

23 24 ANNUAL REPORT



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A WORD OF THANKS FROM THE GENERAL AND ARTISTIC DIRECTOR

I wish to thank the administrative teams of Jeunesses Musicales Canada, Jeunesses Musicales Ontario, and Jeunesses Musicales New Brunswick, as well as the many JMC Chapters and the Jeunesses Musicales Canada Foundation, for their help in the preparation of this document.

Special thanks to Alexis Boulanger for is administrative support.

A sincere thanks to our graphic designer Isabelle Pépin for her precious collaboration throughout the year and for the layout of this report.

A WORD FROM THE CHAIR AND FROM THE EXECUTIVE AND ARTISTIC DIRECTOR



Luc Perreault

Luc Perreault
Chair

In a cultural landscape with declining audience numbers, it's crucial to find ways to support the next generation of musical talent. The options are numerous: dedicated funds, project agreements with our buyers, national and international partnerships. We hope that a new business model will emerge from these solutions so that we can pursue our mission with determination.

While the future will require us to rethink our ways of doing things and adapt to a new cultural reality, today we can be proud of a productive season. Thanks to this first year of strategic planning, a number of positive initiatives have been undertaken. For example, we have set up a pilot project with the Baie-des-Chaleurs JMC Chapter to explore the various possibilities for modernizing the JMC Chapters' business model and ensuring their sustainability. We have also worked to strengthen our partnerships with the various organizations in our ecosystem, resulting in a fruitful collaboration with the Centre de services scolaires de la Jonquière, where fifty workshops were given in eight schools over the course of a month. In terms of the general public, we have also created or strengthened our links with partners such as La SAMS (Société des arts en milieux de santé) enabling us to offer our artists performance opportunities that are not part of a tour.



Danièle LeBlanc

Danièle LeBlanc
Executive and
Artistic Director

The Young Audiences component of our activities was marked by the creation of two concerts and two jams: *And What About Friendship*, *My Loves?*, *The Music Lovers' Forest*, *The Halloween Jam*, and *The Holiday Jam* were all big hits with our young listeners. The General Public component was also a resounding success, thanks to passionate and committed artists. Comments from music lovers were glowing, confirming the importance of our mission.

The 2023–2024 season, with the renewal of our multi-year grants from the Canada Council for the Arts (CCA), the Conseil des arts et des lettres du Québec (CALQ), and the Conseil des arts de Montréal (CAM), has meant that we have been able to maintain 50% of our funding, while we are still waiting for the other half. Funding is a crucial issue for us, and the support of public partners such as the CCA, the CALQ, the CAM, and Canadian Heritage is invaluable. We are grateful for their trust.

We would also like to thank the JM Canada Foundation, chaired by Florence Junca-Adenot and headed by Véronique Desjardins, which works daily to ensure the continuity of our organisation and plays an active role in financing our activities. And finally, our volunteers and JMC Chapters deserve our warmest thanks for their constant support of Jeunesses Musicales Canada's mission.

The challenges are many, but they provide great opportunities to reinvent ourselves so that audiences can continue to experience the classical world as it resonates in their daily lives. It's important that we continue to invest in the development of the next vibrant generation of young people and emerging artists. Thank you for being part of this adventure with us.

ABOUT

→ **FOUNDED
IN 1949**

→ **A NETWORK OF OVER
350 BUYERS**

→ **HOST TO
6 INTERNATIONAL
GENERAL MEETINGS**

→ **A NETWORK OF OVER
150 CANADIAN
VOLUNTEERS**

→ **MEMBER OF
AN INTERNATIONAL
NETWORK**

→ **A PRESENCE IN ALL
PROVINCES AND
TERRITORIES**

→ **HEADQUARTERED IN
MONTREAL'S PLATEAU
MONT-ROYAL**

→ **FOUNDING MEMBER
OF THE JEUNESSES
MUSICALES WORLD
ORCHESTRA**

→ **13 VOLUNTEER-RUN JMC
CHAPTERS IN QUEBEC AND
NEW BRUNSWICK**

→ **JMC: A TALENT
INCUBATOR
AND ONE OF
CANADA'S
MOST IMPORTANT
CLASSICAL MUSIC
PRESENTERS!**

JEUNESSES MUSICALES CANADA

OUR MISSION

At Jeunesses Musicales Canada, we believe that we can bring the spark of the classical world* to diverse audiences by empowering young professional musicians to develop their careers.

Through discovery, we are committed to presenting and producing concerts and musical activities designed to raise awareness and understanding of the classical world among young people aged 0 to 16.

We are committed to nurturing young Canadian musicians (instrumentalists, singers, and composers) through concert tours, among other initiatives, giving priority to their development on the national stage, without ruling out one-off international projects.

OUR VISION

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

OUR VALUES

ENJOYMENT

We invite you to join us for a rich, creative, entertaining, and engaging cultural experience.

BOLDNESS

Through dynamism and innovation, we give the next generation an opportunity to play an important role in the promotion of the classical world.

SHARING

We offer a space to cooperate, collaborate, encourage participation, transmit passion and knowledge, and promote exchange and learning.

OPENNESS

We work to make the classical world accessible by listening to different communities and promoting diversity in all its forms.

* While firmly rooted in the great tradition of Western classical music, we are also eager to explore the traditional music of other cultures (China, India, etc.) and to include jazz in our musical approach, while excluding popular music.



THREE MAIN ACTIVITY TYPES



YOUNG AUDIENCE CONCERTS AND ACTIVITIES

- **MUSICAL ESCAPADES:** School outings hosted at Joseph Rouleau Hall at JMC.
- **CUSHION CONCERTS:** Family concerts presented at Joseph Rouleau Hall at JMC.
- **YOUNG AUDIENCE CONCERTS:** Theatrical concerts presented through our network, on tour and in schools.
- **DIGITAL BALLADS:** Digital theatrical concerts presented through our network, in schools and daycare centers.

