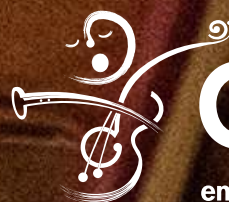


First Released Fall 2018
Updated Spring 2021

Strategy 2032 crescendo

Building community through music



OrKidstra
empower kids • build community

“OrKidstra stole the Opening Ceremony of the Centre for Global Pluralism—with more than their music. They are the embodiment of Canada.”

John Stackhouse, Senior Vice-President, Office of the CEO at RBC

Strategy 2032
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OrKidstra's mission is to empower kids and build community through the universal language of music.

"OrKidstra is definitely helping me to reach my goals: OrKidstra teaches me music as well as helping me to become a better person."

Peter, OrKidstra Graduate

mission



OrKidstra's vision

Acting on a passionate belief in the transformative power of music, OrKidstra opened its doors in 2007 to 27 children from under-served areas of Ottawa.

By 2018, thanks to ongoing community support, OrKidstra programs now include more than 700 students, aged 5–18, from 62 cultural and linguistic backgrounds. OrKidstra's free after-school and in-school programs¹ give kids from challenged neighbourhoods the chance to reach for success by learning life skills—teamwork, commitment, respect and self-confidence—through playing and singing music together.

Our goal is and has always been social development: using music as the instrument of change to achieve many outcomes that help today's child, the adults they will become and the community in which they live.

OrKidstra has succeeded due to its leadership and philosophy, but also because it speaks to our times. In step with the country, Ottawa's new Canadian population is growing quickly. Nurturing an environment of inclusivity and harmony is key to our approach. Our students learn how to build a community that transcends social, linguistic

and cultural differences, and celebrates the mosaic that is Canada.

Partly due to OrKidstra's location—within sight of the Parliament buildings—the program has become widely recognized locally, nationally and internationally as a beacon of social inclusion, leading to high-profile

performances². OrKidstra's vision for the future offers children and youth an opportunity to find their voice and build their potential through music. This vision guides all aspects of our strategic plan.

Crescendo: Strategy 2032 aims to explain our plans for the future and share our goals publicly. As such, the document provides only broad-brush strokes of what needs to be accomplished to reach our goals. We invite

you to join in the journey as OrKidstra and its students create an exciting future.

"Although many in society focus on our differences, OrKidstra emphasizes the commonality of young people in Ottawa. It is an inspirational program. If a firm values its relationship to the Ottawa community, by supporting OrKidstra, they will be seen in the best possible light."

**Al O'Brien, Partnership Chair
at Nelligan O'Brien Payne LLP**

Success through music

OrKidstra brings the joys and challenges of music to kids who might otherwise be left out due to financial constraints, cultural differences or language barriers. The program's unique approach also provides a sense of belonging to its students—fulfilling the innate human need to be part

¹ In-school programs are delivered by OrKidstra in collaboration with and supported by various school boards in Ottawa including Ottawa-Carleton District School Board.

² OrKidstra students have performed at over 75 events locally, nationally and internationally over the last two years (2016/17 and 2017/18) including Mexico City for Gustavo Dudamel's "Encounters/Encuentros" in Mexico City, The JUNO Awards and on Parliament Hill for Canada 150.



“Being part of OrKidstra opened a door for me, and when I stepped through that door, many other doors opened.”

Declan, OrKidstra Graduate

At the invitation of former Governor General the Right Honourable David Johnston, OrKidstra performs at the rededication of the Fountain of Hope at Rideau Hall, June 2017.

PHOTO BY SGT JOHANIE MAHEU

of something larger and more meaningful than our individual selves. Therefore, first and foremost, ours is a social development program that leads to positive results³:

- 100% of OrKidstra graduates have completed high school and gone on to post-secondary education in diverse fields such as neuroscience, commerce, music, accounting and international law.

- 94% of OrKidstra graduates credit OrKidstra with helping them move towards their goals.
- 100% of OrKidstra graduates say they believe in the value of giving back to their community.

