

voces boreales

ANNUAL REPORT



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Territorial Acknowledgement

We are located on unceded Indigenous lands. The Kanien'kehá:ka Nation are the custodians of the lands and waters on which we contribute today. Tiohtià:ke/Montréal is historically a gathering place for many First Nations. Today, it is home to a diverse population of Indigenous and other peoples. We respect the continued connections with the past, present and future in our ongoing relationships with Indigenous and other peoples within the Montreal community.

The land was also a diplomatic meeting place with other Iroquoians and Algonquians, including Algonquin-Anishinaabe, Atikamekw, and Huron-Wendat. We acknowledge that we are located on land that has been the site of human creativity and storytelling for thousands of years, and we are thankful that we can create, collaborate, play, and work here.

Excellence in performance, creativity, and innovation—our journey continues....

The professional chamber choir Voces Boreales (VB) is already known to Montreal music lovers for the exceptional quality of its productions, and the new octet VB8, which emerged during the pandemic, is beginning to carve out an enviable place for itself. These ensembles not only perform a varied established repertoire, but also premiere in concert the works that the Montreal Choral Institute (MCI) commissions from Canadian composers year after year. Furthermore, our artistic vision is to produce immersive concert experiences; the 2022-2023 musical offering will reflect this, with each venue evoking a warm, welcoming atmosphere chosen to showcase the unmistakable sound of VB and VB8.

With its ensembles VB and VB8, the ICM not only aims for excellence in its own artistic production but also seeks to accompany the choral community on the path to excellence as part of an educational component of continuous improvement. We offer specialised events where everyone can learn from the best:

- Choral workshops open to amateur choirs and members of the public under the guidance of renowned choral conductors.
- Interactive workshops for a small group of emerging Canadian composers. Each participant watches as VB8 sets up their choral composition and, under the guidance of Andrew Gray, explores possible variations in their score with the singers. At the end of the workshop, one of the composers is offered the premiere of their work in concert by VB or VB8 and receives an additional commission.
- Choral Conducting Masterclasses by world-renowned conductors, which offer participants the opportunity to put the master's advice into practice with professional and amateur choirs. Andrew Megill has been giving these classes in recent years.

WHAT WE HAVE ACCOMPLISHED IN 2022

- Gently coming out of a global pandemic, we have offered innovative and moving concerts.
- We have begun planning the full roster of our artistic and educational activities for the coming years.
- Strategic planning sessions with several choristers and board members.
- We have a Vision Statement with a clear roadmap for the near future.
- We have completed:
 - Clear Board Structure
 - Reorganisation of tasks to provide greater support to Voces Team
 - New staff positions (part time)
 - Accounting Resource
 - Administrative Coordinator
 - Finalized contracts in place for staff.
- Public Annual General Meeting—a first in 2022.
- Alignment of various administration functionality: government web accesses, social media access, etc.
- Great marketing (visibility) initiatives; our Communications & Marketing Manager will share all these details.
- Long-term funding requests in place (2 year terms) - will add stability to our efforts.

VISION STATEMENT

To raise awareness of the culture and tradition of choral music through performance, the commissioning of new works, education and outreach.

SOME PROJECTS ON OUR HORIZON:

- Resuming all our activities that the pandemic sadly cancelled:
 - Planning for upcoming concerts by Voces Boreales & VB8
 - Educational Masterclass and workshops (Fall 2023)
- Establishing a deeper partnership with appropriate colleagues (i.e. Chapelle du Grand Seminaire for concerts, etc.)
- Continuing the development of the *Path of Miracles - Digital Installation* (planned for Spring 2023)
- Exploration of how to expand the *Path of Miracles - Digital Installation*, i.e. Province of Quebec tour?
- Exploring corporate and private funders, for example:
 - Hydro Quebec
 - others?
- Attracting Board members:
 - Secretary (part of the Board Executive)
 - First Nations music development
 - Fund Development Support
 - Other Directors
- Ongoing administrative process refinement

Chair of the Board
Vice Chair of the Board
Treasurer
Secretary
Director
Director

Diane M. Ellison
Pierre Thibaudeau
Philip Raphals
Position Open
Miriam Cormier
David Cronkite

Staff
Artistic Director
Communications & Marketing Manager
Administrative Coordinator
Accounting Resource