YOUTH WORKSHOPS

- **MUSIC INITIATION ACTIVITIES:** In preschools, schools and day camps.
- **DIGITAL BALLADS:** Online theatrical concerts presented through our network, in preschools and schools.
- **MUSICAL CREATION ACTIVITIES:** for presenters and special collaborations

GENERAL AUDIENCE ACTIVITIES

- **EMERGING ARTISTS CONCERTS:** Recital tours of JMC Chapters and presenters.
- **JACQUELINE-DESMARAIS MUSIC MEDIATION PROGRAM:** Touring activities.
- **HAPPY HOUR CONCERTS:** Recitals presented at JMC's Joseph-Rouleau Hall.
- **SPECIAL ACTIVITIES:** Corporate concerts by request.



→ The opera *La fille sans régiment* presented during the Festival d'opéra de Québec and on tour



→ Partnership with Orford Musique to host an artistic residency for the opera *La fille sans régiment*

→ The cross-Canada tour of *Road Trip!* returned, in partnership with Prairie Debut and Debut Atlantic

→ Artist-in-residence David Dias da Silva (clarinet) at Joseph-Rouleau Hall as part of the Happy Hour Concerts series

→ Special Happy Hour Concert, *Promenades*, with Dimitri Malignan (piano), in collaboration with the Concours musical international de Montréal

→ Partnership with La SAMS and Groupe Maurice to present Emerging Artists Concerts in residential and long-term care centres

GENERAL PUBLIC HIGHLIGHTS

7 musicians
1 actors
5 singers
12 craftsmen, craftswomen,
and designers
27 cities visited
17 related activities
(meeting-discussion, school
concert, or masterclass)

EMERGING ARTISTS CONCERTS

OPERA – LA FILLE SANS RÉGIMENT

Marie – Thera Barclay, soprano
Tonio – Jeremy Scinocca, tenor
Marquise de Berkenfield – Queen Hezumuryango, mezzo-soprano
Sulpice – Emanuel Lebel, baritone
Hortensius, Caporal et Duc – Maxence Lasserre-Engberts, bass-baritone
Piano – Martine Jomphe (on tour)
Piano – Rosane Lajoie (Festival d'opéra de Québec)
Nathalie Deschamps, stage direction
Louise Pelletier, musical direction
Anne-Catherine Simard-Deraspe, lighting design
Élène Pearson, hair and make-up
Thomas Lussier, directing assistance and tour management
Vivienne Angélique, set design – sets and accessories
Émily Wahlman, costume design and hair
Olivier Gascon, technical direction (Festival d'opéra de Québec)
Zachary Weibel, technical direction (on tour)
Jean Sabourin, tour management
Elisabeth Lavoie, lighting and set design
William Dorais, subtitles (Festival d'opéra de Québec)

ENAMORED VIOLINS

Duo Vivo

Roxanne Sicard, Richard Zheng, violin

THE VOICES OF THE HARP

Matt Dupont, harp
Jérémy Roy, actor

SERENADE TO HUMANITY

As part of *Roadtrip!*, a Canada-wide partnership with Debut Atlantic and Prairie Debut.

La Fiammata Piano Duo

Linda Ruan, Charissa Vandikas, four-hand piano or two pianos



ARTIST IN RESIDENCE

Winner of the Prix d'Europe and the Canadian Music Competition – (Stepping Stone) in 2016, clarinetist David Dias da Silva was our artist-in-residence at André Bourbeau House. David was a JMC artist from 2018 to 2023. He presented three original concerts that showcased his many talents as a performer and his remarkable musical versatility as part of our Happy Hour Concerts series.

CONCERTS AND GUEST ARTISTS

AN ENCOUNTER WITH BRAHMS, HENRYSON, AND ROTA

David Dias da Silva, clarinet
Philip Chiu, piano
Cameron Crozman, cello

BETWEEN MUSIC AND COMMEDIA DELL'ARTE

David Dias da Silva, clarinet

THE ALCHEMY OF THE TRIO: CLARKE, BRUCH, AND JACOB

Philon Trio
David Dias da Silva, clarinet
Adam Newman, viola
Camila Könhken, piano

CANADIAN WORKS

Helmut LIPSKY (b. 1953)

- *Fiesta!*
- *Latingo*

Louis FRÉCHETTE (1839–1908)

- *Janvier*

Léonise VALOIS (1868–1936)

- *Paysage de Velours*

Caroline Lizotte (b. 1969)

- *La Madone*
- *Suite Galactique*

Hélène DORION (b. 1958)

- *Tant de fleuves*

Kelly-Marie MURPHY (b. 1964)

- *Prima-Goodman Fantasy*

Gary KULESHA (b. 1954)

- *Monument*

Alice HO (b. 1960)

- *Heart to Heart*



YOUNG AUDIENCES HIGHLIGHTS

→ *Acadjonne Jam* tour of New Brunswick reached over 1,700 children

→ Premiere of *The Halloween Jam* and *The Holiday Jam*

→ Premiere of the theatrical concerts *And What About Friendship, My Loves?* and *The Music Lovers' Forest*

→ Thanks to the JM Canada Foundation and the generosity of the Orchestre classique de Montréal, 350 young people from disadvantaged backgrounds attended a free performance of *Symphonic Animals* at Salle Pierre Mercure.

→ Presentation of the piano workshop-concert-VJing event in collaboration with the Concours musical international de Montréal

→ Premiere of *Percussion, action!*, a series of workshops for young people aged 7 to 12





CONCERTS

CONCERTS	CREATED IN	NBRE OF ARTISTS	NBRE OF PERFORMANCES	CUMULATIF
Le grand bal de Noël	2002	3	20	831
Giggle and Stomp !	2004	2	38	265
The Great Rhythmobile Adventure	2011	2	6	345
Mozart's Flight of Fancy	2013	3	2	194
Recorders on the Run	2014	4	9	160
The Story of Babar	2014	2	2	145
The World for Christmas	2014	3	16	210
Luth, Friend of Kings	2015	1	0	66
Opera Candy	2017	4	22	185
The Beginning of <i>Bing Bang!</i>	2018	2	14	145
Jazz-Noisette	2019	4	0	68
And what about friendship, my loves?	2024	3	4	4
Symphonic Animals	2024	1	1	3
The music lovers' forest	2024	2	12	12
TOTAL FINAL			146	

STAGE DIRECTORS: Michel G. Barette, Alain Gauthier,
Judith Pelletier, Marilyn Perreault, François Racine.