Music education has proven benefits in the cognitive and emotional development of children⁴. Studies show that musical

training in early years strengthens numeracy, memory, attention, language and literacy skills and that these aptitudes continue into adulthood. In combination with softer, social skills (respect, generosity, compassion and critical thinking), our kids are well prepared to take their place as responsible citizens in a changing world.

Despite the recognized value of music to the growing mind, almost 55,000 children attending elementary school in Ottawa have no specialist music teacher⁵ and private lessons are largely out of reach for children from low-income families. OrKidstra is addressing this need by providing opportunities for the most vulnerable children in our community.

³ Results from the 2018 OrKidstra Grad Survey. (Statistics from United Way/Centraide Ottawa show that youth in high-risk neighbourhoods are more likely to drop out of school – upwards of 40%.)

⁴ Neural Encoding of Music: Auditory Neuroscience Laboratory at Northwestern University, led by Dr. Nina Kraus, PhD. (<https://www.brainvolts.northwestern.edu/projects/music/index.php>)

⁵ In 2016, there were 96,290 students enrolled in Ottawa at the elementary level. Only 42% of Ontario Elementary Schools had a music teacher in 2016, the lowest in 10 years. Ottawa Insights (OI) is a web-based community knowledge centre presented by the Ottawa Community Foundation. (<https://www.ottawainsights.ca/themes/education-and-learning/public-school>)

Our students thrive in so many ways that there is strong and growing demand for OrKidstra⁶. The program’s growth—past and planned—is a benchmark of our impact on Ottawa.

Our future plans are ambitious, but we have a time-tested record of expansion, built on a sturdy foundation of social and financial investment. Therefore, we believe that, with the community’s support, we can achieve the goals we have set.

Crescendo: Strategy 2032 lays out three milestones*

By 2022 OrKidstra will open a third Ottawa Hub for its free after-school programming. In addition, the KiddlyWinks program will be offered to elementary school students in 15 neighbourhood schools, in partnership with local school boards. Altogether, over 950 students would be involved with OrKidstra’s programs. Budget projection: \$955,000

By 2027 OrKidstra will open a Hub in a fourth under-served Ottawa area, altogether creating space for over 1,200 students. Additional staff and teachers would help guide the programs, with five to ten schools added to in-school instruction. Budget projection: \$1,500,000

By 2032 a fifth location will open. Along with 25 to 30 neighbourhood schools teaching OrKidstra’s KiddlyWinks program for ages 5–8, this means that by 2032, over 1,600 students will be able to experience the joys and challenges of music with OrKidstra. Budget projection: \$1,950,000

As with our existing hubs in Centretown and Vanier, these new centres and programs will be in under-served areas of Ottawa. Together, our five hubs will make a significant and positive impact on their neighbourhoods, many of which have a child poverty rate of over 50%⁷.

6 Over the past 5 years, OrKidstra has seen a 127% increase in the number of applicants to its after-school programs (as of 2017/18).
7 Ledbury – Heron Gate – Ridgemont: 52.7% of population aged under 18 living in low income (after taxes); Carlington: 52.1% of population aged under 18 living in low income (after taxes). Ottawa average: 16% of population aged under 18 living in low income (after taxes). The Ottawa Neighbourhood Study (ONS) provides data on strengths and challenges for each neighbourhood in Ottawa. (<https://www.neighbourhoodstudy.ca>)