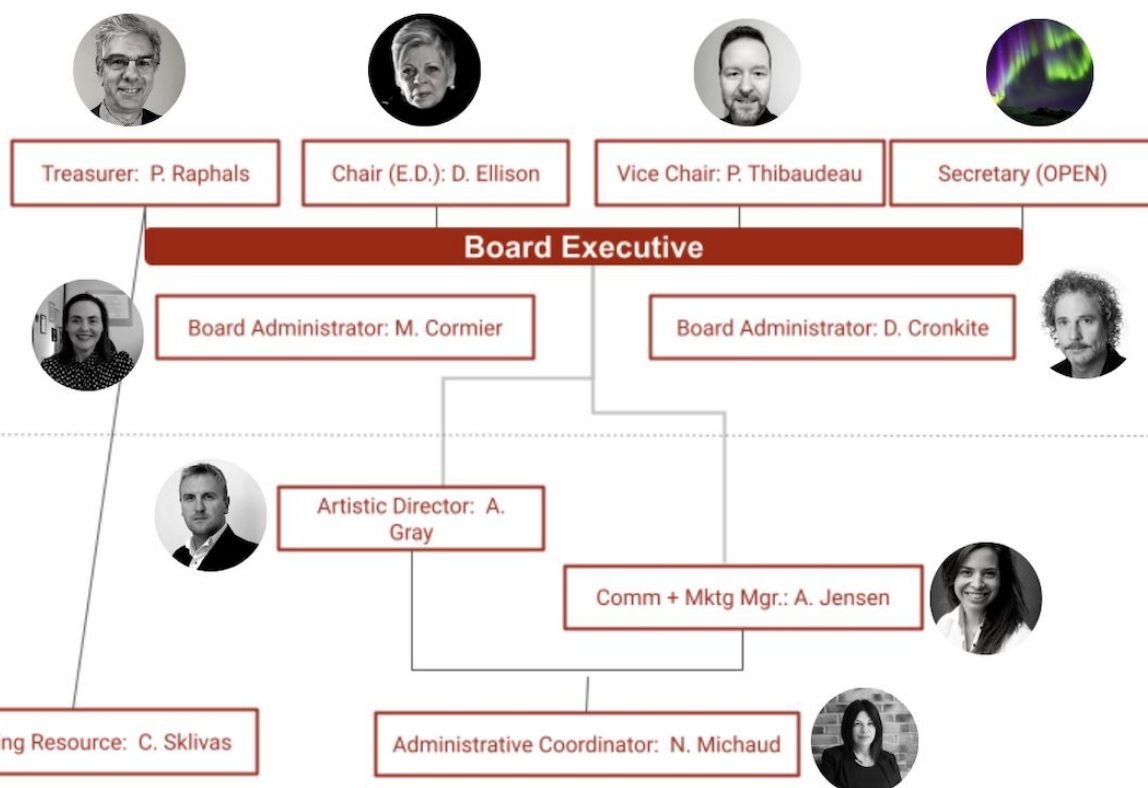
Andrew Gray
Alexia Jensen
Nancy Michaud
Caroline Sklivas

Board

Areas for Future Board Administrators:

- Secretary
- Fund Development
- First Nations music development
- Press contacts

Staff Positions



First of all, on behalf of all of us, let me thank you for taking the time to join us for our first Annual General Meeting. We are proud to share with you some of the highlights of the past year and some of the plans for the year ahead.

From an artistic and management point of view, the smooth exit from the global pandemic has been a liberation despite the associated challenges.

From a personal perspective, the opportunity to succeed David Cronkite, while daunting, has been a source of honour. The excellence, passion and care of the Voces team over many years must also be acknowledged. I consider it a privilege to work with such a creative, innovative, professional and inspiring team. And I am convinced that together we will successfully continue our artistic journey.

Although I only joined the MCI last February, we have already begun to strengthen the administrative & management team in order to support the artistic growth of Voces as it continues its journey of innovation and artistic excellence. A great success in prospect!

We will continue to present concerts and events that inspire, amaze and delight our audiences and the choral community. We look forward to expanding the Board of Directors by attracting experts to assist us in our future endeavours. We will also focus on growing our audience, developing corporate relationships and increasing our funding sources.

I wish us an exciting new season full of choral experiences!



Diane M. Ellison
Chair - Board of Directors (Executive Director)
Voces Boreales, VB8, Montreal Choral Institute

The pandemic of 2020-21 was a long and enormous challenge for everyone, so emerging from it this season has been refreshing, but not without its fair share of challenges. The aptly named 'Phénix' concert finally rose from the ashes on its third attempt. Its stop-start reality was due to the initial lockdown, postponement due to illness and finally taking flight in February as an online concert event due to the existing health protocols of the moment.

I had always envisioned adding an octet to the various formations of singers at Voces Boreales, and the pandemic almost forced it into being. For a short while, a smaller, more flexible group of singers was the only option for presenting live music. Following several outdoor summer events, VB8 gave its launch concert in June of 2021 and has offered several concert performances since. During the summer, we also went into the studio to record an album of contemporary Christmas music.

The lengthy period of restrictions and lack of performance gave us time to reflect on so many situations here at home and around the world. During this time, I renewed my commitment to searching for ways to promote the power of choral music for good. This meant looking again at all of our programming moving forward. Past concerts over the years already contained underlying themes of love, understanding, peace, tolerance and kindness. Future offerings will continue to promote the power of music for peace, explore choral music of various cultures and bring together diverse artists for creation and performance. Our efforts will also champion the work of our local and national composers, support young and emerging composers and promote the care of the planet.

