



Strategic Framework 2023 - 2027

Gaining Momentum



belong. believe. inspire.

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PREFACE

Momentum Choir is a registered charitable organization that is value driven and strives to meet the musical aspirations of our artists living with a developmental disability and enhance their experience within the arts community and wellbeing through music.

Our artists live with a physical, emotional, or intellectual disability that is a challenge to everyday living. Momentum Choir offers an opportunity for our artists to be part of a community of people facing the same challenges, and a chance to be part of a team with one common goal; to make beautiful music together. Learning lyrics, rhythms and melodies as a group can be an overwhelming task for many of our artists. Through hard work and perseverance, support from their peers and patient, caring expert leadership, our artists realize a sense of accomplishment and pride they may not find otherwise. They also challenge the stigmas that may be associated with their disabilities.

There has been very limited opportunity for members of the disabled community to actively participate in arts and music programming. Recognizing that limitation, in 2007 Momentum Choir was established to provide adults living with disabilities a space and professional direction to create music, bond and develop a shared purpose, a sense of belonging and lasting friendships critical to their social inclusion, mental health and wellbeing.

It takes a unique skill set to lead Momentum Choir. Our Artistic Director, Mendelt Hoekstra, embodies the values that we stand for. His infectious enthusiasm and genuine care for our artists, his deep understanding of music therapy, and his incredible musical talents all combine to deliver a fabulous experience for our artists and our audiences. In addition, Mendelt uses his many skills to mentor others to lead new Momentum Choirs.

Momentum Choir has established a presence in the Golden Horseshoe (Niagara, Hamilton) and has gained a significant demand for the formation of Momentum Choirs in new communities within the province. Momentum Choir is determined to strengthen its organization, efforts and resources to respond to the demand to establish additional chapters/choirs while rigorously maintaining a watchful eye on the values that make it successful, specifically the wellbeing of our artists.

Mission

Momentum Choir provides an authentic musical experience that celebrates the gifts of unique artists who live with a disability. Through professional leadership and an accepting sense of community, we nurture and promote the talents of these unique musicians by giving them an opportunity to follow our Momentum Choir motto; belong. believe. inspire.

Vision

To be a contributing and appreciated member of the arts culture in the communities we serve, while continuing to provide learning and performance opportunities for persons living with disabilities in a responsible, safe, and innovative manner.

VALUES

& STRATEGIC OBJECTIVES

Community:

Momentum Choir provides a welcoming sense of belonging and a celebration of shared experiences for our choral artists by ensuring a safe, accepting rehearsal and performance experience, where artists are valued and respected, where their wellbeing is enhanced, and where friendships and support flourish.

Empowerment:

Momentum Choir provides our artists with a trained professional Artistic Director, who enriches and nurtures the musical passions of aspiring artists, who educates to the highest standards, and who encourages and empowers our artists to experience their highest potential and their best version of themselves.

Momentum Choir is a leader in innovative programming. Our approach has set the standard for arts programs working with adult artists living with disabilities.

Respect:

To respect the dignity of our artists. To respect their diverse abilities and gifts to build trust, self-confidence and unconditional self-acceptance. Respecting our artists through consistency, by offering assistance when needed, celebrating successes, and embracing challenges.

Strength:

Momentum Choir is a performance choir comprised entirely of adults living with disabilities. We provide artistic programming to nurture and promote the talents of these unique musicians, creating a more accepting and inclusive community.

Momentum Choirs' organizational capacity is strengthened and enhanced through established partnerships, high quality branding, diversified funding and organizational excellence.



MOMENTUM CHOIR: SUCSESSES (2007 TO 2021)

Momentum Choir membership has grown since its inception.

