



THE ROYAL CANADIAN COLLEGE OF ORGANISTS

# Strategic Plan 2021 - 2024



# Organizational Profile

The Royal Canadian College of Organists (RCCO) is a national arts service organization and the voice of Canada's organ music community. We support, promote and celebrate Canada's organ music community by providing learning opportunities, resources, advocacy and communications. We seek to enrich the lives of Canadians by engaging the wider public in Canada's rich organ heritage and vibrant organ culture.

The RCCO provides a wide variety of programs including:

- Organ Festival Canada; a biennial national festival offering professional development opportunities and public concerts
- Organ Canada; a quarterly journal presenting the latest news and developments in the organ world
- Summer Organ Academy; an annual learning opportunity for organists of all ages and abilities
- OrgelkidCAN; an educational project introducing children to the wonders and music of the pipe organ
- National Organ Playing Competition; a biennial competition supporting and promoting emerging artists
- FutureStops; exploring 21st Century organ music and connecting new audiences with the contemporary organ music experience

We are firmly committed to inclusion, diversity, and equity at all levels of the organization. We believe our work is enhanced by engaging a diverse community of individuals with different backgrounds, skills, opinions, and perspectives, thereby cultivating a welcoming environment of open communication, inclusion, and respect and we will strive to seek representation from Black, Indigenous and People of Colour and other underrepresented and equity-seeking communities in leadership roles and throughout our organization.

The RCCO is federally incorporated as a registered charitable organization (registration #136969730RR0001) and is honoured with the patronage of the Governor General of Canada.

# Core Values

Our core values reflect the ethical principles for which we want to be known. They are guidelines that apply across the organization and underpin how our work is carried out in terms of principle and practice. Public trust in our performance is at the foundation of our ability to carry out our mission, be good stewards, and uphold rigorous standards of conduct.

- ✓ We value the ability of the organ and its music to inspire and enrich our lives
- ✓ We value artistic excellence in the art of the organ and its music
- ✓ We value outstanding service and commitment to our members
- ✓ We value the standards and traditions that we have inherited from our predecessors
- ✓ We value the highest standards of integrity, accountability and responsible stewardship
- ✓ We value inclusivity and embrace diversity
- ✓ We value life-long learning

# Vision

Inspiring connections with organ music

# Mission

We promote a vibrant community that engages all people in the transformative power of the organ and its music

# Strategic Direction

We are the ultimate resource for all things organ

Increase existing resources and implement new initiatives for:

## Organists

Worship Organist  
Home Organist  
Concert Organist  
Educator  
Young Artist  
Children and Youth

## Partners

Composers  
Organ Builders  
and Technicians  
Partner Organizations

## Friends and Fans

Organ music fans  
and people who  
support what we do

# Operational Capacity

Build sustainable operational capacity to support ongoing services and new initiatives.

## 1. Develop revenue streams

- a) Undertake a review of financial needs of the organization including staffing requirements
- b) Secure funding from private foundations and corporations
- c) Secure funding from public sources for projects and general operating costs
- d) Explore opportunities to increase earned revenue
- e) Develop sponsorship package and list of target sponsors for programs

## 2. Develop strategy to recruit individual donors and create stewardship guidelines

- a) Create and implement planned giving opportunities
- b) Promote online donation options

## 3. Increase membership

- a) Review membership categories and fees
- b) Develop recruitment strategies

## 4. Broaden national programs and projects

- a) Seek funding opportunities for new programs
- b) Review effectiveness of existing programs
- c) Maximize financial return on flagship programs

## 5. Strengthen bilingual capacity

- a) Provide services and programming in both official languages
- b) Promote francophone representation in RCCO leadership positions
- c) Provide bilingual services at the national office

# Outreach

Raise the visibility and communicate the value of the organ and its music to ensure broad recognition and support for the organ community

## 1. Create a central web platform/hub and related content

- a) Execute rebranding and visual identity process
- b) Integrate and coordinate all digital platforms
- c) Evaluate, reorganize and expand web content, especially interactive content

## 2. Create opportunities for all organists and fans

- a) Develop outreach programs for all constituencies and all ages
  - High School students (behind the scenes/dress rehearsals)
  - University students (encourage collaboration with other music students for ensemble performances)
  - Mid-life individuals
  - Seniors
- b) Create opportunities to engage with the organ and its music as a concert instrument outside of faith-based centres

## 3. Identify and develop relationships with external partners

- a) Advocate at partner arts organization events
- b) Create international advocacy program: RCCO ambassadors, presence at international events
- c) Make policy recommendations to governments and public agencies
- d) Engage francophone organizations and individuals

## 4. Nurture and advance young artists

- a) Create virtual network for young organists
- b) Provide performance opportunities
- c) Establish Day Camp for 8-13 year olds in conjunction with the Summer Organ Academy
- d) Create opportunities for development of emerging professional artists

# Inreach

**Increase the ability of the RCCO to deliver greater value to our membership and the organ community at large**

## **1. Develop and provide resources for members**

- a) Educational resources for all organists
- b) Webinar interest sessions for organist friends and fans
- c) Organ pedagogy
- d) Certification for home organists
- e) Organ concerts on RCCO YouTube channel
- f) Virtual concert gallery for members
- g) Organ training resources for pianists
- h) Explore re-establishment of published Membership Directory

## **2. Develop resources for National and Centre leadership**

- a) Create Centre Leadership Resources (administrative and program online modules)
- b) Develop orientation and mentorship program for Centre leadership
- c) Develop orientation for new Board members
- d) Define Board and Committee roles and responsibilities
- e) Document Standard Operating Procedures

## **3. Develop virtual networks**

- a) Foster regional and inter-regional networking
- b) Develop a virtual Centre for independent (unattached) members
- c) Provide virtual networking opportunities for organ teachers

# Strategic Planning Committee

## **Elizabeth Shannon, Chair**

Executive Director, RCCO

## **Peter Nikiforuk**

Director of Music, St. Peter's Lutheran Church, Kitchener  
Faculty, The Beckett School at Laurier, Wilfrid Laurier University  
President, The Royal Canadian College of Organists

## **Ryan Baxter**

Masters of Music student, University of Manitoba  
Organist and Music Director, First Grantham United Church, St. Catharines, ON, 2016-2021

## **Andrew Kwan**

Founder, Andrew Kwan Artists Management Inc.  
Faculty member, The Glenn Gould School - career management and communications  
Graduate lecturer, University of Toronto's Faculty of Music.  
Developer, Music Industry Arts and Performance Program at Toronto's Centennial College,

## **Richard St. Germain**

Consultant and Trainer, Information Management  
Chair, OrgelkidsCAN Program Committee, RCCO

## **Sarah Svendsen**

Freelance Organist and Educator, Doctoral Candidate at the University of Toronto  
Curriculum Design and Program Coordinator, RCCO  
Member of Strategic Planning Committee, RCCO

## **Lorne Swan**

Information Technology Consultant  
Chair of the By-Laws Committee and member of National Council, RCCO