With the outbreak of war in Ukraine at the end of February, the concert of Rachmaninov's Vespers (with a commission from Canadian-Russian composer Evgeny Shcherbakov) looked unlikely to happen. Having had so many events cancelled during the preceding months, this was potentially disastrous for us as an organisation. In the spirit of risk mitigation, we spoke with many experts and advisors, members of the Ukrainian and Russian communities here in Montreal, and the two living composers on the programme (Evgeny Shcherbakov as mentioned above and Canadian-Ukrainian Larysa Kuzmenko). All unanimously agreed that the concert should go ahead to honour everyone innocently affected by the war. It was the right decision and led to one of our most compelling and moving concerts. Over 500 people packed the church of St. Léon de Westmount. In the company of Evgeny and Larysa, we performed Mykola Lyssenko's Prayer for Ukraine as an encore and humbly bore witness to a standing ovation that lasted for many minutes.

The Path of Miracles' Urban Pilgrimage project was also born of the pandemic experience—concerts at which the audience moved through the space, distanced and an integral part of the performance experience. During the last three summers, we gave around 20 performances of this choral masterpiece in various cities around the province. The second stage of this project was to record the work in 3D. This latest technology enables us to release the work in all usual formats as well as for the latest high-level sound systems and to provide the raw material to researchers and developers of cutting-edge sound technologies.

I was extremely pleased to welcome our first Composer in Residence to the team this season, Louis Desjarlais. He is a singer, composer, writer, and many other things. Louis is well known to us at Voces Boreales and understands the ensemble well enough to compose works that suit the group and its capacities. The position runs for one year and enables the composer to work directly with the group and create various new works. So far, we have presented two new works, recorded a third, and have two more planned for the season.

VOCES BOREALES

Concerts

Phénix

- Concert in collaboration with cellist Dominique Beauséjour-Ostiguy and Architek percussion
- World premières of *La Balsamique Montagne* by Isaiah Ceccarelli (CA), and *Phénix* by Dominique Beauséjour-Ostiguy (CA)

Vigiles

- Concert of 40 voices for peace between Russia and Ukraine
- World première of *Triptych* by Evgeny Shcherbakov

Recording

***Path of Miracles* by Joby Talbot**

- producer Martha de Francisco
- in collaboration with McGill University sound recording and research department (doctoral studies) and CIRMMT
- venue: chapel of the Grand Séminaire de Montréal
- 19 singers, 36 microphones, one 360-degree camera
- 3D sound recording in 11.4.1

VB8

Concerts

21st-century Christmas (by candlelight)

the octet's first annual Christmas concert of 21st-century choral music for the festive season

Musica Dei donum

a selection of some of the most achingly beautiful music written for voices from across the ages

Plans for the coming year

- Planning workshops and masterclasses were on hold due to travel restrictions and planning difficulties. We are looking forward to being able to confirm dates and visiting specialists for choral workshops, conducting masterclasses and emerging composer workshops.
- The idea behind the *In memoriam* concert on November 5th was to explore the cathartic power of music, particularly singing. It seems we're all lost someone recently—or we certainly know someone who has—and this varied repertoire on the theme of loss and remembrance surely had something for everyone to embrace.
- Forthcoming concerts include VB8 Christmas on December 20th and a Bach-inspired programme for the spring. The MCI will also produce a concert for the planet on the 50th anniversary of Earth Day.

- This season, we also embark on stage 3 of the “Urban Pilgrimage” project with the development of a semi-permanent installation. Details will be released along the way, but suffice it to say that we wanted to find a way to share our urban pilgrimage 3D recording of the amazing *Path of Miracles*—with all its lighting effects and multimedia enhancements—as widely as possible. We hope to do so in the coming year with a new concept for concert-going audiences across the country (and maybe, one day, the world).

And finally :

Since the onset of the pandemic, our great strength has been to rethink, reinvent and redesign. We managed to continue to find ways to produce live music in various situations and in several formations.

This strength also leads us to identify an emerging weakness. We rapidly grew from two or three concerts a year (plus specific workshops and masterclasses) to having two, if not three groups and giving ten to fifteen performances a season. It became apparent that our administrative capacity needed to catch up with the demands of our production schedule and artistic output. I am pleased to say that this need was quickly attended to. We have added new members to the board and two new employees in communications/marketing and administrative coordination.

My sincerest thanks to everyone involved with Voces Boreales and the Montreal Choral Institute. Whilst the recent months have been challenging, worrying and exhausting; they have also been rewarding and highly successful. Thanks to everyone on the team's hard work, enthusiasm and support, we have grown and have the courage to dream of ever more significant and exciting projects.

And to all our singers, collaborators, helpers and concert-goers, we will continue to bring you new and exciting programmes and explore ways to use our platform of quality choral performance to bridge the divide, develop understanding, encourage tolerance and embrace diversity.