YOUNG AUDIENCE CONCERTS

LE GRAND BAL DE NOËL (Fr only) [\(also available online\)](#)

Pierre Blais (banjo), Marc Fortin (trombone), Jean Sabourin (sousaphone)

GIGGLE AND STOMP ! (Fr/En) [\(also available online\)](#)

Marton Maderspach (percussions), Bruno Roy (percussions)

MOZART'S FLIGHT OF FANCY (Fr/En) [\(also available online\)](#)

Marton Maderspach (percussions), Bruno Roy (percussions)

LA RÉCRÉATION DE MOZART (Fr/En) [\(also available online\)](#)

Amélie Fortin (piano), Amélie Lamontagne (violin), David Perreault (clarinet)

RECORDERS ON THE RUN (Fr/En) [\(also available online\)](#)

Coproduced with Flûte Alors !

Vincent Lauzer (recorders), Marie-Laurence Primeau (recorders),
Alexa Raine-Wright (recorders), Caroline Tremblay (recorders)

THE STORY OF BABAR (Fr/ang) [\(also available online\)](#)

Laurence Lambert-Chan (piano), Charlotte Gagnon (narration)

THE WORLD FOR CHRISTMAS (Fr only) [\(also available online\)](#)

Coproduced with Ensemble ALKEMIA

Jean-François Daignault (voice, recorders, and chalumeau), Michèle Motard
(voice and percussion), Dorothée Ventura (voice)

LUTH, FRIEND OF KINGS (Fr/En)

Madeleine Owen (luth and theorbo)

THE BEGINNINGS OF BING BANG! (Fr only) [\(also available online\)](#)

Marton Maderspach (percussion), Bruno Roy (percussion)

OPERA CANDY: THE GOURMET ADVENTURE OF HANSEL AND GRETEL (Fr/En) [\(also available online\)](#)

Michel-Alexandre Broekaert (piano), Charlotte Gagnon (mezzo-soprano),
Cécile Muhire (soprano), Guillaume Rodrigue (actor-singer, narrator)

JAZZ-NOISETTE (Fr only)

Audrée-Alexandrine Couillard-Tremblay (soprano), Emmanuelle Da Silva (flute, clarinet, saxophone),
Xavier Rousseau (piano), Richard-Nicolas Villeneuve, (tenor)

AND WHAT ABOUT FRIENDSHIP, MY LOVES? (Fr only)

Nadia Monczak (violin), Johanna Silberman (flute), My-Lan Vu (bassoon)

SYMPHONIC ANIMALS (Fr only)

Charlotte Gagnon (moderator), Orchestre classique de Montréal

THE MUSIC LOVERS' FOREST (Fr only)

Aurélie Négrier (narrator), Tim S. Savard (trombone, musical saw)



CANADIAN WORKS

THE GREAT RHYTMOBILE ADVENTURE

Thierry ARSENAULT (born 1971)
Bruno ROY (born 1962)
Raquettes
Bodydrumming
Poubelles et batteries

THE ORIGINS OF BING BANG!

Marton MADERSPACH (born 1983)
Bruno ROY (born 1962)
Rhythmic number En avant le bing bang!
Traditional folksong
Reel of the railway
Call and response song on the melody of,
Sur la grande côte

LE GRAND BAL DE NOËL

Marc FORTIN (born 1961)
Rap de la confrontation
Quel beau cadeau vous m'avez fait à Noël

RECORDERS ON THE RUN

Matthias MAUTE
(born 1963)
Kaléidoscope

LUTE, FRIEND OF KINGS

Konstantin BOZHINOV
(born 1988)
La Madeleine

THE MUSIC LOVERS' FOREST

Aurélié NÉGRIER (born 1979)
The Music Lovers' Forest

WORKSHOPS FACILITATIONS

QUEBEC

10 FACILITATORS

Stéphanie Beauparlant
Laila Breger
Julie Blanchet
Véronique Girard
Anit Ghosh
Claude Hurtubise
Andrea Nino Sarmiento
Aurélien Tomasi
Tim S. Savard
Bruno Roy
Marton Maderspach
Tati Marazzo (Tatiana Dias Teixeira)
Clio Isis Theodoridis (Saguenay)

NEW BRUNSWICK

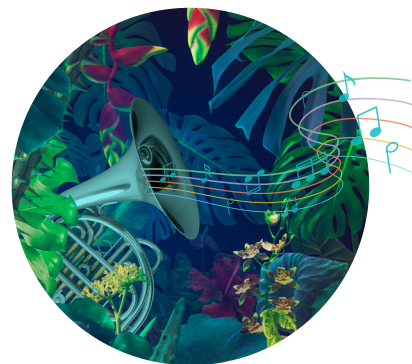
4 FACILITATORS

Sylvie Boulianne
Andres Felipe Romero Guzman
Marie-Claude Landry
Estelle Salmon

NOVA SCOTIA

3 FACILITATORS

Guyaume Boulianne
Dianne Comeau
Jacques Blinn



WORKSHOPS

WORKSHOPS	CREATED IN	NBRE OF PERFORMANCES	NBER OF PERFOR- MANCES SINCE 2015-2016
Musical Initiation – A Rhythmic Trip around the World	2010	48	759
Musical Initiation – Introduction to Body Percussion	2014	66	390
Musical Initiation – Sing me a Story	2012	18	268
Nursery Rhymes and Rhythms!	2020	36	72
Serie – Percussion, action!	2024	10	10
Creation workshop — Little Noise-Makers	2017	18	53
Creation workshop — The Song Hat	2020	4	21
Creation workshop — À vos percussions	2019	4	26
Creation workshop — Body Beats	2014	44	414
Creation workshop — More Body Beats	2022	1	3
Creation — Your Story Set to Music	2008	53	123
Creation workshopn — My Music as a Comic Strip	2010	8	33
Do-It-Yourself Music – Violin	2014	2	30
Do-It-Yourself Music – Trumpet	2010	1	30
Do-It-Yourself Music – Guitar	2019	4	21
Do-It-Yourself Music – Percussion	2014	0	3
Acadjonne Jam	2023	9	9
Globetrotting Jam	2016	8	74
The Traditional Jam	2016	0	6
The Holiday Jam	2023	8	10
Halloween Jam	2023	8	8
The Musical Jungle	2021	0	19
Hansel et Gretel at the Opera	2020	2	11
Your Wintertime Song	2020	1	1
Up Tempo	2014	14	123
Ludi-Musique	2022	4	8
The Rhythm Box	2008	0	88
CHU Ste-Justine workshop test	2024	4	4
CMIM workshop	2024	8	8
TOTAL FINAL		375	

