



Activity Report 2017-2018

Document tabled at the Annual General Meeting of December 8, 2018

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A word from the Director General



It is with great pleasure that I present this annual activity report to the members of the board and to the musicians of Montreal New Horizons Band as part of our General Assembly 2017-2018.

I would like to thank profusely the Institut universitaire de gériatrie de Montréal, the teaching team, the musicians and all the volunteers who have helped make the MNHB a vibrant and dynamic organization throughout the year. I would also like to recognize the members of the board of directors, who have put a lot of time and effort into carrying out managerial tasks related to our non-profit organization.

There have been great projects for us this year, namely the expansion of our teaching team, the New Horizons musical day in the United States (Potsdam, NY), the performance of MNHB members at Intergénération Québec Forum in May 2018, the creation of a musical work dedicated to the MNHB (composed by our Initiation MNHB conductor Mélissa Tardif, and performed by the Allegro group at the June 2018 concert), the Cambridge University Wind Orchestra exchange in July 2018, not to mention the active involvement of our musicians in McGill's activities (classes, concerts) and, for the first time, at UQAM (MNHB Laboratory and Concert as part of the Instrumental Direction course MUS5621).

I am very proud of our accomplishments so far. Our NPO is steadily growing and I can't wait to see what lies ahead for the upcoming year.

A handwritten signature in blue ink that reads "Audrey-Kristel Barbeau". The signature is fluid and cursive.

Audrey-Kristel Barbeau, PhD
D.G. and Musical Director

Vision

That the Montreal New Horizons Band instigate social change by nurturing a healthy lifestyle through musical practice.

Mission

That the Montreal New Horizons Band be a bilingual, intergenerational organization aiming to offer and advocate group learning of music in the community in order to promote fulfillment and well-being for everyone.



Object of the organization

The Montreal New Horizons Band came together in January 2014 and achieved its non-profit organization (NPO) status in June 2014. The NPO was constituted to establish and administer musical ensembles promoting music group learning for seniors and other generations. The NPO's activities have educational, cultural, social and community purposes, with no intention of financial gain for its members. It is important to note that no prior musical experience is required to participate. The objectives of the Montreal New Horizons Band are to provide group music education for beginning musicians and provide Music Education university students with an opportunity to gain teaching experience in the community. Community and intergenerational involvement are at the centre of our concerns. The MNHB organizes a few concerts a year for the general public as well as residents of hospitals and retirement homes. In addition, MNHB activities are offered in both official languages to promote accessibility to the Francophone and Anglophone communities of Greater Montreal.

The three pillars of the organization

1. **Seniors** : Providing seniors with an opportunity to learn or re-learn an instrument in a context of ensemble music, with the goal of countering loneliness and improving their quality of life;

2. **Music students** : Offer music students a group teaching experience with adults;
3. **The community** : Bring music to people who can no longer go out to see concerts and to promote intergenerational exchanges.

These 3 pillars provide opportunities for research and development, particularly in social, community, educational and health fields.

Moreover, because of the objective of teaching music, the organization is subject to the Act respecting private education (L.R.Q., C.E.-9.1) and its by-laws.



Strategic plan

In August 2016, the board and directors developed a strategic plan where five key components as well as measurements or success indicators are used to determine the progress made on each of these components.

This strategic plan, spread over a period of three years, has been implemented gradually since 2017 and focuses on the following five elements.

1. Recruitment

- a. A recruitment strategy was put in place in 2017-18 where volunteers took the responsibility of placing and tracking ads in local newspapers, new pamphlets were created by a volunteer graphic designer and digital versions of these pamphlets were published on Facebook.

2. Human resources

- a. The MNHB continues to depend on the help of several dedicated individuals to carry out its activities. Thus, we have a great team of volunteers to (a) manage information requests received by email and phone, (b) be in charge of registrations (including collecting registration checks, issuing receipts, updating the list of active members, make deposits), (c) prepare concert programs, (d) translate documents, (e) organize trips, (f) contact newspapers for advertising and (g) create and produce graphic designs.

3. Loyalty and retention

- a. To attract and retain regular members, the following strategies were used in 2017-2018: a representative of the members was elected and became engaged with the board of directors, better coordination between the various volunteers was implemented to facilitate improved communication with the DG.
- b. In addition, there has been great effort put into recruiting student volunteers. With the expansion of the teaching team, our conductors have ensured renewal of student volunteers by raising awareness among McGill music students.
- c. To better understand the reasons for dropping out, a follow-up email was introduced. The main reasons for departure are: transportation (distance, difficulty in traveling in the evening), lack of time or motivation, injury or illness, financial insecurity, other personal reasons.