- Starting in the Niagara Region, Momentum Choir has inspired the establishment of an independent affiliate choir in Western New York, and has started a choir in Hamilton.
- Pre-pandemic, Momentum Choir presented two annual in-person concerts attracting sold out crowds.
- Momentum Choir partnered with local and professional choirs and bands, including Foreigner, for sold out performances at Fallsview Casino in Niagara Falls.
- During the pandemic Momentum Choir successfully moved on-line; including weekly virtual rehearsals and virtual concerts attracting an audience from across the country.

Momentum Choir is financially stable and has consistently shown positive surpluses over the past 5 years along with significant revenue growth.

- Momentum Choir has robust funding from generous donors, sponsors, and grantors each contributing to our success.
- The Momentum Choir Endowment Fund was established in 2019 and is managed professionally through the Niagara Community Foundation.



Momentum Choir has expanded from 1 to 2 choirs in the past 5 years with significant interest from new recruits beyond existing communities.

- In response to the pandemic, we pivoted from our in-person program to a virtual program. The shift demonstrated a need for greater virtual presence and a demand for in-person choirs in additional communities.

Momentum Choir's social media presence has expanded and increased. Throughout the past three years Momentum Choir has had a reach of 158,000 people on Facebook and 45,000 on Instagram. Forty-eight videos have been posted to YouTube.

CHALLENGES & OPPORTUNITIES

COMMUNITY

Fundamental to the success of Momentum Choir is the sense of community and belonging where each artist is cared for, recognized, and supported. This is foundational to their wellbeing and empowerment as artists. Artists find a safe welcoming place of like-minded people with similar abilities. The connections made are as beautiful as the music produced. These strong connections and sense of belonging are clearly recognized by audience members, family, caregivers, and supporters. As we expand into new communities it is critical that we maintain our inspirational sense of family, friendships, and shared purpose.

PANDEMIC RESPONSE

In response to the pandemic, Momentum suspended in-person rehearsals and concerts, reducing the sense of community and personal relationships that binds our artists together. The loss of in-person rehearsals and concerts created a participation barrier for some artists and has affected their quality of life. The pivot to virtual was initially an attempt to provide opportunities to engage our artists, we lost some artists who were not able to participate in virtual rehearsals. We turned to more frequent virtual rehearsals, chat sessions and concerts which were more easily accessible to maintain engagement. This resulted in gaining some artists, especially artists living in small and rural communities.

CAPACITY

The transition to a national organization is our goal. Our capacity to create and implement a comprehensive action plan and fundraising, marketing, and communications plans are limited and must be further developed. Staff and volunteer capacity to address needs is stretched. The skills required to lead a Momentum Choir are unique and rare. Momentum Choir must carefully reassess its capacity to expand and carefully consider new, additional resources and people to achieve its goals.

EXPANDING OUR REACH

The demand for our vision is growing. Our presence within the arts community in the Niagara Region continues to grow stronger. There is a demand to expand and offer these opportunities to people living with a disability in other communities across Canada. We will continue to work with new communities and partners to develop and host Momentum Choirs and will continue a virtual choir.

FUNDING

Momentum Choir is responsibly managed and ready to transition for growth and a national presence. We have identified funding gaps and the organization will strategically diversify and expand funding from donors, sponsors, and grantors.

TAKING ACTION

OVER THE NEXT 5 YEARS...



Growth:

- Based on demand, Momentum Choir estimates it can expand the number of communities served from 2 to 7 choirs over 5 years.
- We will network with organizations and create partnerships in communities where the demand exists.
- Momentum Choir will offer both in-person and a virtual stream of rehearsals and concerts.
- We will launch a training and mentoring program for new or additional choir directors to ensure a consistent, high-quality experience for our artists.
- Momentum Choir will carefully analyze and develop standards for new choirs to ensure choirs stay true to Momentum Choir values.
- **Goal: Momentum Choir will expand its programming to add one new choir per year.**
- **Goal: Momentum Choir will formalize the launch of a national virtual choir, Momentum Without Borders, in 2023.**

Partnerships:

- Momentum Choir will seek partnerships with other artists, choirs and organizations that reflect our values to enhance our artists' experience to showcase and mainstream their talents to a broader audience.
- Momentum Choir will actively seek out corporate funding partners.
- Momentum Choir will expand our affiliation with other organizations at the municipal, provincial and national level to leverage expertise and opportunities.
- **Goal: Momentum Choir will include at least one partnership concert per year.**
- **Goal: Momentum Choir will increase our corporate and grant partnerships by 20% annually.**
- **Goal: Momentum Choir will seek out and form formal and informal relationships with other charities and not-for-profits with complementary goals.**

Funding:

- To diversify and strengthen its financial position to deliver anticipated growth, Momentum Choir will prepare and implement a five-year Strategic Funding Plan with a focus to increase its overall revenue from grants, sponsorships and foundations and make significant improvements to our donor management system to better serve our donors.
- Momentum Choir will seek to increase contributions to our endowment fund.
- Momentum Choir will explore alternative revenue generating streams independent from fundraising, that will create avenues of ongoing revenue, while staying true to our mission, values and goals.
- **Goal: Momentum Choir will increase its current annual budget to support this Strategic Plan through carefully planned and executed management and implementation of a Strategic Funding Plan.**

OVER THE NEXT 5 YEARS...

Organization:

- Momentum Choir will adopt a continuous improvement culture to support our charitable status and demonstrate to members, funders and partners our commitment to accountability, organizational excellence and respect for the support granted.
- Momentum Choir continues to actively recruit high quality staff, contractors, volunteers, and board members with expertise to help us reach our goals and prepare for succession planning.
- Momentum Choir will continue to manage its resources, employees and volunteers to the highest standard of excellence by developing appropriate plans, policies and procedures to support financial, human resource and operational objectives and ultimately the success of Momentum Choir.
- **Goal: By August 2022, Momentum Choir will have developed action-oriented strategies to meet the goals of this Strategic Plan.**
- **Goal: In order to recognize and facilitate the broader goals and objectives, implementation will be started on fundraising, marketing, communications, as well as choir growth by December 2022.**



