



# Jazz Winnipeg

Strategic Plan 2021: Finding Renewal in Community

Summary - June 2021



# Background

***For more than 30 years, Jazz Winnipeg has been a mainstay in Winnipeg's cultural landscape.***

*Centred on the annual TD Winnipeg International Jazz Festival, and including year-round concert presentations, publications, education, and community engagement, Jazz Winnipeg has an enormous cultural legacy.*



# Strategic Plan

This Strategic Plan represents the first in several years. It comes at a time of reflection and reinvention, brought on by a festival with challenging financial results, the departure of long-term staff and not least of all, the cancellation of the 2020 festival and major pivots in programming due to the COVID-19 pandemic.

Looking ahead from this challenging position called for a firm grounding in a renewed mission, vision, and set of values. This updated strategic plan is timely and necessary, and we hope it will serve the organization and the community through a period of renewal and healthy growth.



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# Strategic process

*How we got to here*



# Methods

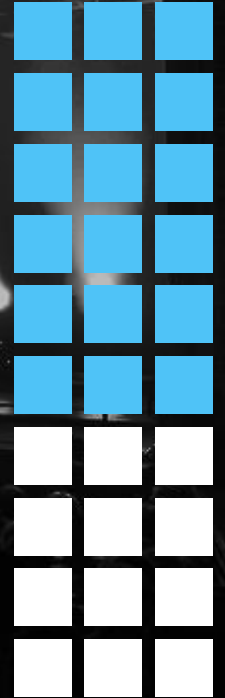
The strategic plan was developed through virtual sessions and remote work. The Board of Directors met over multiple sessions to develop a renewed mission, vision, values, and strategic goals. Artist and arts workers provided detailed feedback. A community survey allowed patrons, volunteers, donors, artists, and others in the community input into the process.



## Board Visioning

Jazz Winnipeg reaffirmed a desire to be a key cultural institution in Winnipeg, in service to the jazz community, to the arts and cultural sector, and to the city and province as a whole. The organization feels a responsibility to deliver on a community vision.

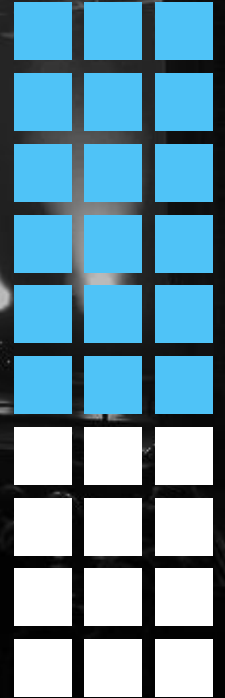
Jazz Winnipeg offers a unique and valuable role in Manitoba, and has the opportunity to support the community through presenting, amplifying, and fostering the full spectrum of jazz and creative music and art.



# Artistic Community Interviews

Interviews were held with artists, educators, and presenters from across the jazz and creative music scene in Manitoba. They told us:

- Jazz Winnipeg is a key institution in the cultural landscape of Winnipeg, with a significant legacy and filling a distinct role.
- Jazz Winnipeg could be more in touch with contemporary jazz culture.
- There is a fractured relationship with local artists and lack of a clear mission. The organization could be a hub of activity and communication.
- Jazz Winnipeg should be more connected to young people,
- Jazz Winnipeg should be more engaged in furthering equity and diversity by embracing the social justice history of jazz.
- Should find the right size for the festival and events to best accomplish goals.