Andrew Gray

Artistic Director | Voces Boreales, VB8, Montreal Choral Institute

Institut choral de Montréal / Montreal Choral Institute

États financiers

de l'exercice 2021-2022

Version du 9 novembre 2022



État des résultats

de l'exercice se terminant le 31 août 2022

		2021-2022	2020-2021
Produits		296 335	101 832
3000	Dons	2 562	1 004
3010	Dons avec reçu pour impôt	2 117	600
3015	Dons sans reçu pour impôt	445	404
3020	Subventions d'exploitation	274 397	94 940
3021	Subventions fédérales : CAC	60 000	60 000
3031	Subventions provinciales : CALQ	214 397	25 625
3041	Subventions municipales		9 315
3050	Intérêts et revenus de placement	81	174
3070	Activités de financement	1 000	
3081	Vente d'espace publicitaire	1 000	
3100	Revenus de production	18 295	5 714
3110	Billetterie et abonnements	12 795	1 014
3120	Cachets		1 500
3140	Contribution des lieux de diffusion	3 500	1 000
3141	Contribution des partenaires	2 000	2 200
Charges		323 672	90 376
4000	Cachets des artistes	169 649	43 311
4020	Directeur artistique	21 750	19 500
4030	Choristes et solistes	125 523	20 105
4031	Musiciens	2 500	
4032	Acteurs et autres interprètes	4 680	466
4041	Compositeurs (commandes)	12 196	2 240
4042	Concepteurs artistiques (auteurs, metteurs en scène, chorégraphes, etc.)	3 000	1 000
4050	Honoraires des techniciens	28 013	8 929
4051	Sonorisation et enregistrement	7 450	1 925
4052	Éclairages	12 095	3 116
4053	Photographie	320	320
4054	Vidéographie	3 044	1 600
4055	Régie	1 000	200
4060	Postproduction	3 025	1 000
4061	Édition, traduction, mise en page	959	268
4069	Autres techniciens	120	500
4100	Autres coûts de production	67 265	9 729
4101	Loyer : salles de répétition	2 850	
4102	Loyer : salles de concert (et générales)	11 645	2 150
4103	Loyer : studios d'enregistrement	12 815	
4111	Location : équipement (audio-visuel, éclairages, etc.)	9 494	4 600
4112	Location : instruments de musique	710	190
4113	Location : costumes et accessoires	166	
4120	Achats non capitalisés (piles, etc.)	799	225
4131	Frais d'impression (programmes de concert, etc.)	790	
4133	Frais de billetterie	1 472	

État des résultats

de l'exercice se terminant le 31 août 2022

		2021-2022	2020-2021
4140	Frais de postproduction (autres que les honoraires)	145	
4150	Frais de production des stocks (CD, etc.)	2 500	
4600	Redevances : Uda (CSA)	21 178	2 058
4601	Redevances : droits d'auteur, droits de suite, etc.	1 154	505
4602	Redevances : remise de billetterie aux partenaires	1 546	
4800	Déplacements	11 544	2 487
4801	Déplacement du personnel	3 288	874
4802	Indemnités journalières et hébergement	4 706	513
4803	Transport et expédition des marchandises	3 550	1 100
6700	Dotation aux amortissements et aux provisions	2 853	1 983
6710	Charges d'amortissement des équipements	2 705	1 871
6730	Charges d'amortissement des partitions	74	72
6780	Charges d'amortissement des logos	73	40
7000	Marketing et communications	30 332	493
7001	Honoraires : marketing et communications	11 468	221
7010	Achat d'espace publicitaire	7 580	61
7020	Articles promotionnels (affiches, etc.)	633	
7030	Services graphiques	5 465	
7040	Entretien du site web	4 811	211
7050	Billets de courtoisie	375	
8000	Administration	13 897	23 445
8001	Honoraires : directeur général et admin interne	7 625	14 500
8020	Honoraires : autres professionnels (comptables, avocats, etc.)	88	4 400
8300	Droits d'adhésion (ACQ, CQM, Le Vivier, Registraire des entreprises, etc.)	567	774
8500	Assurances	210	
8580	TPS irrécouvrable payée sur les achats	1 750	1 201
8590	TVQ irrécouvrable payée sur les achats	3 492	2 396
9000	Frais bancaires et intérêts	164	174
9550	Charges exceptionnelles	120	
	Résultat net	-27 337	11 456