DIGITAL BALLADS

WORKSHOPS	CREATED IN	NBRE OF PERFORMANCES	NBRE OF PERFORMANCES SINCE 2019-2020
Your Wintertime Song	2020	0	45
Winter Music and Legends	2021	1	9
Wolfi the Child Genius	2022	2	6
Flûtastique	2021	2	3
Body Beats	2020	8	229
More Body Beats	2021	2	13
Hansel et Gretel at the Opera	2020	4	137
The Musical Jungle	2021	1	18
TOTAL FINAL		20	460

CONCERTS	CREATED IN	NBRE OF PERFORMANCES	NBRE OF PERFORMANCES SINCE 2019-2020
Recorders on the run	2021	1	9
Opera Candy: The Gourmet Adventure of Hansel and Gretel	2020	4	162
The Beginnings of Bing-Bang!	2020	2	122
The Great Rhythmobile Adventure	2021	1	43
Giggle and Stomp!	2020	3	102
Mozart's Flight of Fancy	2022	2	5
Le Grand Bal de Noël	2020	1	164
The World for Christmas	2022	2	6
The Story of Babar	2020	0	30
TOTAL FINAL		12	640



2023-2024 STATISTICS

CONCERTS	NBRE OF PERFORMANCES	ATTENDEES
GENERAL PUBLIC		
La fille sans régiment	16	2242
Enamored violins	22	2216
Voices of the harp	18	1962
Serenade to humanity	18	1734
Happy Hour Concerts	7	401
Subtotal 1	81	8555
YOUNG AUDIENCE		
Young Audience Concerts (networks, tours and schools)	79	11798
Musical Escapades	63	7288
Subtotal 2	142	19086
YOUNG AUDIENCE DIGITAL		
Digital Ballads	16	2054
Presenters	0	0
Subtotal 3	16	2054
FAMILY		
Cushion Concerts	20	1227
TOTAL CONCERTS	259	30922



2023-2024 STATISTICS (cont'd)

WORKSHOPS	NBRE OF PERFORMANCES	ATTENDEES
PRESCHOOL (initiation)	168	2 430
ELEMENTARY SCHOOL AND DAY CAMPS	86	2 335
DIGITAL WORKSHOPS		
Digital Ballads	20	2 394
Presenters	0	0
FAMILY		
Presenters	101	5 343
MEDIATION		
Virtual mediation	0	0
Future teachers	2	84
SOCIAL COMMITMENT		
ETPSY/ CHU Sainte-Justine	18	362
WORKSHOP TOTAL	395	12 948
GRAND TOTAL	654	43 870

COMMUNICATIONS

DIGITAL REACH

SOCIAL MEDIA



FACEBOOK

6,104
followers
(+3%)



INSTAGRAM

1,689
followers
(+14%)



YOUTUBE

977
followers
(+2%)



LINKEDIN

765
followers
(+109%)

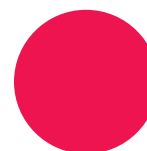


INFOLETTRES

Open rate
41%
(monthly
mailing)

SITE INTERNET

Visitors from July 1, 2023 to June 30, 2024
Number of page views = 192 746
38,556 visitors
Average length of visit = 3 mins and 31 secs
Number of sessions (visits) = 57,499
Page views per session = 5.22



2024-2027 ACTION PLAN

ISSUE 1: In line with our offering

DIRECTION 1:

Occupy the territory with a unique market positioning

AREA OF FOCUS 1 | BRING THE GEOGRAPHICAL SCOPE OF THE NAME TO LIFE

ACTIONS	TARGETS REACHED
1.1.1 Continue to roll out digital services in areas outside of city centres	Ongoing: - Target of \$9,000 in sales exceeded with \$13,000 in digital sales for 2023–2024
1.1.2 Continue tours for the general public	Ongoing: - 74 general public concerts and 17 mediation activities for the 2023–2024 emerging artists tours
1.1.3 Develop partnerships outside of Quebec	Ongoing: - Prospecting with the FCCF and MASC in Ontario, with a view to developing partnerships for the presentation of activities for young audiences
1.1.4 Assess the feasibility of offering school programs outside of Quebec	Ongoing: - Research carried out and four tours outside of Quebec targeted for young audience concerts in 2024–2025 - PassepART strategy for 2024–2025 with 589 emails sent
1.1.6 Develop activities with local artists	Ongoing: - Four new artists from New Brunswick joined the mediation team for the 2023–2024 season - Three artists from Nova Scotia involved in the conception of <i>Acadjonne Jam</i> - 126 performances with artists from outside of Quebec



2024-2027 ACTION PLAN (cont'd)

ISSUE 1: In line with our offering

DIRECTION 1:

Occupy the territory with a unique market positioning

AREA OF FOCUS 2 | PROMOTE JM CANADA'S EXPERTISE TO ITS AUDIENCES

ACTIONS	TARGETS
1.2.1 Deploy a communications plan targeting current key clienteles	Ongoing: - Segmentation of the YA offer according to the type of clientele. For example, we've created five separate brochures for different types of clienteles (day camps, libraries, high schools, festivals, and daycare centres), simplified the YA brochure for schools, and begun creating specific presentation documents for YA activities
1.2.2 Adapt vocabulary for teachers and others	Ongoing: - Research on school vocabulary shared with the YA team to adapt communications with school clientele
1.2.3 Increase the penetration rate of our products and offering	In progress



2024-2027 ACTION PLAN (cont'd)

ISSUE 1: In line with our offering

DIRECTION 1:

Occupy the territory with a unique market positioning

AREA OF FOCUS 3 | TAKE THE LEAD IN DEVELOPING THE TALENTS OF YOUNG MUSICIANS THROUGH CONTACT WITH AUDIENCES

ACTIONS	TARGETS
1.1.6 Develop partnerships with local stakeholders	Ongoing: <ul style="list-style-type: none"> - Partnership with La SAMS and Groupe Maurice for the GP. Eleven mediation activities were organized with La SAMS, including five for Groupe Maurice
1.3.2 Develop mediation skills	Ongoing: <ul style="list-style-type: none"> - Hire five new mediation resources for YA - Eleven mediation activities were organized with La SAMS on tour, including five for Groupe Maurice - Increase in the number of GP mediations compared with the previous season (12 in 2022–2023 compared with 22 in 2023–2024)
1.3.3 Maintain a more active link with the general public before and after artists' tours (La SAMS, Groupe Maurice, corporate/one-off concerts, FJMC/JMC alumni circles)	Ongoing: <ul style="list-style-type: none"> - Post-tour meeting with all GP artists - Sale of non-touring concerts - Sale of two special concerts from the 2022–2023 season

AREA OF FOCUS 4 | TARGET ACTIONS TO DEVELOP THE CANADIAN MARKET, SPECIFICALLY THE FRANCOPHONE COMMUNITY

ACTIONS	TARGETS
1.4.4 Invest in training local mediators	Target reached: <ul style="list-style-type: none"> - 36 hours of training for NB mediators - Four new YA mediation resources trained for the NB market

2024-2027 ACTION PLAN (cont'd)

ISSUE 2: In line with our clientele

DIRECTION 2:

Develop curiosity about the classical world among a diverse range of audiences

AREA OF FOCUS 1 | TARGET INITIATIVES AIMED PRIMARILY AT YOUNG AUDIENCES

ACTIONS	TARGETS
2.1.1 Have a market penetration plan for "youth" clientele – schools	In progress: - Organized a development tour of the Saguenay region, resulting in 46 one-off workshops and 12 series workshops sold to the CSS de la Jonquière
2.1.2 Adapt vocabulary for teachers	Ongoing - Research on vocabulary for teachers, which enabled us to adapt our communications with school clientele. - Attendance at education conferences (Contact Ontario, FAMEQ, Salon de l'apprentissage, Franco Fête) to maintain close contact with the educational community

AREA OF FOCUS 2 | CLARIFY THE ARTISTIC PROPOSAL TO HELP DEVELOP AUDIENCES – DEFINE AUDIENCES

ACTIONS	TARGETS
2.2.2 Align our products with our positioning	Ahead of schedule: - Along with the CCA grant application, a plan has been drawn up for new YA productions through the 2028–2029 season - Opening up to jazz for the 2026–2027 call for GP auditions

AREA OF FOCUS 3 | PROMOTE EMERGING ARTISTIC TALENT

2.3.1 Review communications to better promote the next generation of artists	Target reached: - 28 concert proposals (YA and GP) submitted to Scène Pro, Scène Francophone, Culture à l'école, Une école montréalaise pour tous, and the Commission scolaire Marguerite-Bourgeois - Development of targeted communications tools based on customer segmentation or information dissemination platform
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2024-2027 ACTION PLAN (cont'd)

CHALLENGE 3: In line with our intentions

DIRECTION 3:

Pursue the organisation's drive for openness

AREA OF FOCUS 1 | DEFINE THE MEANING OF "CLASSICAL WORLD" AND EXTEND ITS USE

ACTIONS	TARGETS
3.1.1 Finalize a definition	In progress - Endorsement of the term "classical world" by the director of the UQAM music department
3.1.2 Reflect on the place of Indigenous music in JMC's activities	In progress: - The YA production plan submitted to the CCA includes a concert project with Indigenous communities - Concert on October 10, 2024, as part of Elisabeth St-Gelais' artistic residency, is based on Indigenous poetry and music

CHALLENGE 4: In line with our abilities

DIRECTION 4:

Develop the organisation's abilities

AREA OF FOCUS 1 | STRENGTHEN FUNDRAISING STRATEGIES IN SYNERGY WITH THE JM CANADA FOUNDATION

ACTIONS	TARGETS
4.1.1 Set up a board committee to study the development of philanthropy with the Foundation	Target reached: - Committee consisting of the chairs and executive directors of JMC and FJMC and members of the respective boards of directors; monthly meetings

2024-2027 ACTION PLAN (cont'd)

CHALLENGE 4: In line with our abilities

DIRECTION 4:

Develop the organisation's abilities

AREA OF FOCUS 2 | DEVELOP AND DEPLOY COMMUNICATIONS AND MARKETING ABILITIES

ACTIONS	TARGETS
4.2.4 Implement/review customer satisfaction metrics (survey, teaching tools)	Ongoing: - Revised feedback forms for all activities. Feedback forms for GP tours and ticket sales have been standardized using a scale of 1 to 5 - The YA forms have been adapted to Monday, but not yet on a scale of 1 to 5
4.2.5 Facilitate the purchasing experience, including ticket sales for regional Chapters	In progress - Unsuccessful attempt to migrate to the Zeffy platform - Awaiting recommendations following digital maturity assessment and pilot project with the Baie-des-Chaleurs Chapter

AREA OF FOCUS 3 | ANALYZE BUSINESS MODEL, MARKET SEGMENT CHOICES, AND THEIR IMPLICATIONS

ACTIONS	TARGETS
4.3.1 Evaluate the various options available	In progress: - In partnership with the FJMC, we held a day of reflection on JMC business models at the Baie-des-Chaleurs JMC Chapter. A report on the proceedings was issued by Benoit Trépanier (mediator for the day)
4.3.3 Develop partnerships – pursue discussions with partners outside of Quebec	Ongoing: - The closing of the Chaleur-Bathurst Chapter has led to a partnership with the Société culturelle régionale de Népissiguit for the 2024–2025 season

2024-2027 ACTION PLAN (last)

CHALLENGE 5 : In line with our structure

ORIENTATION 5 :

Solidify the internal structure

AREA OF FOCUS 1 | DEVELOP COMMITMENT TO THE ORGANISATION BY MODERNIZING CERTAIN INTERNAL AND MANAGERIAL PRACTICES

ACTIONS	TARGETS
5.1.1. Review the organisational structure	Target reached - Redesign of the organisational chart and redistribution of roles and responsibilities
5.1.2 Revision of the annual feedback form	Target reached - Creation of a new evaluation grid
5.1.3 Review the objectives and frequency of meetings	Target reached - Reorganization of objectives for weekly logistics meeting, team meetings, and individual meetings
5.1.6 Carry out a technological audit of the tools used by the organisation (Eudonet, Monday, Google Drive, server, ticketing, etc.)	In progress - Digital maturity assessment begun with Sporobole