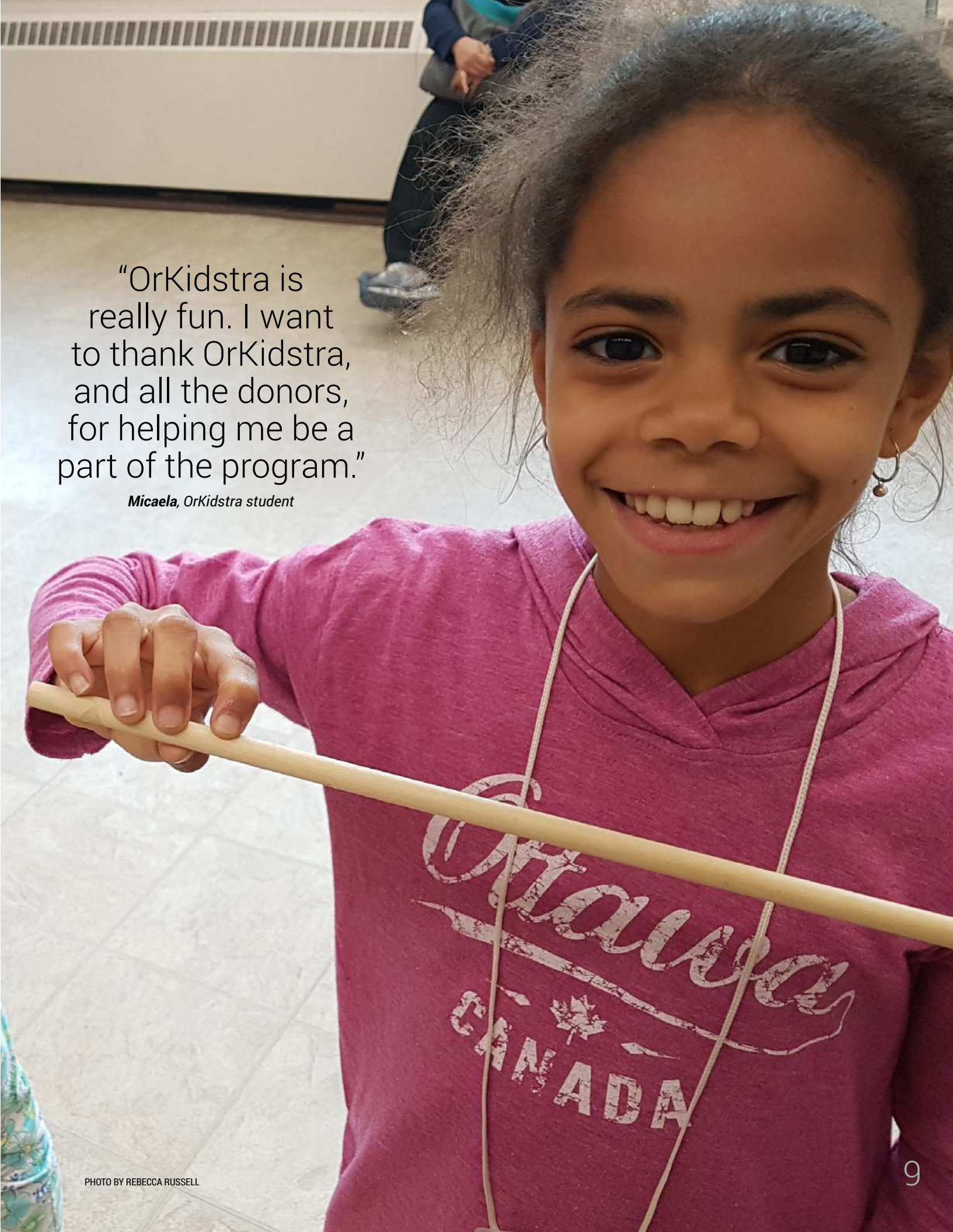
*First released in Fall 2018, Crescendo: Strategy 2032 is currently being revised to better reflect the impact of COVID-19 on OrKidstra’s strategic planning.

“OrKidstra is really good for the students and the community. When they [families and children] come here, they get to know each other, they communicate and they have a very good relationship. The program will help children go further in their lives.”

Melake, parent of OrKidstra students Shan and Sham



PHOTO BY REBECCA RUSSELL



“OrKidstra is really fun. I want to thank OrKidstra, and all the donors, for helping me be a part of the program.”