Bilan comptable

en date du 31 août 2022

	en date du 2022-08-31	en date du 2021-08-31	en date du 2020-08-31	
Actif	127 811	249 233	124 121	variation de trésorerie
1000 Trésorerie	89 324	211 224	40 634	-121 900
1005 Petite caisse	1 178	1 178	1 178	
1010 Compte courant Desjardins (84012)	88 146	210 501	34 538	
1011 Compte courant Desjardins (92289)	-0	-0	1 997	
1015 Carte de crédit	-0	-455	2 921	
1100 Créances	14 243	11 764	71 713	
1150 Subventions d'exploitation à recevoir		6 838	65 700	
1160 Autres produits à recevoir	11 184	4 926	6 013	
1180 TPS payée sur les achats	1 023			
1190 TVQ payée sur les achats	2 035			
1200 Charges constatées d'avance	187	211		
1300 Stocks	150	150	150	
1400 Immobilisations	23 908	25 884	11 624	
1410 Équipement audio-visuel - coût d'acquisition	26 057	25 337	9 594	
1413 Équipement audio-visuel - amortissement	-4 636	-1 931	-60	
1430 Partitions - coût d'acquisition	2 312	2 155	2 155	
1433 Partitions - amortissement	-502	-427	-355	
1480 Logos - coût d'acquisition	1 100	1 100	600	
1483 Logos - amortissement	-423	-350	-310	
Passif	127 811	249 233	124 121	
2000 Charges engagées	13 000			
2100 Effets à payer	8 686	21 758	54 678	
2300 Produits constatés d'avance	52 563	146 576		
2350 Subventions d'exploitation constatées d'avance	52 563	146 576		
2900 Actif net	53 562	80 899	69 443	
2910 Actif net investi en immobilisations	23 908	25 884	11 624	
2970 Actif net non grevé d'affectations	29 654	55 015	57 819	
				variation de l'actif net = résultat net
				-27 337

Pour le conseil d'administration,

Diane M. Ellison, présidente

Tableau des flux de trésorerie
de l'exercice se terminant le 31 août 2022

	2021-2022	2020-2021
Activités d'exploitation (I)	-121 023	186 833
Résultat net	-27 337	11 456
<i>Charges et produits sans incidence sur la trésorerie</i>		
6700 + Dotation aux amortissements et aux provisions	2 853	1 983
= Résultat brut	-24 484	13 438
<i>Variation du fonds de roulement</i>		
1100 – Variation des créances	2 479	-59 950
1200 – Variation des charges constatées d'avance	-24	211
1300 – Variation des stocks		
2000 + Variation des charges engagées	13 000	
2100 + Variation des effets à payer	-13 072	-32 920
2300 + Variation des produits constatés d'avance	-94 013	146 576
= Flux net de trésorerie générés par l'exploitation	-121 023	186 833
Activités d'investissement (II)	-877	-16 243
1410 – Acquisition d'équipement	720	15 743
1430 – Acquisition de partitions	157	
1480 – Acquisition de logos		500
+ Cession d'immobilisations		
= Flux net de trésorerie générés par l'investissement	-877	-16 243
Activités de financement (III)	0	0
= Flux net de trésorerie générés par le financement		
Variation de trésorerie (I + II + III)	-121 900	170 590
1000 Trésorerie d'ouverture	211 224	40 634
1000 + Variation de trésorerie	-121 900	170 590
= Trésorerie de clôture	89 324	211 224

Montreal Choral Institute

Appendice I

to the 2021-2022 Financial Statements

1. Articles of incorporation and nature of activities

The Montreal Choral Institute (MCI), founded in 2009, is incorporated as a non-profit organization under Part III of the Quebec Companies Act and is a charitable organization within the meaning of the Income Tax Act.

The purpose of the MHI is to produce concerts and performances in order to educate the public and help them better understand and appreciate music, as well as to train artists, both professional and amateur, by having them participate in choral singing and choral conducting workshops. The MHI is the producer of the professional chamber choir Voces Boreales and the professional octet VB8. Several times a year, the MHI commissions choral works from Quebec and Canadian composers.

In the event of the winding up of the MHI, its assets would be vested in a registered charity whose objects would be similar to those of the MCI.

2. Accounting policies

The accounting period of CMI begins on September 1 and ends on the following August 31. The financial statements are accounted for using the accrual basis of accounting.

The deferral method of accounting is used to record contributions restricted to a future year (see paragraph 6 below).

3. Income Statement: Net Income

Of all the expense items, the one with by far the largest relative increase is undoubtedly marketing and communications: an explosion by a factor of 20 compared to the previous year - in proportion to the respective size of each fiscal year. This corresponds to the desire expressed by the Board of Directors in previous years to "kick-start" the organization and ensure that Voces Boreales is no longer "Montreal's best-kept musical secret". It is in this context that the Board of Directors requested the services of Alexia Jensen who joined the administrative team of the MHI and took on the communications file and several other responsibilities. The results of her efforts are evident in the ticketing results for the Vigiles concert in April 2022: \$8,800 in gross revenue (\$6,300 net after ticketing fees and royalties to partners).

A large portion of the deficit incurred during the year can be specifically explained by this decisive effort.

4. Capital Assets (lines 1400, 2910 and 6700)

The MHI's fixed assets (line 1400), valued at \$24,000, are composed mainly of tangible assets in the form of audio-visual recording equipment (mixer, microphones, recorder, speakers, etc.). In addition, there are the three MHI logos as intangible assets, as well as the stock of sheet music.