AREA OF FOCUS 2 | DEVELOP INTERNAL TEAM CAPABILITIES, MANAGE AND COMMUNICATE EXPECTATIONS, AND EVALUATE RESULTS

ACTIONS	TARGETS
5.2.1 Write clear job descriptions for each position	In progress: - Linked to the changes to the organisational chart
5.2.2 Provide a resource development plan – offer professional development opportunities	Target reached - Dedicated budget for employee training and development

THE JMC NETWORK

JMC IS SUPPORTED BY 2 PROVINCIAL ORGANISATIONS

JEUNESSES MUSICALES NEW BRUNSWICK

CHAIR: WILFRED ALLISTON

11 DIRECTORS

4 BOARD MEETINGS

- September 14, 2023
- November 4, 2023
- January 23, 2024
- May 22, 2024

ANNUAL GENERAL MEETING

- November 4, 2023

FINANCING

- Grant in the amount of \$17,830 received from Tourism, Heritage and Culture New Brunswick
- Laetitia Cyr Scholarship Fund, created in 2000 by JMNB

7 CHAPTERS

JEUNESSES MUSICALES ONTARIO

CHAIR: DANIÈLE LEBLANC

12 DIRECTORS

NO FINANCING

NO CHAPTER

JM CANADA CHAPTERS AND QUALIFIED PRESENTERS

- 1 Baie-des-Chaleurs JMC Chapter
- 2 Chaleur-Bathurst JMC Chapter
- 3 Dalhousie JMC Chapter
- 4 Moncton JMC Chapter
- 5 Edmundston JMC Chapter
- 6 Fredericton JMC Chapter
- 7 Lac Témiscamingue JMC Chapter
- 8 Acadian Peninsula JMC Chapter
- 9 Port-Cartier JMC Chapter
- 10 Rouyn-Noranda JMC Chapter
- 11 Saguenay JMC Chapter
- 12 Qualified presenter
Au Vieux Treuil (Îles-de-la-Madeleine)
- 13 Qualified presenter Centre de
création diffusion de Gaspé (Gaspé)
- 14 Qualified presenter Service culturel
de la ville de Val d'Or
- 15 Qualified presenter Ville de la Sarre
- 16 JMC's André Bourbeau
House (Montreal)

11
**VOLUNTEER-BASED
CHAPTERS AND 4 QUALIFIED
PRESENTERS
IN QUEBEC AND
NEW BRUNSWICK**

15

10

14

7

16

11

9

5

1

3

2

8

4

6

13

12

THE JMC NETWORK

11 VOLUNTEER CENTERS AND 4 QUALIFIED PRESENTERS ACROSS QUEBEC AND NEW BRUNSWICK

The network of regional JMC Chapters (6 in New Brunswick and 5 in Quebec) includes more than 150 volunteers who ensure the logistics, promotion, financing, and presentation of JM Canada's Emerging Artists Concerts. Each JMC Chapter has a non-profit governance structure: the Chapter is managed by a volunteer team that includes a president, vice-president, secretary, treasurer, and board members.

JMC CHAPTER PRESIDENTS

- Baie-des-Chaleurs JMC Chapter, Michelle Landry, President
- Chaleur-Bathurst JMC Chapter, Adrienne Deveau, President
- Dalhousie JMC Chapter, E. Gail Carleton, President
- Dieppe JMC Chapter, Martin Waltz, President
- Edmundston JMC Chapter, Julie Bédard, President
- Fredericton JMC Chapter, Wilfred J. Alliston, President
- Lac Témiscamingue JMC Chapter, Chantal Tremblay, President
- Acadian Peninsula JMC Chapter, Lise Léger-Anderson, President
- Port-Cartier JMC Chapter, Louise Lajoie, President
- Rouyn-Noranda JMC Chapter, Yves Prévost, President
- Saguenay JMC Chapter, Charles Emond, President



CÉLINE GAGNON (1942–2023)



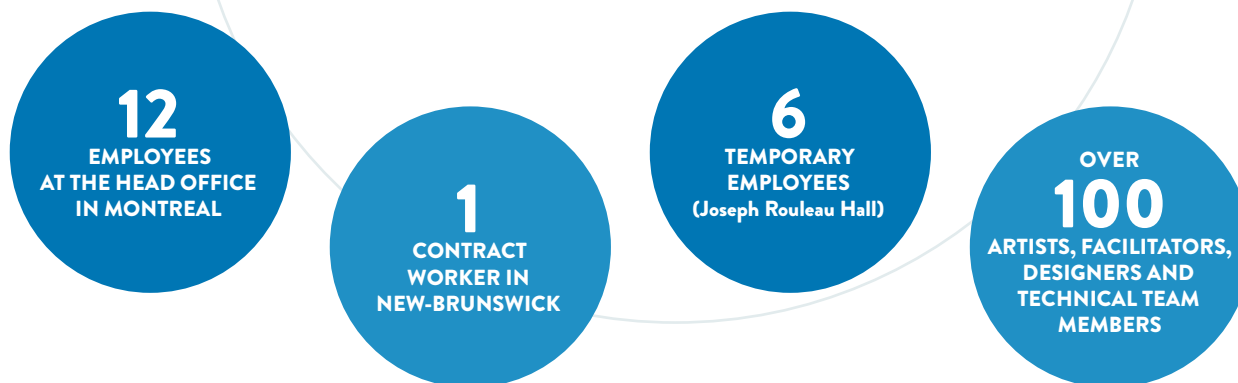
Céline Gagnon, an important volunteer with the Saguenay JMC Chapter, passed away on September 6, 2023. She joined the JMC Chapter in 1960, where she held virtually every position. In addition to assisting management, she organized numerous post-concert receptions, hosting artists and committee members at her home, as well as committee meetings. Dynamic and hard-working, Céline organized the JMC General Meeting in Saguenay-Lac-Saint-Jean in 1999, marking the 50th anniversary of Jeunesses Musicales Canada. Chair of the Life of the Movement Committee for several years, Céline Gagnon received the JMC Volunteer Award in 2009 in recognition for the excellence of her involvement with JMC. Céline Gagnon contributed to the dynamism and life of Jeunesses Musicales Canada in Jonquière right up until her passing.