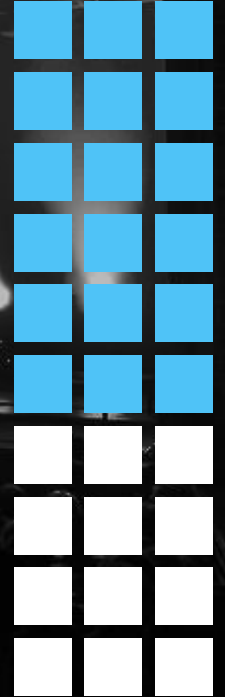




# Artistic Community Interviews

Interviews were held with artists, educators, and presenters from across the jazz and creative music scene in Manitoba. They told us:

- *Artists hope to see Jazz Winnipeg thriving and healthy, engaged with local artists, invested in engaging youth and equity seeking groups, and creating unique opportunities for artists, fans, and those newly discovering jazz and creative music.*

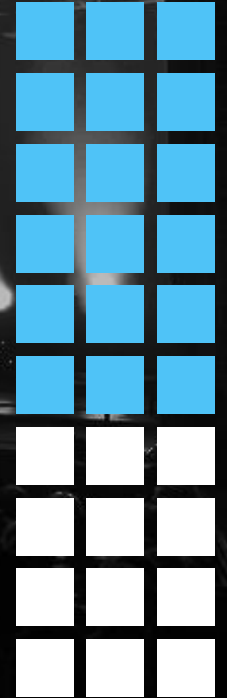


# Community Survey

In December 2020 Jazz Winnipeg issued an online survey via its enews and online components as part of a strategic planning process. The survey was open for three weeks and invited responses from the wider community on a number of questions about Jazz Winnipeg's past, present, and future.

There was a good response with 132 responses. Respondents were well balanced across age spectrum and the length of their history with Jazz Winnipeg.

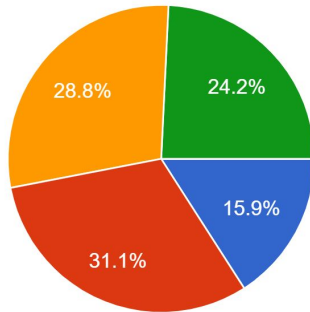
The survey confirmed that Jazz Winnipeg has a strong base of support and a community of participants who are passionate about the organization.



# Community Survey

What is your age:

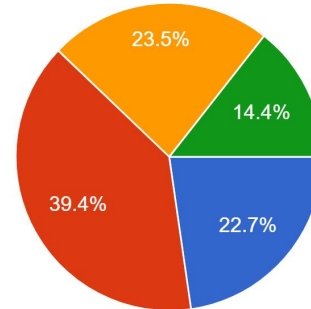
132 responses



- 70+
- 55 - 69
- 40 - 54
- 18 - 39
- Under 18

How long have you been involved with Jazz Winnipeg?