The fixed assets, both tangible and intangible, are amortized on a straight-line basis over the following periods:

Sheet music	30 years
Logos of the MCI, Voces Boreales and VB8	15 years
State-of-the-art audiovisual equipment <ul style="list-style-type: none"> – pair of Neumann microphones – 8 Sennheiser microphones – 4 Sennheiser broadcast boxes – surge protector – Presonus mixer – 2 speakers – Zoom recorder – various cables and transport boxes 	10 years
Various equipment and accessories <ul style="list-style-type: none"> – chorus lights – electronic candles – Micro SD card – portable speakers – software plugin – GoPro camera – free standing banner 	5 years

5. Expenses incurred (line 2000)

Included in this line :

- \$6,400 for recording (July 2022) of VB8's Christmas CD: production, post-production, CD making;
- 2,000 in creative artistic fees for the Chemin des miracles project;
- 4,600 for the development of the new website by Percumedia.

6. Deferred operating grants (line 2350)

Under the deferral method, uncommitted amounts of restricted contributions are recorded in this line.

- Of the CALQ *Specific Programming* 2020-2021 grant, \$25,000 was earmarked for the recording (July 2022) of VB8's Christmas CD. Of this amount, \$3,000 is being carried over to the next fiscal year for the conclusion of the project.

- The CALQ *Digital Installation 2022* grant in the amount of \$95,000 is allocated exclusively to the digital installation project based on *Joby Talbot's Path of Miracles* (in the context of the project, this grant cannot be combined with a CAC grant but could be combined with one from CAM). Of this amount, \$49,500 is being carried forward to the next fiscal year for the conclusion of the project.

The deferred amounts will be recognized as revenue in the next fiscal year.

7.Changes in the balance sheet

On August 25, 2021, CALQ paid CMI the full amount of the grant for the second edition of the *Chemin des miracles: an urban pilgrimage*, in the amount of \$100,000. This is a significant amount recognized one week before the end of the 2020-2021 fiscal year for expenses that would, however, all be recognized in the first two months of the 2021-2022 fiscal year. In this respect, the size of the balance sheet as of August 31, 2021 is atypical, so for comparison purposes we have included an additional column showing the balance sheet as of August 31, 2020.

Budget pour l'exercice 2022-2023

version du 2022-11-09

		Budget 2022-2023		Réal 2021-2022	
Produits		231 500		296 335	
3000	Dons	3 900	2 %	2 562	1 %
3020	Subventions d'exploitation	181 500	78 %	274 397	93 %
3021	Subventions fédérales : CAC	77 000	33 %	60 000	20 %
3031	Subventions provinciales : CALQ	104 500	45 %	214 397	72 %
3050	Intérêts et revenus de placement			81	0 %
3060	Cotisations	200	0 %		
3070	Activités de financement	27 200	12 %	1 000	0 %
3071	Commandites en argent	10 000	4 %		
3081	Vente d'espace publicitaire	2 200	1 %	1 000	0 %
3090	Collectes de fonds	15 000	6 %		
3100	Revenus de production	18 700	8 %	18 295	6 %
3110	Billetterie et abonnements	15 800	7 %	12 795	4 %
3130	Inscriptions (classes de maître et ateliers)	2 900	1 %		
3140	Contribution des lieux de diffusion			3 500	1 %
3141	Contribution des partenaires			2 000	1 %
Charges		231 500		323 534	
4000	Cachets des artistes	92 410	40 %	169 649	57 %
4020	Directeur artistique	14 200	6 %	21 750	7 %
4022	Classes de maître et ateliers	2 500	1 %		
4030	Choristes et solistes	56 080	24 %	125 523	42 %
4031	Musiciens			2 500	1 %
4032	Acteurs et autres interprètes			4 680	2 %
4040	Compositeurs en résidence	9 840	4 %		
4041	Compositeurs (commandes)	6 040	3 %	12 196	4 %
4042	Concepteurs artistiques (auteurs, metteurs en scène, chorégraphes)	3 750	2 %	3 000	1 %
4050	Honoraires des techniciens	38 350	17 %	27 875	9 %
4051	Sonorisation et enregistrement	2 100	1 %	7 450	3 %
4052	Éclairages	2 000	1 %	12 095	4 %
4053	Photographie	1 000	0 %	320	0 %
4054	Vidéographie	11 300	5 %	3 044	1 %
4055	Régie	9 500	4 %	1 000	0 %
4060	Postproduction	4 000	2 %	3 025	1 %
4061	Édition, traduction, mise en page	850	0 %	821	0 %
4069	Autres techniciens	7 600	3 %	120	0 %
4100	Autres coûts de production	46 230	20 %	67 265	23 %
4101	Loyer : salles de répétition	1 900	1 %	2 850	1 %
4102	Loyer : salles de concert (et générales)	11 600	5 %	11 645	4 %
4103	Loyer : studios d'enregistrement	1 000	0 %	12 815	4 %
4104	Loyer : autres salles (classes de maître, ateliers, etc.)	700	0 %		
4110	Location : partitions	900	0 %		