4. Promotion and communications





HARMONIE
NOUVEAUX HORIZONS
MONTREAL

MONTREAL
NEW HORIZONS
BAND

Play music at your own pace...
*Have you always wanted to play
a musical instrument?
Here's your chance!*

- The **Montreal New Horizons Band** is a bilingual and intergenerational wind and percussion ensemble open to all.
- Join us to learn or relearn an instrument in a friendly, supportive atmosphere.
- No prior experience required.

We're waiting for you...
www.nhmontreal.com

- a. The board discussed outreach strategies to increase the visibility of the MNHB. Thus, the DG made several research presentations as well as a consultation for Laval University, which resulted in her contributing to the establishment of the Harmonie nouveaux horizons de Québec.
- b. The new revitalized band logo created in 2017 has been adopted by Harmonie nouveaux horizons de Québec. We are therefore in a good

position to ensure that all NH harmonies in Québec can use this logo in different colors to develop a sense of belonging to the Québec movement.

- c. Thanks to our new volunteer graphic designer, several new pamphlet designs (paper and digital) have improved the MNHB's visibility. However, an increased presence on Facebook should be considered for next year, not only by sharing advertisements but by adding dynamic publications (comments, sharing of interesting pages, exchanges, etc.).

5. Funding sources

- a. The MNHB continues to fund its activities mainly through-membership fees payable at the beginning of each session and contribution in time, property and money of many volunteers.
- b. In the coming years, other sources of income could be investigated, such as setting up a sponsorship plan to invite companies to support the MNHB and by organizing benefit concerts.

Objective and results

Highlights

Movement on the board of directors

- Following the resignation of Marie-Claude Collette and Makram Attia, Marc-André Fournier and Sara Vassigh joined the board, respectively as President and secretary. Teresa Poltronetti took on the role of Treasurer and Xavier Roy-Blais, formerly secretary, remained on the board as Administrator.
- The position of Vice-President remained vacant in 2017-2018.

Growth of the teaching team

- Tessa MacLean and Melissa Tardif joined the team as Associate and Assistant Conductor, respectively.
- Jerry Xie, one of our long-time student volunteers, has joined the team of specialist musicians (clarinet).
- Jennifer Lee completed an internship with the MNHB in Spring 2018

Management of the band

- Following the 2017 satisfaction survey completed in June 2017, it was decided that all the ensembles should return to the Institut Universitaire de Gériatrie de Montréal as of September 2017.
- A third ensemble was created to better serve our members. Therefore a new identity was given to each of the ensembles reflecting their uniqueness: Initiation, Adagio and Allegro.
- The musician's code of ethics has been updated and translated into English.
- A new billing system was implemented for the teaching team.
- The MNHB received an anonymous donation of \$500 to promote recruitment of participants under 18 years of age. It was therefore decided to provide a 50% membership fee reduction for minors. This initiative was renewed and endorsed by the board, which made it a permanent policy.
- The MNHB hired an accountant to carry out the NPO's tax reports (retroactive 2014-2018) and produce the financial statements for the 2017-2018 year. Our records are now up to date.



Events

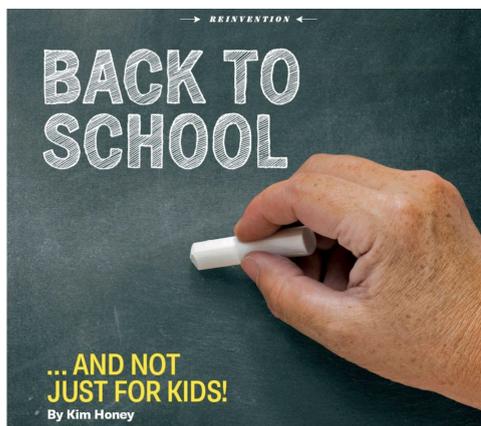
- A music camp was organized by the DG in collaboration with Roy Ernst (founder of the New Horizons movement) and Lori Schuett (president of NHIMA). This 5-day camp took place in September 2017 and made a profit of \$ 3,098.55. Several MNHB volunteers were involved in organizing the event.
- A trip to Potsdam, N.Y. took place on November 4, 2017 for a musical day shared by several other New Horizons harmonies from the United States and Ontario. This trip was organized by volunteer Irvin Griffith (saxophonist).
- Several musicians participated to the activities of the McGill Lab Band and their two concerts (November 2017 and April 2018).
- A first for the MNHB with musicians participating to UQAM's Conducting Lab activities and their concert on December 14, 2017.



