

RED DEER
SYMPHONY
ORCHESTRA

Annual Report
2019



A grand piano is the central focus, set against a dark blue background. The piano is surrounded by a vibrant, multi-colored particle explosion or spray effect, with shades of purple, blue, and white. The word "Leadership" is written in a large, white, serif font across the middle of the image, partially overlapping the piano and the particle effect.

Leadership

President's Message

The 2018-19 season was extremely significant in many ways both artistically and financially. The most important aspect continues to be the delivery of seven wonderful main series concerts which were:

1. Season Premiere featured Red Deer resident pianist, Alison Kilgannon. This concert was generously sponsored personally by Ann & Kevin Waschuk.
2. Lest We Forget, featured a heart wrenching performance by RDSO's concert master, Naomi Delafield. This concert was supported by CKUA radio network.
3. A Choral Christmas
4. Robbie Burns Night included Halifax piper, Scott Long and the Barcelona concert master, Kai Gleusteen.
5. A Night at the Movies was supported by Nova Chemicals.
6. La Dolce Vita saw the RDSO present Rosa Barocca and featured world-renowned baroque cellist, Elinor Frey and our own principal cellist, Janet Kuschak.
7. Season Finale was gratefully sponsored by Border Paving and featured Canadian cello virtuoso Cameron Crozman and the 2018 RDSO Class Finalist from the Red Deer Festival of the Performing Arts, Harbour Lehocky on the violin.

The RDSO also delivered two community (free) events:

- Nine Lessons and Carols told the story of the season through song and verse for the third time and continued to be free to attend thanks to the support of Servus Credit Union.
- Excerpts from the Great Canadian Songbook were performed by the RDSO at the 52 degrees North Music festival in collaboration with the City of Red Deer and Canada Winter games organizing committee.

In keeping with our mission to remain a community oriented professional performing arts organization, in 2018-19 the RDSO delivered the 21st annual Choir Kids concerts, 3 open rehearsals and facilitated Music for Mental Health and Seats for Students programs.

Fundraising events this year were both unique and moderately successful with Friday Night with Fred Penner + Friends raising money for both the RDSO and the Red Deer Museum + Art Gallery and the Black and White Ball bringing in funds for the RDSO.

The 2018-19 season also featured a new partnership with Alair Homes coming on board as the sponsor of the RDSO's Season. Alair Homes was able to promote their artisan craftsmanship, while contributing to the RDSO being able to deliver the Main Series of concerts.

The main financial difference was the unprecedented support from Red Deer's Culture Services staff, Recreation Parks and Culture department and City of Red Deer's Council. This combined support and belief in the importance of maintaining arts and culture in our community was critical to the RDSO's continued operation. Thanks to our members, musicians, staff and board members for advocating on RDSO's behalf. We are incredibly fortunate and grateful for the City of Red Deer's support as we attempt to grapple with the changes to our economic realities in the region; it is so important to our ongoing sustainability, which in turn provides greater certainty as to our ability to deliver on our community programming and services.

The reason 2018-19 was such a watershed year was due to the relentless efforts of our Executive Director, Chandra Kastern and our Music Director, Claude Lapalme.

My sincerest thanks to the RDSO Board of Directors, staff, volunteers, sponsors, and every person who donated cash and in-kind support – your contributions are key to seeing our orchestra sustain.

To our musicians: thank you for showing up and performing like the steadfast professionals that you are – especially given the less than best working conditions at points; your commitment to the RDSO is gratefully acknowledged and genuinely appreciated.



Cameron Baldwin
President



Creative Programming

Music Director's Message

The 2018-2019 season was very successful from an artistic standpoint. Presenting our patrons with a balanced, attractive complement of concerts within the budgetary constraints we faced was extremely challenging at times a bit of a burden on the musicians, but they came through splendidly.

Surprising even myself, the Rosa Barocca concert with Elinor Frey was extremely well received despite the unseasonably hot weather and temperature in the venue. The Robbie Burns concert, presented in January, was a sold-out event and was particularly well performed, both in Red Deer and Camrose. In our attempt to service the idea that our community enjoys what we do particularly close to Christmas, we again presented our own version of the Nine Lessons and Carols. The Christmas concert, featuring Red Deer's Choir Soliloquy and a performance of "The Snowman" set to film, was also a sold-out performance and generated a great deal of chatter from patrons new and old. While we expected better sales for our Lest We Forget concert (though they were more than honourable), the concert was of particularly high value to music lovers. Our concertmaster Naomi Delafield gave a moving performance of Vaughan Williams' "The Lark Ascending" and the Fauré Requiem, presented in its original chamber version, was without a doubt a highlight for all choral music aficionados. Our main popular music concert, a tribute to film music, was performed at the Memorial Centre, which is not an acoustically ideal venue for an orchestra but allows for the sale of significantly more tickets.

It was a treat to be able to present local soloists such as Alison Kilgannon, Red Deer Festival of the Performing Arts' RDSO Class Finalist Harbour Lehocky, Naomi Delafield and the Soliloquy Choir alongside more international Canadian soloists such as Kai Gleusteen and Cameron Crozman, both Calgary-born but enjoying careers that have taken them to many countries. It was exciting to welcome our concertmaster, Naomi Delafield, back after a well-deserved year off. She re-joined us this season with an "all hands on deck" attitude, which we always value.