Micaela, OrKidstra student

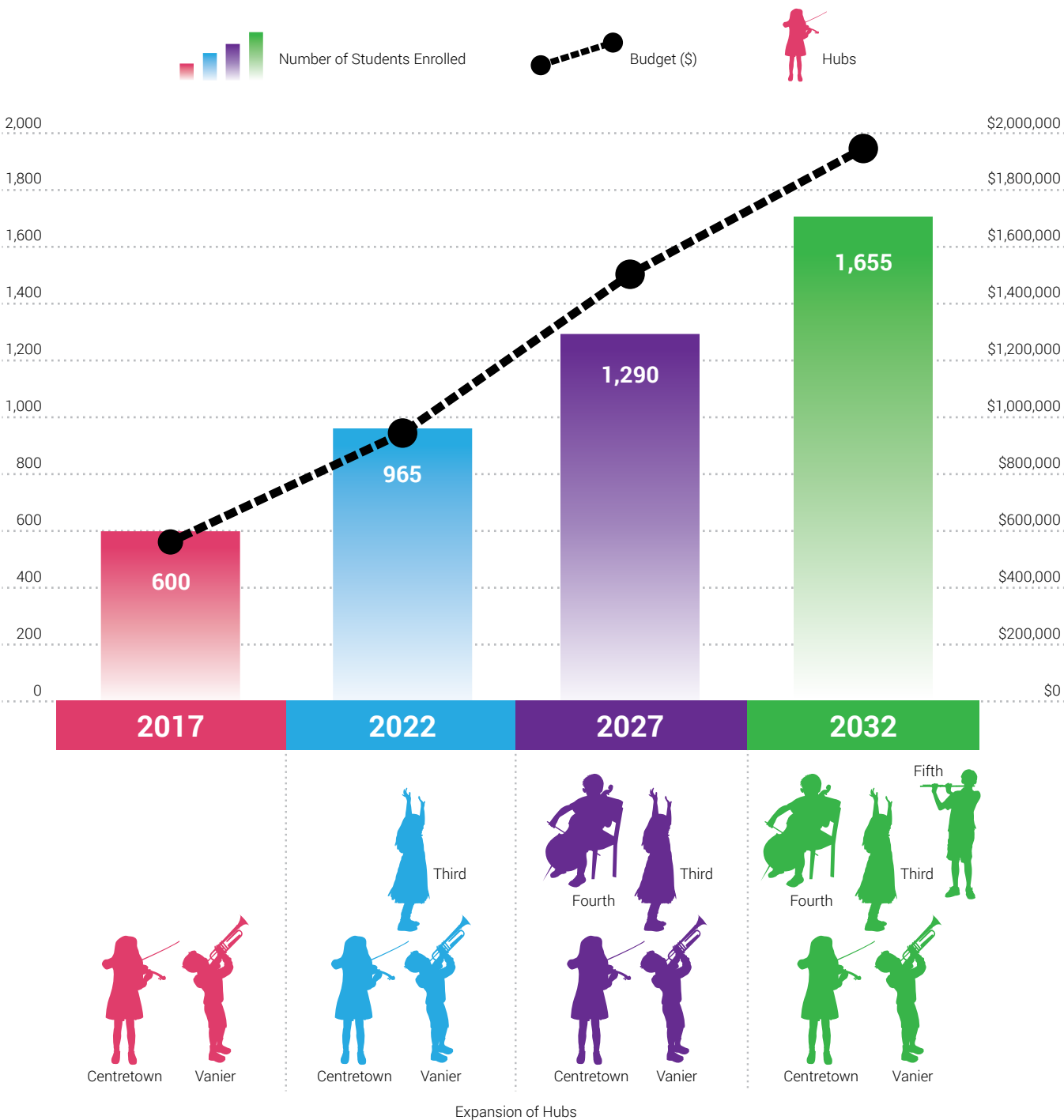
PHOTO BY REBECCA RUSSELL

“It is an absolute badge of honour for me to be involved with this remarkable organization as an Ambassador. These children from under-served Ottawa communities are a shining example of how music can uplift the spirit and the mind. I’m excited to see where the future takes this wonderful organization!”