MONTREAL VOLUNTEERS

The Montreal volunteers met twice for a mid-season review in December 2023 and an end-of-season review in June 2023.

The Montreal team of volunteers: Jocelyne Castonguay, Madeleine Choquette, Louise De Bellefeuille, Lise Desjardins, Mariette Dupuis, Ghislaine Gagnon, Marie-Ève Gonfreville, Lise Goulet, Ana Gutierrez, Aurélie Moroso, Gilles Pichette, Judith Ritchie, Renée Rouleau, Barahe Samadi, Normand Trempe, Carmen Trevino, Ilea Tant, Mercedes Rodriguez, Agathe Lambert, Francine Lavoie and Louise Villeneuve.

HUMAN RESOURCES



JMC TEAM AS OF JUNE 30, 2024

MANAGEMENT

Danièle LeBlanc Executive and Artistic Director

FINANCES ET ADMINISTRATION

Nathalie Allen, CPA Financial Services Director
 André Mercier Accounting Technician
 Alexis Boulanger Executive Assistant and Coordinator of the Volunteer Network

ARTISTIC

Pierre-Luc Moreau Head of Concepts and Production for Young Audiences

SALES AND CUSTOMER SERVICE

Anne-Marie Saint-Jacques Head of network development
 Benoît Bilodeau Young Audiences School Outings and Promoters Coordinator
 Annabelle Garon General Audience Activities Coordinator
 Marie Vivies Young Audiences Digital Offer Coordinator
 À combler Young Audiences in School Concerts Coordinator

COMMUNICATIONS

Noémie Vallet Head of Communications
 To be filled Communications Coordinator

JM NEW BRUNSWICK

Sophie Dupuis JMNB Development Officer

ON LEAVE

Yogane Lacombe General Audience Activities Coordinator

THANK YOU TO ALL THE EMPLOYEES WHO WORKED FOR JMC THROUGHOUT THE YEAR

Joannie Guimond, Clément Joubert, Mélissa Latinier, Sylvie Leclerc, Aurélie Négrier and Romane Richard.

FINANCIAL OVERVIEW

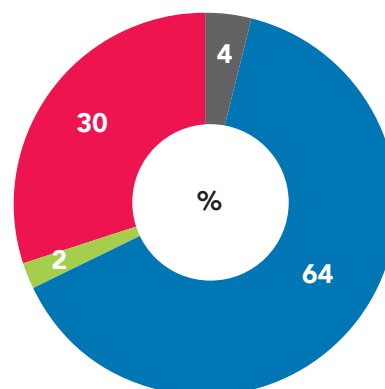
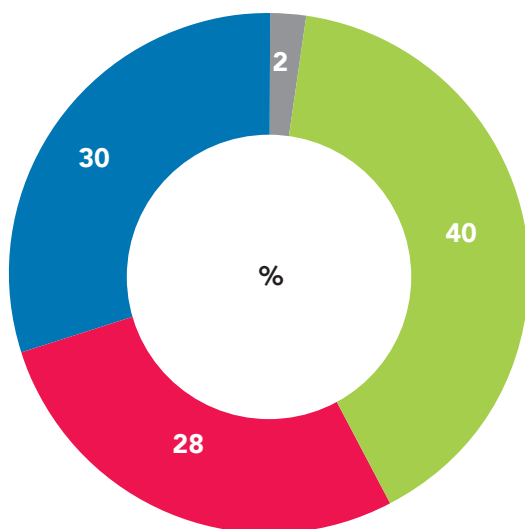
FOR THE YEAR ENDED JUNE 30, 2024

CONSOLIDATED FINANCIAL STATEMENTS

	2023-2024	2022-2023
Income	\$1,998,408	\$2,085,970
Expenses	\$2,012,118	\$2,124,032
Surplus (deficit) of income over charges	\$(13,710)	\$(38,062)

DISTRIBUTION OF INCOME

- Grants
- Private Fundraising
- Earned Revenues
- Amortization



DISTRIBUTION OF EXPENSES

- Artistic and Production
- Amortization of Capital
- Administration
- Representation and Development

BALANCE SHEET

	2023-2024	2022-2023
Assets	\$1,427,319	\$1,579,323
Liabilities	\$980,910	\$1,119,204
Net assets	\$446,409	\$460,119

THE JM CANADA FOUNDATION, A GREAT PARTNER

Since its creation in 1984, the Foundation has raised over \$12 million. Thanks to the returns on these funds, the Foundation ensures the sustainability of JM Canada and the professional development of young Canadian musicians. The Foundation actively contributes to the realization of JM Canada projects in order to support the organisation's activities.

\$346,224

paid by the Foundation in direct and indirect contributions to JM Canada for 2023-2024.

WHAT DOES THE JM CANADA FOUNDATION DO?

- Conducts an annual fundraising campaign
- Organizes major fundraising activities (Golf Tournament, *Cabaret Classique Evening*, Auction)
- Supports JM Canada in its fundraising efforts
- Provides financial support for JM Canada activities and promotes awareness of the organisation
- Finds major donors
- Supports the professional development of young Canadian musicians through scholarships and grants (AIDA, Peter Mendell Award, Choquette-Symcox Award)
- Develops a new generation of philanthropists



To learn more about the JM Canada Foundation's activities in 2023–2024, consult the annual report.



JEUNESSES MUSICALES INTERNATIONAL

BRIEF OVERVIEW

Established in 1945 in Belgium, JM International (JMI) is the largest youth music NGO in the world, with a mission of “enabling young people to develop through music across borders”. JMI has established four priority areas of activity:

- young musicians;
- youth empowerment;
- young audiences;
- orchestras and youth ensembles.

PROGRAMS

enCORE: annual creative gathering to discuss new ways to approach classical music through a youth-driven lens.

ETHNO: oral transmission in world music – 15 camps in 10 European countries and India.

EURO-ARAB YOUTH MUSIC CENTRE: musical exchange program between Arab and European countries.

FAIR PLAY: composition competition with an anti-corruption theme.

IMAGINE: international music competition, all genres – 8 national Imagine festivals on 3 continents promoting bilateral exchange between participating countries.

JMI GLOBAL CONFERENCE: annual event around the JM International network and its various partners from around the world.