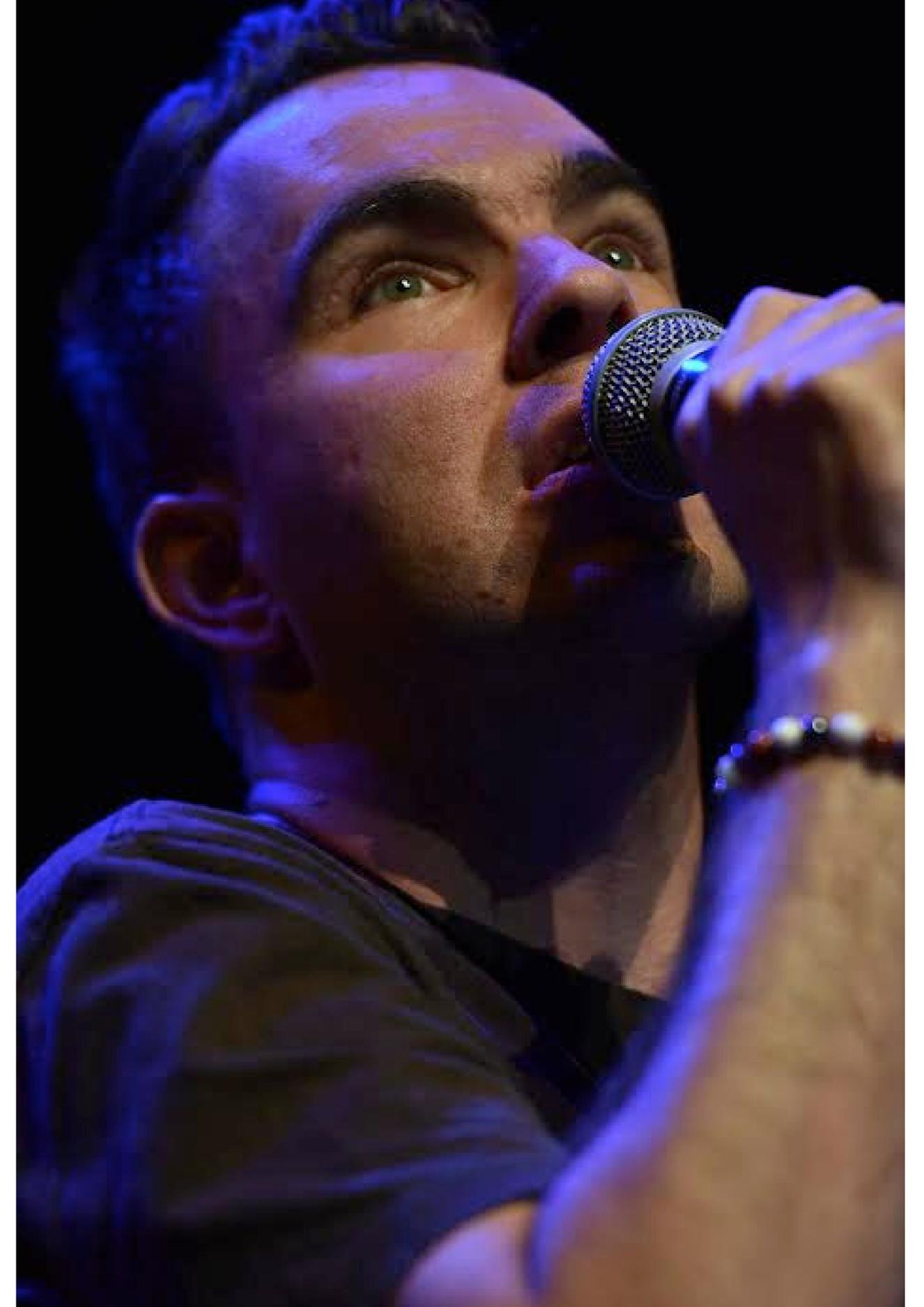
Communications:

- Momentum Choir will develop and implement strategic communications and marketing plans designed to enhance our reach and inform a broader audience of our abilities, talents and successes.
- Momentum Choir will take action to increase our presence on all relevant social media platforms and actively seek earned media attention and engage with traditional media outlets and organizations.
- **Goal: Momentum Choir will develop and implement a comprehensive Marketing and Communication Plan during the first year of this Strategic Plan.**
- **Goal: Momentum Choir will increase its media (social and traditional) presence by 100% annually.**
- **Goal: Momentum Choir will increase its in-person audience growth by adding performances and seeking larger venues to accommodate sell-out audiences.**

ONWARD

1. Momentum Choir is well-positioned for the future. It has established itself as a unique, and much needed offering to its artists, providing a program that goes well beyond making music. The artists realize a sense of purpose and identity and build lasting relationships.
2. Our artists are the core of Momentum Choir's success. We will continue to focus on their wellbeing and success and celebrate their talents. As we grow, particular emphasis will be placed on the quality of artistic direction through professional mentoring and guidance.
3. Rather than falter, Momentum Choir capitalized on the opportunities that the pandemic presented to establish a new choir; soon to be formalized as Momentum Without Borders. It demonstrated its resilience overcoming technological obstacles and developed a workable model that has attracted new members that might otherwise not be able to participate in our in-person programming. We are committed to formalizing Momentum Without Borders and nurturing its growth.
4. Communities and individuals across the country have recognized the potential that Momentum Choir offers its artists and have approached us to expand into new communities. We are committed to carefully planned and executed growth.
5. With this Strategic Plan we have established the cornerstone to a robust organization with comprehensive plans to guide us through the next 5 years so that we can continue to:

belong. believe. inspire.





MOMENTUM CHOIR

belong. believe. inspire.