Budget pour l'exercice 2022-2023

version du 2022-11-09

		Budget 2022-2023		Réal 2021-2022	
4111	Location : équipement (audio-visuel, éclairages, etc.)	11 200	5 %	9 494	3 %
4112	Location : instruments de musique			710	0 %
4113	Location : costumes et accessoires			166	0 %
4120	Achats non capitalisés (piles, etc.)	6 000	3 %	799	0 %
4131	Frais d'impression (programmes de concert, etc.)	1 000	0 %	790	0 %
4133	Frais de billetterie	130	0 %	1 472	0 %
4140	Frais de postproduction (autres que les honoraires)	500	0 %	145	0 %
4150	Frais de production des stocks (CD, etc.)			2 500	1 %
4600	Redevances : UdA (CSA)	10 800	5 %	21 178	7 %
4601	Redevances : droits d'auteur, droits de suite, etc.	300	0 %	1 154	0 %
4602	Redevances : remise de billetterie aux partenaires	200	0 %	1 546	1 %
4800	Déplacements	1 100	0 %	11 544	4 %
4801	Déplacement du personnel	100	0 %	3 288	1 %
4802	Indemnités journalières et hébergement	100	0 %	4 706	2 %
4803	Transport et expédition des marchandises	900	0 %	3 550	1 %
4900	Bourses et subventions versées	1 000	0 %		
6700	Dotation aux amortissements et aux provisions	3 600	2 %	2 853	1 %
6710	Charges d'amortissement des équipements	2 800	1 %	2 705	1 %
6730	Charges d'amortissement des partitions	80	0 %	74	0 %
6780	Charges d'amortissement des logos	120	0 %	73	0 %
6790	Charges de provisions	600	0 %		
7000	Marketing et communications	30 350	13 %	30 332	10 %
7001	Honoraires : marketing et communications	19 200	8 %	11 468	4 %
7010	Achat d'espace publicitaire	6 000	3 %	7 580	3 %
7020	Articles promotionnels (affiches, etc.)	1 050	0 %	633	0 %
7030	Services graphiques	2 500	1 %	5 465	2 %
7040	Entretien du site web	1 600	1 %	4 811	2 %
7050	Billets de courtoisie			375	0 %
8000	Administration	15 160	7 %	13 897	5 %
8001	Honoraires : directeur général et admin interne	10 900	5 %	7 625	3 %
8010	Honoraires : financement et collectes de fonds	400	0 %		
8020	Honoraires : autres professionnels (comptables, avocats, etc.)	1 680	1 %	88	0 %
8110	Logiciels et comptes infonuagiques	480	0 %		
8300	Droits d'adhésion (ACQ, CQM, Le Vivier, Registraire des entreprises,	900	0 %	567	0 %
8301	Permis d'occupation et autres permis	300	0 %		
8500	Assurances	200	0 %	210	0 %
8580	TPS irrécouvrable payée sur les achats	50	0 %	1 750	1 %
8590	TVQ irrécouvrable payée sur les achats	100	0 %	3 492	1 %
9000	Frais bancaires et intérêts	150	0 %	164	0 %
9550	Charges exceptionnelles	3 300	1 %	120	0 %
Résultat net		0		-27 199	

Institut choral de Montréal / Montreal Choral Institute

Notes

on the budget for the fiscal year 2022-2023

The budget is based on the hypothesis of these artistic endeavors:

- two concerts with Voces Boreales (between 26 and 30 singers)
- two concerts with VB8 (8 singers)
- a fortnight Webcast of the *Vigil* (April 2022) production
- one choral workshop in a single session
- one choral conducting masterclass over three sessions
- one young composers' workshop over four sessions
- production of the Montreal portion of *Le Chemin des miracles : Digital installation*
- international sale of previous project

1. Revenue: Operating Grants (line 3020)

Federal and provincial grants represent 80% of our revenue. The uncertainty of obtaining these grants creates considerable uncertainty about our ability to carry out our projects. Hence the need to diversify our revenue sources over time.

Organi- zation	Grant	Project(s) concerned	Amount	Status
CALQ	Digital installation 2022	<i>Le Chemin des miracles : Digital installation</i>	\$49,500 (balance carried forward)	obtained
CAC	Concept to realization 2022	<i>In memoriam</i> (November 5)	\$37,000	obtained
CALQ	Specific programming 2022-2023	Exercice 2022-2023	\$55,000	awaiting response (strong possibility)
CAC	Concept to realization 2023	<i>B.A.C.H.</i> (May 2023)	\$35,000	application not yet submitted
CAC		International Sale of <i>Chemin des miracles : Digital Installation</i>	\$5,000	application not yet submitted

2. Revenue: Fundraising (line 3070)

Cash sponsorships. We have approaches to a major corporation. Other efforts are under consideration.

Fundraising. We plan to launch a social fundraising campaign for Le Chemin des miracles: a digital installation for \$15,000.