JM JAZZ WORLD: international jazz orchestra hosted in one of the JMI World Centres.

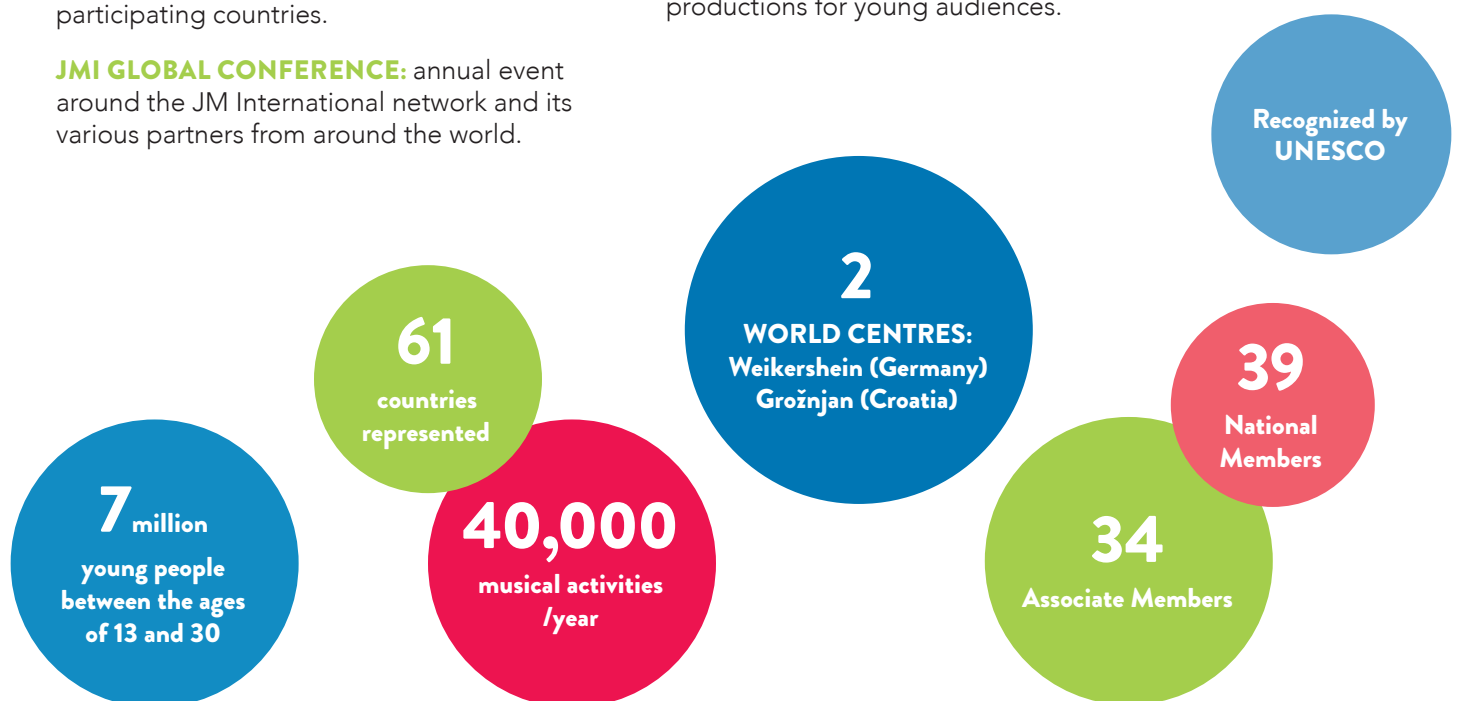
MUSIC AGAINST CHILD LABOR: awareness campaign against child labor.

MUSIC CROSSROADS: African music schools in Malawi, Mozambique and Zimbabwe.

WORLD YOUTH CHOIR: international youth choir that tours annually.

YO!Fest: annual political youth-led festival organized by the European Youth Forum (EYF)

YOUNG AUDIENCE MUSIC AWARDS (YAMA): international competition of the best productions for young audiences.



PARTNERS AND SPONSORS

PROGRAM PARTNERS

Canimex
Jenny Dho
Festival d'opéra de Québec
Fondation Azrieli
Myles Edwards
RBC Fondation
RéZin

PUBLIC PARTNERS

Conseil des arts du Canada
Conseil des arts et des lettres du Québec
Conseil des arts de Montréal
Ministère de la Culture et des
Communications Québec
Ministère du Tourisme, du Patrimoine
et de la Culture du Nouveau-Brunswick
Ministère du Travail, de l'Emploi et de la
Solidarité sociale Québec
Fédération culturelle canadienne-française
(PassepART)
Patrimoine canadien

PRIVATE DONORS (\$1,000 and up)

Anonymous
Fondation Cécile Mesnard-Pomerleau
Fondation du Grand Montréal
(Fonds Joseph Rouleau-André Bourbeau)
Fondation Jeunesses Musicales Canada
Fonds Laetitia-Cyr
Danièle LeBlanc

ARTISTIC AND PRESENTING PARTNERS

Alliance Française de Toronto
Association multiculturelle de Fredericton
Centre de services scolaire de Montréal
Centre national des arts
Comité culturel l'enfant et les arts
Conseil scolaire francophone de la
Colombie-Britannique (CSF)
Conseil scolaire acadien provincial (CSAP)
Conservatoire de musique de Montréal
Debut Atlantic
Ensemble Alkemia
Fédération des Associations Étudiantes
du Campus de l'Université de Montréal —
FAECUM Fédération culturelle canadienne-fran-
çaise (PassepART)
Flûtes alors!
L'école et les arts
La clé
Orchestre classique de Montréal
Palais Montcalm
Place des arts
Prairie Debut
Théâtre Outremont
Ville de Montréal
Ville de Boucherville
Ville de Pointe-Claire

SPONSORS (Digital Ballads)

Fondation Azrieli

SPECIAL THANKS

ANNUAL CAMPAIGN – JMC CHAPTERS

A sincere thank you to the many donors who contributed to the success of these various fundraising campaigns as well as to the many regional benefactors and sponsors who support our organisation's network of volunteer chapters at the local level.



**Jeunesses
Musicales
Canada**

ANDRÉ BOURBEAU'S JMC HOUSE

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Telephone: 514 845-4108

www.jmcanada.ca