also offer opportunities for evolution. They will require a collective effort, a shared vision, and an ongoing commitment from all of us to move Jeunesses Musicales Canada forward into a promising future.

Together, let's write the next chapter in the 75-year-long history of Jeunesses Musicales Canada!



**DANIÈLE LEBLANC**  
Executive  
and Artistic Director

# BACKGROUND AND INTRODUCTION

**10%**  
of our activities are aimed  
at supporting young talent  
(18–32 years old), mainly  
through our Emerging Artists  
Concerts

The other  
**90%**  
aim to democratize music  
for 18-month- to 16-year-olds  
through workshops and concerts

JMC was founded on August 23, 1949. Affiliated with Jeunesses Musicales International, an organization recognized by UNESCO for its action in support of world peace, JMC is supported by the JM Canada Foundation and all three levels of government for all of its activities.

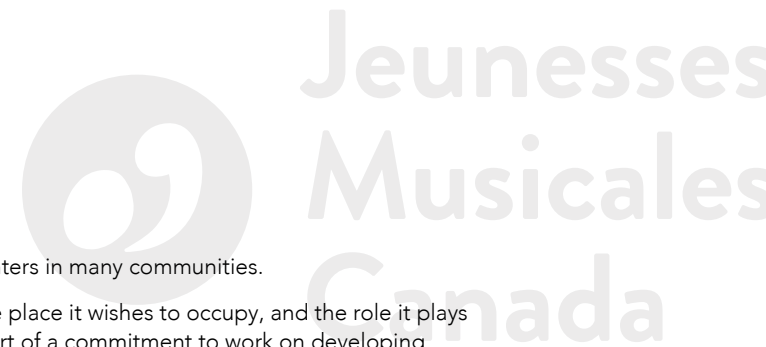
On average, JMC presents 220 concerts and 430 workshops given by over 120 artists in more than 200 performance venues across Ontario, Quebec, and the Maritimes. The annual audience size is estimated at 115,000, including 108,000 children aged 3 to 12.

Although fewer than in the early days of JMC, the JMC Chapters continue to play a central role as presenters in many communities.

As part of this third strategic plan, JMC has taken the time to reflect on the future of the organization, the place it wishes to occupy, and the role it plays and should play for its members and its ecosystem, with a view to prioritization. The 2024–2027 plan is part of a commitment to work on developing the organization to achieve the newly set objectives.

The discussion groups highlighted four key issues that the strategic plan addresses:

- 1 JMC needs to develop a clear narrative about its offering and its purpose in order to effectively structure its marketing.
- 2 JMC needs to focus on a truly distinctive offering and activities in order to occupy its preferred territory.
- 3 JMC is set to strengthen its operational capabilities by optimizing human resources management.
- 4 JMC needs to develop its financial capabilities and rely on strong philanthropy.





# VISION

To make the classical world a part of everyday life by giving young artists the opportunity to spark passion.

# MISSION

Ignite the spark of the classical world in a diverse range of audiences by helping young professional musicians develop their careers by meeting them where they are.



# VALUES

ENJOYMENT  
BOLDNESS  
SHARING  
OPENNESS



# STRATEGIC MAP

## FIVE THEMES AND STRATEGIC PRIORITIES

IN LINE WITH ITS OFFERING	IN LINE WITH ITS AUDIENCES	IN LINE WITH ITS INTENTIONS	IN LINE WITH ITS CAPABILITIES	IN LINE WITH ITS STRUCTURE
<p><b>01</b> Occupy a territory that offers unique market positionin</p>	<p><b>02</b> Develop curiosity about the classical world among a diverse range of audiences</p>	<p><b>03</b> Pursue the organization’s drive for openness</p>	<p><b>04</b> Develop the organization’s capabilities</p>	<p><b>05</b> Solidify the internal structure</p>
<ul style="list-style-type: none"> <li>1.1 Bring the geographical scope of the name to life</li> <li>1.2 Promote JM Canada’s expertise to its audiences</li> <li>1.3 Take the lead in developing the talents of young musicians through contact with audiences</li> <li>1.4 Target actions to develop the Canadian market, including the Canadian Francophone community</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Target initiatives aimed primarily at young audiences</li> <li>2.2 Clarify the artistic proposal to help develop audiences</li> <li>2.3 Promote emerging artistic talent</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Define the meaning of the “classical world” and extend its use</li> <li>3.2 Develop and implement actions and policies that favour inclusion, diversity, and eco-responsibility</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Strengthen fundraising strategies in synergy with the JM Canada Foundation</li> <li>4.2 Develop and implement communications and marketing capabilities</li> <li>4.3 Continue the discussion on the decline in volunteering of the Chapters and determine ways to mitigate this</li> </ul>	<ul style="list-style-type: none"> <li>5.1 Develop commitment to the organization by modernizing certain internal and managerial practices</li> <li>5.2 Develop internal team capabilities, manage and communicate expectations, and evaluate results</li> </ul>

STRATEGIC PLAN 2024 – 2027



# Jeunesses Musicales Canada

## ANDRÉ BOURBEAU HOUSE OF JEUNESSES MUSICALES CANADA

305, Mont-Royal East Avenue  
Montreal (Quebec) H2T 1P8  
Telephone: 514-845-4108  
[jmcanada.ca](http://jmcanada.ca)