*Alexander Shelley, OrKidstra Ambassador,
Music Director of the National Arts Centre’s (NAC) Orchestra
and Principal Associate Conductor of London’s Royal Philharmonic Orchestra*



OrKidstra Growth Projection*



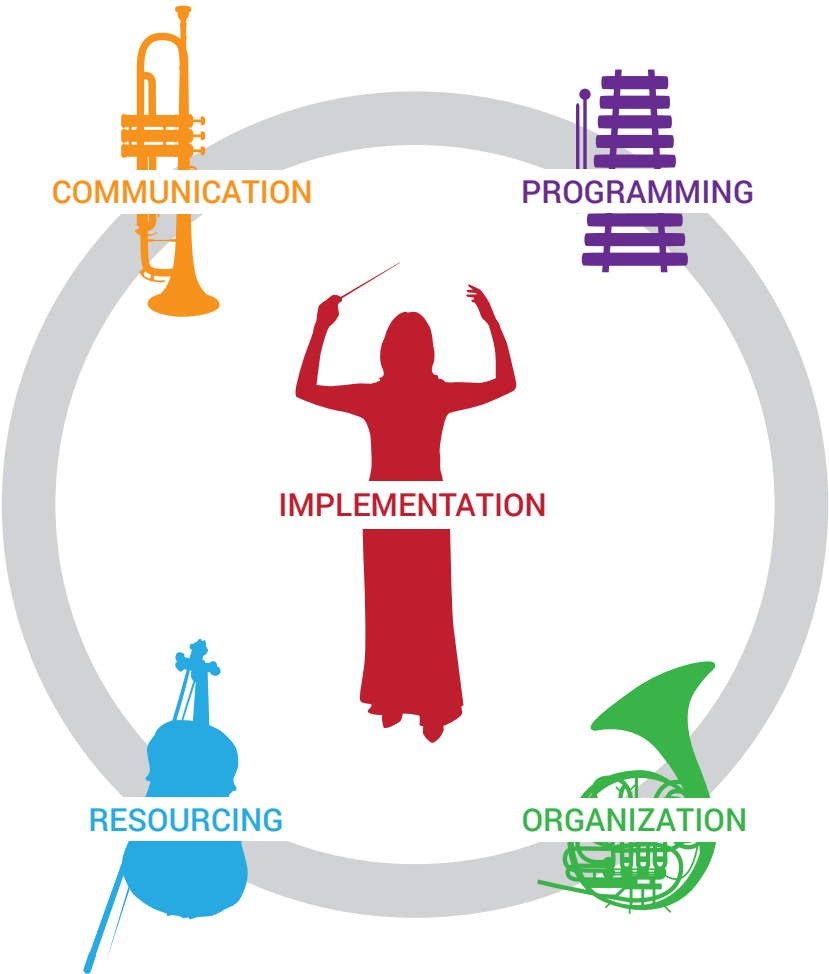
*The majority of OrKidstra's students remain engaged during the pandemic through innovative OrKidstra @ Home online programming. Growth projection numbers will be revised to better reflect the impact of COVID-19 on our strategic planning.

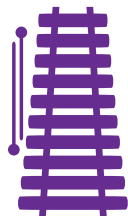


implementation

Moving forward

To meet the challenges presented by *Crescendo: Strategy 2032*, OrKidstra's Board and leadership team have created an implementation framework under four headings: Programming, Resourcing, Organization and Communications. Every area has dependent initiatives: actions to be taken in order to reach our milestones, with distinct implementation schedules, deadlines and assigned responsibilities. Each initiative is crucial to achieving success and must work in concert with others. The implementation agenda is, by design, evolving, iterative and evergreen. Over time, the framework will be revisited and adjusted as necessary. Our actions are summarized below; many are already in play.





Programming

Maintain excellence in music and social education: hire and develop Teaching Artists; commission world/jazz/classical music; expand and diversify program materials

Expand in-school programming

Create online education resources

Strengthen volunteer recruitment and management

Support community events and initiatives



Organization

Appoint a skills-based, diverse Board, and develop policies as required

Review and develop staffing plans to support expansion, including home and hub office configuration

Implement leadership and succession planning



Resourcing

Nurture current donors and sponsors, and develop new sources of revenue

Develop a social enterprise initiative

Diversify and strengthen partnerships

Identify new hub locations and accommodation requirements



Communication

Broaden links to internal and external audiences

Ensure regular and informative reporting


Increase engagement with social media and orkidstra.ca

Raise public profile

As we work towards 2032, we will maintain the standards of excellence and compassion that we have achieved to date, and continue to “play every note with love.”