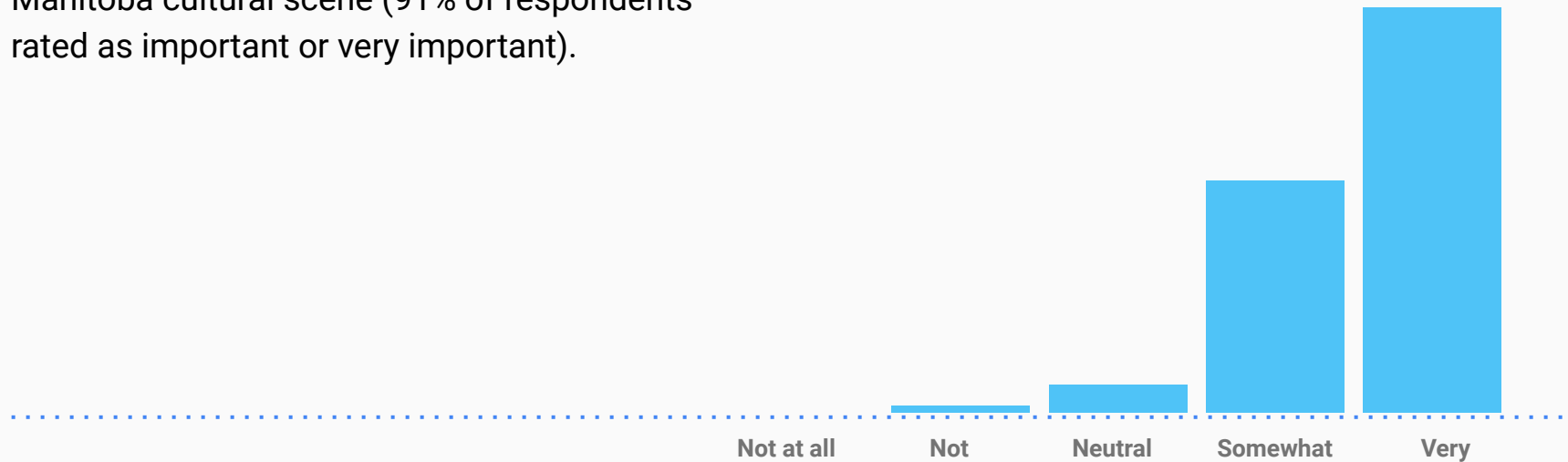
132 responses



- More than 20 years
- 10 to 20 years
- 5 to 10 years
- 5 years or less

# Community Survey

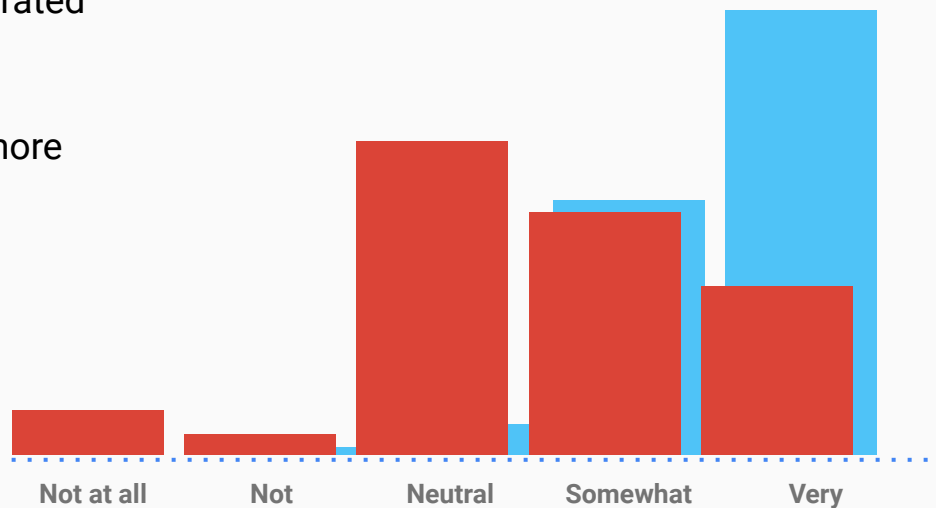
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# Community Survey

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Overall satisfaction with Jazz Winnipeg was more muted (53% were very satisfied or satisfied).



# Community Survey

The survey affirmed a community desire for a thriving Jazz Winnipeg and hopes that the future will include:

- Support local artists
- Engage with young people
- Be a hub for Winnipeg's jazz scene
- Focus on presenting jazz and related creative music
- Embrace the social justice history of jazz and strive to promote equity



*Support  
Local Artists*

An aerial, top-down view of a jazz club. The floor is made of large, irregular, reddish-brown stone tiles. On the left side, a jazz band is performing. Visible instruments include a piano, a double bass, a saxophone, and a drum set. A keyboard player is also visible. The right side of the image is filled with a large, dense crowd of people, mostly seen from above, sitting at tables and enjoying the music. The overall lighting is warm and dim, creating a classic jazz club atmosphere.

# Jazz Winnipeg Strategic Plan 2021-2024 Finding Renewal in Community

An aerial, top-down view of a jazz band performing on a stone floor. The band members are arranged in a semi-circle, with various instruments like saxophones, trumpets, and keyboards visible. A large, dense crowd of people is gathered around the band, watching the performance. The entire scene is bathed in a deep blue light, creating a monochromatic aesthetic. The text is overlaid in the center-left area of the image.

**Mission statement:**  
Jazz Winnipeg fosters  
community through experiences  
with jazz and creative music.



An aerial, top-down view of a jazz band performing on a stone floor. The band members are arranged in a semi-circle, with various instruments like saxophones, trumpets, and a keyboard visible. A large, diverse crowd of people is gathered around the band, watching the performance. The entire scene is bathed in a deep blue light, creating a monochromatic aesthetic. The text is overlaid in the center in a white, sans-serif font.