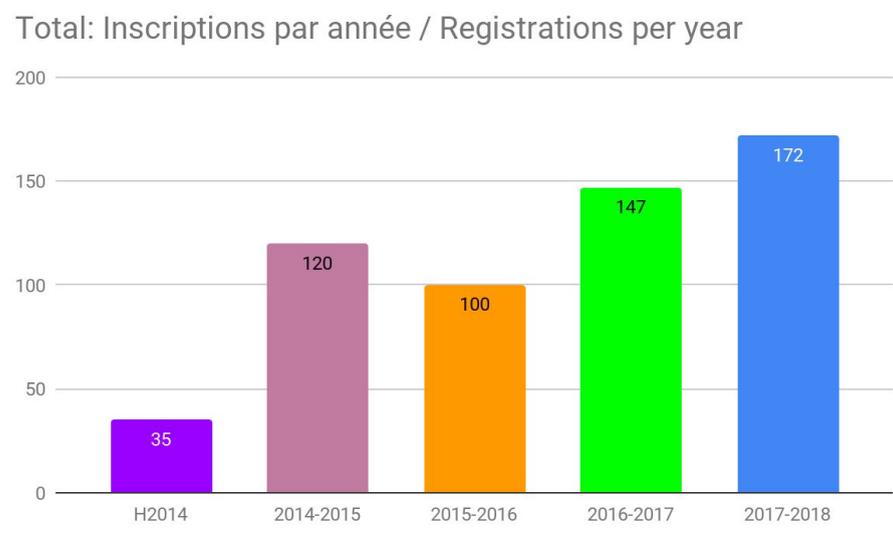
- Members of the MNHB also performed at the 'Cohabitation intergénérationnelle' forum on May 25, 2018.
- The original music "A Song for Our Journey", composed by Melissa Tardif in honor of the MNHB, was premiered at the June 19, 2018 concert.
- A collaborative concert with the visiting Cambridge University Wind Ensemble was held at the IUGM on July 5, 2018.

Outreach

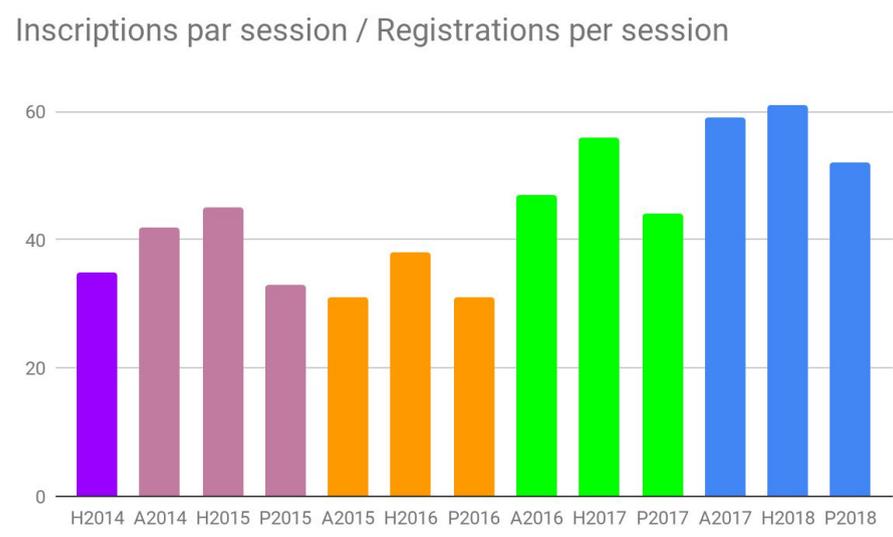
- [Zoomer magazine](#) published an article on MNHB highlighting one of our members, Irvin Griffith, as well as Audrey-Kristel Barbeau.
- Several research presentations were made by the DG Audrey-Kristel Barbeau, including a podcast on the benefits of music for seniors ([Canada 150: Think and Reinvent](#)) and a presentation on music and technology in the "O Canada Choir" project.



Registration trends



- In 2015-2016: our team of volunteers was not yet organized and as a result, little promotion was done.
- 47% growth in registrations in 2016-2017, which surpassed the drop in 2015-2016.
- Also in 2016-2017, Audrey-Kristel Barbeau published two articles that generated interest and renown for the band.
- 17% growth for the last year (2017-2018)



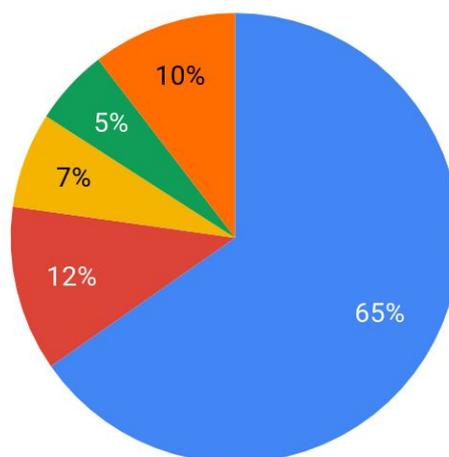
- Consistent drop in spring: the spring session is shorter and generates fewer registrations because of the period covered (April to June) which coincides with the beginning of summer.
- There is no new cohort of Initiation band offered in the spring session.