Play your part and come with us!

Music has the power to change lives. Join us on this journey to 2032 as we make *Crescendo* a reality. Your support for OrKidstra will create a pathway to possibility for over 1,600 young people from under-served areas of Ottawa. Together, we can make Ottawa a place where every child has the chance to find their voice and build their potential—and our community—through music.

A group of diverse children are shown playing OrKidstra recorders. In the center, a girl with long braids wears a red shirt with the OrKidstra logo. To her left, a girl in a purple shirt plays a recorder. In the foreground, a boy in a blue shirt and a girl in a purple shirt also play recorders. On the right, another girl in a purple shirt plays a recorder, and in the bottom right, a girl in a blue shirt plays a recorder. The background shows other children and adults, some holding violins, suggesting a larger musical event or rehearsal.

"OrKidstra has shown how music can change the prospects of children who would not otherwise have the opportunity to learn an instrument. This program embodies the values of unity, trust, creativity and hope for the future, which are so needed in the world today. Bravo, OrKidstra!"

Angela Hewitt, OBE, OC, OrKidstra Ambassador, internationally acclaimed pianist



Playing and singing together teaches us to create a community out of very diverse parts—to co-operate, to collaborate and to build something beautiful and bigger than our individual selves.

goals

Goals*

| | 2017 | 2022 | 2027 | 2032 |
|--------------|-------------------------|----------------------|-------------------------|-------------------------|
| Students | | | | |
| Total | 550–600 | 965 | 1,290 | 1,655 |
| After school | 320 | 515 | 690 | 905 |
| In-school | 210–270 (8 programs) | 450 (15 programs) | 600 (20–25 programs) | 750 (25–30 programs) |
| Online | Not applicable | TBC | TBC | TBC |

| | | | | |
|-------------------------------------|-----------|-----------|-------------|-------------|
| Budget | | | | |
| Realistic, sustainable and aspiring | \$592,000 | \$955,000 | \$1,500,000 | \$1,950,000 |

| | | | | |
|----------------------|-----|-----|-----|-----|
| Revenue Sources | | | | |
| Charities | 23% | | | |
| Individual donations | 54% | | | |
| Corporate donations | 4% | TBD | TBD | TBD |
| Social enterprise | 0% | | | |
| Public funding | 19% | | | |

| | | | | |
|--|--|--|--|--|
| Qualitative Goals | | | | |
| Name recognition in Ottawa; Mix and profile of contributors (i.e. major donors, or multiyear donors); Organizational Sustainability; Students Continuous Education; etc. | | | | |

| | | | | |
|------------------------------------|---|---|--|--|
| Physical Expansion | | | | |
| Plan on a new hub every five years | 2+ Hubs: Centretown Vanier (plus Vanier Satellite Site) | 3 Hubs: Centretown Vanier 3 rd Hub in 2021 | 4 Hubs: Centretown Vanier 3 rd Hub 4 th Hub by 2027 | 5 Hubs: Centretown Vanier 3 rd Hub / 4 th Hub 5 th Hub by 2032 |

| | | | | |
|--------------|-------------------------|-----|-----|-----|
| Organization | | | | |
| | 5 staff and 30 teachers | TBD | TBD | TBD |

| | | | | |
|---|---|-----|-----|-----|
| Performance | | | | |
| Not necessarily a goal, but rather an indicator | 50 outreach and high visibility events per year | TBD | TBD | TBD |