**Mission statement:**  
Jazz Winnipeg fosters  
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An aerial, top-down view of a jazz band performing on a stage. The stage floor is paved with large, irregular, light-colored stones. The band members are seated or standing with their instruments, including saxophones, trumpets, and a keyboard. A large, diverse crowd of people is seated on the floor in front of the stage, watching the performance. The entire scene is overlaid with a semi-transparent blue filter. The text is white and positioned on the left side of the image.

# **Vision statement:**

An inclusive culture of jazz creation, presentation, and education thrives in Winnipeg, embracing jazz and creative music in all its diversity, from local artists to expressions from around the world.

An aerial, top-down view of a jazz band performing on a stage. The stage floor is paved with large, irregular, light-colored stones. The band members are seated on the stage, surrounded by their instruments, including a piano, a keyboard, a drum set, and various amplifiers. A large, diverse audience is seated on the floor around the stage, watching the performance. The entire scene is bathed in a deep blue light, creating a monochromatic aesthetic. The text of the vision statement is overlaid on the left side of the image.

# Vision statement:

An inclusive culture of jazz creation, presentation, and education thrives in Winnipeg, embracing jazz and creative music in all its diversity, from local artists to expressions from around the world.

# Guiding Principles



## What we do:

- Engage and foster inclusivity and equity within and across diverse communities.
- Present a festival, concerts, and events.
- Promote artists and happenings
- Educate musicians and music fans

# Guiding Principles



## What we do:

- Provide outreach and opportunities to grow the jazz community and community for jazz.
- Explore and celebrate the full spectrum of jazz and creative music, from its historic roots in African American culture to its diverse global future.

# Guiding Principles

What we demonstrate:

- **Professionalism** in presentation, promotion, and education
- **Integrity** in community stewardship
- **Collaboration** in artistic partnership
- Commitment to **equity** and social justice
- Creative **leadership** in arts engagement **advocacy**
- **Accountability** in fiscal management

# Guiding Principles

A photograph of a jazz band performing on stage. The scene is dimly lit with warm, golden light. In the foreground, the silhouettes of an audience are visible. On the left, a pianist is seated at a grand piano. In the center, a double bassist stands playing. On the right, a drummer is seated at a drum kit. A banner in the background features the text 'JAZZ INTERNATIONAL'.

What we believe in:

- Community
- Inclusivity
- Discovery
- Artistry

# Goal Areas

1. Reinvigorate Jazz Winnipeg through a grounding in meaningful relationships with local artists.
2. Be a hub for nurturing the creation, presentation, and education of jazz and creative music.
3. Grow the capacity of Jazz Winnipeg through financial stability and right-sizing activities.



# Objectives

## *& Strategic Activities*

### Build a healthy relationship with local artists

- Hire local artists
- Promote local artists and local activity
- Be in dialogue with artists, explore an artist advisory panel
- Host networking and engagement events, jam sessions, and listening parties
- Create an artist-in-residence for diverse talent
- ...

### Increase presence in the community

- Expand partnerships
- Create and share content about and with the jazz community
- Host workshops, provide educational opportunities
- ...

### Nurture a creative and efficient team

- Strive for inclusive representation on the board and staff
- Foster a creative work culture, balanced with accountability to outcomes
- Create policy that values flexibility, innovation, professionalism, and experience
- ...

### Be more equitable, diverse, & inclusive

- Operationalize equity policy and practices to guide all aspects of operations and programming
- Recognize the distinct role of Indigenous peoples in Canadian culture, work in partnership with BIPOC-led organizations, and actively strive to be anti-racist

### Attain financial sustainability & grow capacity

- Successfully translate the mission, goals, objectives, and strategies to funders and sponsors
- Limit financial risk, while striving to find the right size for programs and events to grow activities
- Direct resources to building strength in the community through partnership

Thank you.