Financial statements

The MNHB ended its fiscal year on July 31, 2018 and realized a surplus of income over expenses of \$6,058 after 12 months of operations, compared to \$3,447 at the end of the previous fiscal year (see Appendix). Total revenues of \$22,864 were generated essentially by registration fees. Total expenses amounted to \$16,806 mainly from teacher fees (\$10,977), purchase of method books and music scores (\$2,000), travel expenses (\$1,155), and instrument repairs (\$921). Our fiscal year end account balance was of \$19,612 over a \$13,554 in the previous year.

Répartition des dépenses / Breakdown of expenses (2017-2018)

- Honoraires des enseignants / Teaching fees
- Méthodes et partitions / Method books and scores
- Déplacements / Travel
- Entretien et réparation d'instruments / Instrument repairs
- Autres frais / Other



Members have expressed interest in having more sectionals during the sessions. The MNHB therefore scheduled 5 sectionals for each group in 2017-2018 (three in the fall session and two in the winter session). For next year (2018-2019), 4 sectionals per session will be scheduled in both fall and winter sessions for each group.

Funding and partnerships

In its constitution, the organization has provided for funding and other property to be obtained by way of public subscriptions in order to carry out its mandate. It may also receive donations, sponsorships, legacies and other similar contributions in money, securities or real estate; administer such gifts, legacies and contributions; organize fundraising campaigns to raise funds; and create and administer an assistance fund to support participation of low-income members.

The MNHB benefited from the following partnerships: the Institut Universitaire de Gériatrie de Montréal (access to the auditorium), Schulich School of Music (participation in the Lab Band), UQAM (participation in the MNHB Laboratory) and Twigg Music (rental of instruments and purchase of music scores at reduced prices).

Future prospects

In order to achieve its mission, the MNHB will aim to extend its influence in the Montreal landscape by:

- Consolidating its board with a professional management team that will work together to harness the full potential of this unique and unifying movement.
- Hiring additional faculty to maintain the level of participation and ensure stability
- Increasing the services offered (sectionals, workshops and possibly other ensembles: choir, strings, percussion, etc.) to thrive while remaining dynamic and attracting diverse interests.
- Recruiting new members to reach at least 60 active musicians thus ensuring program's sustainability and achievement of objectives.
- Establishing new partnerships and / or consolidating existing partnerships with the community to recruit new members and continue to develop a network of venues to perform in concerts.



Now that the MNHB has adopted a discount policy for the under 18 age group, it will in the coming year, assess the possibility of setting up recruitment and retention strategies in the form of registration rebates for other clienteles, especially low-income persons.

Risks and opportunities

Identifying and managing risks and uncertainties is an important element of good governance. It is about taking into account the possibilities and the probabilities regarding the future of the organization and to prepare accordingly.

Here are some aspects that the board has evaluated:

Obstacles to achieving objectives	External opportunities
<ul style="list-style-type: none"> • Competition with other activities offered free to the targeted age groups • Limited availability of rehearsal time slots • Difficulty in understanding the role of the organization and its reality as an NPO (member versus client reality) • Competition with other organizations / activities that solicit members and funds 	<ul style="list-style-type: none"> • Positioning: The MNHB has a social mission that differentiates us from other groups. The main goal is the fulfillment of the members through music. This distinguishes us from traditional community bands . • Grant opportunities thanks to the social mission of the NPO. Opportunity to maximize impact, visibility and engagement via social media • Opportunity to leverage the international NH movement (notoriety, credibility) • Opportunities for partnerships with other NH harmonies in Québec • Opportunity for partnerships with universities (McGill, UQAM, Laval) for resource sharing, visibility, awareness and participation in research projects • Opportunity to increase seniors' services based on changing demographics • Potential long-term evolution towards an association, a grouping of bands or a foundation.