3. Expenses: Artists' fees (line 4000)

Art Director (line 4020). 15% increase in base fees over previous years; this line item has not seen an increase in three years.

Chorus and Soloists (line 4030). The fee rate had increased for the Vigils concert (April 2022). We are essentially maintaining this rate for the current year. Inevitably, an upward revision will be required for the following year. Note an increase in "Producer Contributions" from 14% to 15% of gross fee (reflected on line 4600).

Composers (lines 4040 and 4041). For reference, \$10,000 in commissioned music represents approximately 17 minutes of music.

4. Expenses: Other Production Costs (line 4100)

Rent for concert halls (line 4102) can vary greatly: the Notre-Dame-de-Bon-Secours chapel costs \$800 and the Grand Séminaire chapel \$2,000. To be monitored.

5. Expenses: Marketing and communications (line 7000)

This line item had seen a dramatic increase in 2021-2022 over previous years. The current year sees a substantial increase (30%) in Alexia Jensen's fees (included in line 7001) and a tightening of other communications expenses—including press relations expenses. An overall increase will be required in future years.

6. Expenses: Administration (line 8000)

Increase in administrative and professional fees (lines 8010 and 8020) to reflect the hiring of Nancy Michaud and Caroline Sklivas.

Branding

During the strategic planning sessions, it was clear that we needed to work on branding, particularly the relationship between Montreal Choral Institute and Voces Boreales. The administrative team has decided to bring all concert and educational activities under the "Voces Boreales" branding. The Montreal Choral Institute will be known as Voces Boreales' producer. It will strengthen, simplify and allow for the expansion of the Voces Boreales brand.

Redesigning the Voces Boreales website

We hired graphic designer Massimo Barbieri and programmers PercuMedia to collaborate on a brand-new website with clear branding, specific "Voces" colours, unified look across all platforms (Internet, social media, posters, programs). Our goals were:

- Present ourselves succinctly to both new and returning public
- Make it easy to find information about all our concerts, buy tickets, follow us, subscribe to the newsletter, and donate.
- Create a more substantial online presence

Social Network

Strategy: regular social posting on Facebook and Instagram that focus on: curated videos and pictures, varying from short, catchy captions to longer posts, promotional as well as "behind the scenes" content, make "preview" videos with music for use as a Facebook/Instagram ad, and a regular newsletter.

Results: Our reach in 2021-2022: 82 925 (Facebook – up 900% from 2020-2021) and 1 946 (Instagram), with peaks during webcasts.

Future goals: Integrate MCI-ICM and Voces Facebook pages, curate playlists on YouTube, and keep feeding audio to SoundCloud, grow our number of likes on Facebook and Instagram and increase our newsletter subscribers.

Partnerships

We have developed a partnership with Cégep de Saint-Laurent and sold group tickets to their students to two concerts (*Phénix* and *Vigil*), and we would like to expand our connection with other schools and groups in the future.

Other partnerships: Le Vivier, Canadian International Organ Competition, Chœur Saint-Laurent, Temps Fort, and Ensemble Scholastica to appear in each other's newsletter or Facebook pages.

Media: Radio Canada, Radio VM, Canal M, The Gazette, Le Devoir, La Scena Musicale, Ukrainian and Russian media

Concerts

We could present three live online concerts (VB8: *Christmas by candlelight* and *Musica Dei Donum* and Voces Boreales: *Vigil*) and two online concerts (*Carte blanche à VB8*, *Phénix*). The online concerts obliged us to be present online and explore different online strategies.

The only live in-person Voces Boreales concert (*Vigil*) was a great success: over 500 people were present in a packed church, capitalising on media interest in Ukraine and Russia, a powerful message of peace and unity, and many positive comments.

Future goals: with more financial stability, we will be able to launch an entire season in advance and sell season tickets.

Introduction of

Mme Nancy Michaud, Administrative Coordinator

Mme Caroline Sklivas, Accounting Resource

The list is long, and we are so fortunate!

Andrew Gray: your talent, vision and creativity, without which we would not be who we are! Your ability to integrate such a talented team into the Voces Boreales sound is spectacular.

David Cronkite: your years of support, work and shared vision! We are thrilled you will stay connected through your ongoing presence on our Board. It is reassuring and very much appreciated.

Pierre Thibaudeau: your talents as a “Renaissance Man” from artistry to tracking, translation work, and much more! What a treasure you are.

Alexia Jensen: your talents and passion are an incredible gift to our team! You are helping us make a difference.

To our **newest colleagues:** Philip Raphals (Treasurer), Caroline Sklivas and Nancy Michaud thank you for joining us - we look forward to your essential contribution to the future successes of Voces Boreales.

To our **existing collaborators**, be it to our funders, members of the Board, professional musicians, technical support colleagues, graphic and web experts and all those who work behind the scene and contribute in so many ways - we could not do it without you.

To our **guests**, a profound thank you for your continued support. We do what we do for YOU and will continue offering visual and audio experiences that enchant and delight you.

Thank you to all of you!