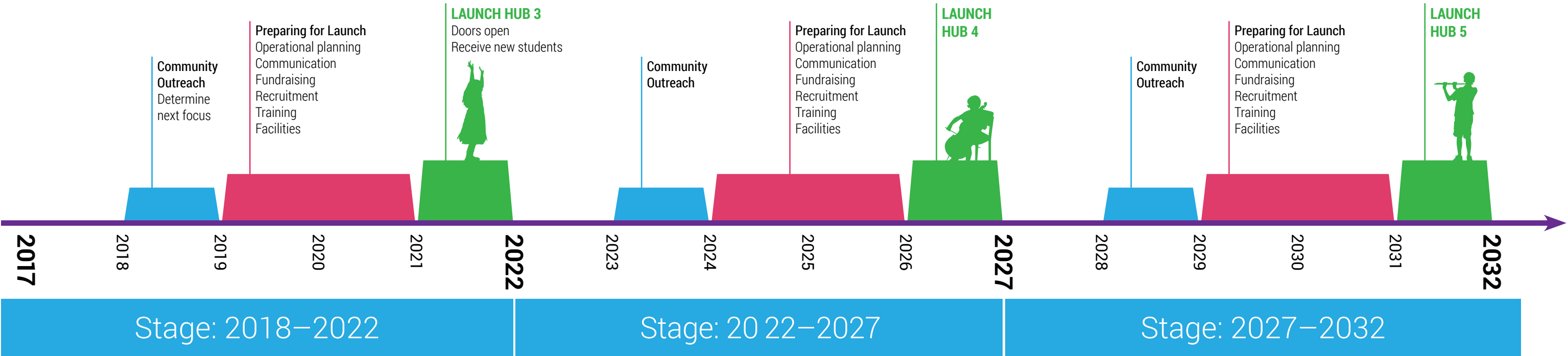
OrKidstra's fiscal year runs July 1 to June 30
*Due to the impacts of COVID-19, OrKidstra is currently revising these goals to better reflect the impact of COVID-19 on our strategic planning

OrKidstra is a social development program that empowers kids from under-served communities by teaching life skills—such as teamwork, commitment, respect and pride in achievement—through the universal language of music. With the passionate belief in the transformative power of music, OrKidstra started with 27 children in 2007 and now includes more than 600 children, ages 5 to 18, from 62 linguistic and cultural backgrounds.



OrKidstra’s programs serve low-income Ottawa communities and most kids participate for free. We believe this accessibility breaks down barriers and

allows children to try something they couldn’t have dreamed of before—including instruments from triangle to trombone!



- During each stage:**
- Planning and execution cycle of five years
 - Leverage community outreach to focus and develop a new area of expansion within Ottawa
 - Plan, communicate and raise funds
 - Recruit, train
 - Prepare facilities
 - Promote and launch
 - Seek community feedback one year post launch
 - Build on lessons learned and integrate in next planning cycle

*First released in Fall 2018, *Crescendo: Strategy 2032* is currently being revised to better reflect the impact of COVID-19 on OrKidstra's strategic planning.

OrKidstra Board of Directors

- Mark Sutcliffe – Chair**
Award-winning broadcaster, columnist,
author, podcaster and entrepreneur

Salim Charabati – Vice-Chair
Architect and Associate – Regional Director,
Toronto at Lemay

Marie-Josée Lambert, CFA – Treasurer
Chartered Financial Analyst and Senior
Director, Infrastructure Canada

Jeff Heynen – Secretary
Executive Director, Senior Personnel and
Crown Corporation Governance

Lynda Heyden-Carroll – Director
Active community volunteer and visionary
with a diverse professional background

Jeanne Inch – Director
Former Chair of the Great Canadian Theatre
Company with a diverse professional
background
- Chayanika Abeysekera Lutes – Director**
Economist, Statistics Canada,
Macroeconomic Branch,
Public Service Statistics Division

Sean McGee – Director
Partner at Ravenlaw LLP practicing
in Labour Law, Employment Law,
and Litigation

Yasir Naqvi – Director
Former MPP and Attorney General
of Ontario, now CEO of the Institute
for Canadian Citizenship

Paul Wells – Director
Senior Writer at Maclean's and
award-winning author and journalist

OrKidstra Ambassadors

- Angela Hewitt, OBE, OC**
Internationally acclaimed pianist
Appointed September 2014

Alexander Shelley
Music Director of the National
Arts Centre's Orchestra
Appointed October 2016
- Kellylee Evans**
JUNO award-winning Canadian jazz
and soul singer and songwriter
Appointed April 2019

Co-Founder and CEO & Artistic Director: Tina Fedeski, MSM

OrKidstra brings the joys and challenges
of making music together to children
who might otherwise be left out.

philosophy



PHOTO BY FANGLIANG XU



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