Organizational structure and management team



The general direction is under the responsibility of Dr. Audrey-Kristel Barbeau, founder of the MNHB. The bands are led by David Peretz-Larochelle (Principal Conductor), Tessa MacLean (Associate Conductor) and Melissa Tardif (Assistant Conductor). Instrument specialists hired for the sectionals are Jerry Xie (clarinet), Mariane Generale

(flute) and Carmelia Lee (trumpet).

The management and the teaching team work in collaboration with the directors who are considered agents of the organization. As such, they perform duties and exercise the powers conferred by the Act as well as those arising from the nature of their duties.

Governance

The organization's charter that has been approved by the board indicates that:

The board of directors consist of 5 members, elected at the annual general meeting

or, if necessary, at a special general meeting.

Subject to the provisions of the Act, the letters patent and the regulations, the directors, in council, exercise all the powers necessary for the proper operation of the activities of the body.

Without limiting the scope of the foregoing, the members of the board may, in particular, adopt, amend or repeal by-laws, contract with the banking or financial institutions they select and employ the employees necessary for the smooth running of the organization.



Among the functions of the directors, one finds:

- **The President**, under the Director's supervision, exercises general control over the affairs of the body. He/she de facto chairs all meetings or assemblies and sits ex officio on all committees. He/she exercises the powers that the board of directors may delegate to him.
- **The Vice-President** assists the president in his/her duties and replaces him/her in the event of his/her absence or inability to act.
- **The Secretary** attends all meetings or assemblies, writes the minutes and acts as deputy returning officer when taking any vote. He/she holds the seal, the meeting minutes, the books and records as established by the organization as well as any other corporate document. He/she performs any other task entrusted to him by the board of directors. If the secretary is absent or unable to act, the directors shall designate, from among themselves or from among the members present, a secretary of a meeting or assembly.
- **The Treasurer** oversees the organization's financial administration, bookkeeping and financial statement preparation. He/she ensures the deposit of monies and other securities belonging to the organization or resulting from its activities with the financial institution(s) chosen by the board. He/she ensures that he provides the board, at the request of any director, with any accounting statement giving a detailed account of the financial position of the organization. He/she performs any other task entrusted to him/her by the board.

The term of office of administrators is 2 years from the date of appointment. At least 2 administrators are elected at each annual general meeting.

On the expiry of his or her term, any director may, with the agreement of the President or Vice-President of the board, remain in office until reappointed or replaced.

After their election, the administrators shall share amongst themselves the functions and responsibilities they choose or agree to assume by a show of hands. Committees will be created to fulfill the organization's mandate.

Appendix - Financial Statements

HARMONIE NOUVEAUX HORIZONS DE MONTRÉAL - MONTREAL NEW HORIZONS BAND				
Au 31 juillet 2018 - As of July 31, 2018				
RÉSULTATS - RESULTS				
	2018	2017	Variation 2018-2017	%
Cotisations des membres Membership Fees	22 344	16 256	6 088	37%
Dons - Donations	520	176	344	195%
Total des revenus - Total revenues	22 864	16 432	6 432	39%
Charges				
Honoraires des enseignants - Teacher fees	10 977	8 515	2 462	28%
Méthodes et partitions - Method books & Scores	2 000	1 410	590	42%
Frais de déplacement Transportation	1 155	1 317	-162	-12%
Achat d'instruments, entretien et réparations - Purchase of instruments & repairs	921	227	694	305%
Publicité - Advertisement	374	113	261	231%
Assurances - Insurance	250	175	75	
Bureau - Office	443	385	58	
Taxes et Permis - Taxes & Licences	150	174	-24	
Divers - Miscellaneous	223	258	-35	
Frais bancaires - Bank fees	177	181	-4	
Total des dépenses d'exploitation Total Operating Expenses	16 806	12 985	3 821	29%
Surplus de l'exercice Surplus at end of Fiscal Year	6 058	3 447	2 611	75%

SURPLUS CUMULÉ - ACCUMULATED SURPLUS				
Solde au début de l'exercice Balance at beginning of Fiscal Year	12 754	9 307		
Surplus net de l'exercice Net Surplus at End of Fiscal Year	6 058	3 447		
SOLDE À LA FIN DE L'EXERCICE BALANCE AT END OF FISCAL YEAR	18 812	12 754	6058	48%
BILAN- RESULT				
ACTIF - ASSETS				
À court terme - Short Term				
Encaisse - Cash	19 612	13 554	6058	48%
PASSIF - LIABILITIES				
À court terme créditeur Short Term Credit	-800	-800		
AVOIR - ASSET				
Surplus CUMULÉ ACCUMULATED SURPLUS	18 812	12 754		
SOLDE À LA FIN DE L'EXERCICE BALANCE AT END OF FISCAL YEAR	19 612	13 554		