Choir Kids was again a success and a hit with both audiences and musicians, our performance as part of the cultural celebrations of the Canada Winter Games less so with the musicians. While our performance at this national sporting event was an extremely well-received concert, there were issues in dealing with

performance conditions that did not meet our collectively agreed upon standards. This has forced us to review the chain of command required when facing such extreme conditions to be able to effectively address the factors that influenced our decision-making process as to whether to proceed with performing or not.

In conclusion, I would like to thank everyone involved in the production of the concerts last year: the board, the office and our marvellously talented musicians



Claude Lapalme
Music Director

Main Series

The 2018-19 Main Series featured seven concerts, spanning October 2018 to June 2019 and featured a variety of genres, composers as well as Canadian guest artists, including emerging artists originally from central Alberta.

The Jeanne and Peter Lougheed Performing Arts Centre in Camrose readily agreed to working with the RDSO again to bring professional orchestral music to Camrose for the third year in a row. The two organizations presented Robbie Burns Night in January of 2019.

Total audience numbers for the 2018-19 Main Series were 3,502 (number of member seats, single ticket seats and complimentary seats spoken for at each performance) of a possible 3,577, which equates to 97% of capacity, up from 86% last year. The audience numbers do not take into account the no-shows for seats purchased or gifted. Complimentary tickets given to the community totalled 697 up from 592 last year. This fits within the trend of the RDSO increasing ticket pricing (most recently in 2015) which triggers a decrease in members and single ticket purchases initially however, historically, has seen a gradual increase to memberships and single ticket sales cresting to capacity within 5 years.

The RDSO continued to focus on shifting the perception that all RDSO performances are *always* sold out, expanding the profile and awareness of the organization within Red Deer and the central Alberta region and increasing single ticket and membership sales throughout the year, which resulted in net ticket sales revenue and attendance increasing from the year previous.

Choir Kids

RDSO's 21st Annual Choir Kids went off without a hitch in April - May of 2019. The program encourages musical creativity and expression in elementary school children by requesting two selections of choral music from each participating school, which is then arranged for orchestra by RDSO Music Director, Claude Lapalme. Choir Kids 2019 had 16 schools participate, which equated to 984 children singing with the RDSO and each other! Each of the four performances welcomed the friends and family of the participants, as well as our community at large, seeing approximately 2,900 people attend this year.

In 2019, this program was generously supported by:

Jack & Joan Donald, Red Deer Public School District Foundation, Nova Chemicals, Themes & Variations, and Eileen McKee.

Music + Explorers

Music + Explorers, an after school music enrichment program that targets socio-economically challenged elementary school children, ran throughout the school year in 2018. The kids are required to commit to maintaining good attendance and active participation in this twice weekly, free program which provides an opportunity to get some help with homework, eat a nutritious snack, burn some energy off outside and most importantly, create music!

In order to deliver this program, the RDSO developed a dynamic working relationship with GH Dawe School, an Educator, and the Red Deer Public School District Foundation. The overarching goal of the Music Plus Explorers Program is to provide socially empowered learning experiences for participants, using music (and the arts) as a vehicle. Activities are group-based, to exploit the capacity of collective efficacy and group

potency to empower the group. It is critical that these activities offer creative challenges for students through music to create optimal conditions for perspective taking and flow.

Learning addresses real-world issues, explored through multiple perspectives, and provides opportunities to learn about and design social change initiatives that make an observable impact. Real-world issues connect students to society at large and provide an authentic platform to consider the ethical complexities of determining what is right and wrong.

An issue is explored through an artistic and musical lens. A production is collectively created and later performed. The group works with a related local non-profit organization (NPO) to raise awareness and or funds for a social need, related to the issue being explored, through performances. Additional social ventures, in addition to performances, are encouraged.

The Music + Explorers have spent their first term learning about the struggle for food security in our community seeing the group raised funds and food for the Red Deer Food Bank. Their efforts culminated into a performance of “Do They Know It’s Christmas” by the group in collaboration with choristers from Soliloquy and the support of the orchestra during the sold out concert in December of 2019 at the RDC Arts Centre.

The pilot phase of this program has been an incredible learning opportunity and was entirely successful, due in large part to the efforts, commitment and can-do attitudes of the Music Program Educator, Calista Lonsdale-Pangle and GH Dawe Public School Principal, Sue Carmichael.

Music + Explorers will get started again in the fall of 2019 and will include 30 kids from grades 3-8. This program is labour intensive but incredibly rewarding fun to deliver. The RDSO continues to seek committed volunteers to assist with Music Plus Explorers onsite.

In 2018-19, this program was thoughtfully funded by:

City of Red Deer and the Red Deer & District Community Foundation.

Our

People



Board of Directors

The RDSO Board of Directors is an administrative Board that guides the organization by setting policy and develops the activities of the organization by contributing to the committees. *Three new directors** were elected to the RDSO Board in 2017, with six directors carrying on in their elected terms. The following individuals dedicated their time to fulfilling the responsibilities of the RDSO Board of Directors:

Cameron Baldwin, President

Dee Thompson, Director

James Hand, Director*

Peter Fielding, Vice-President

Jamie Smith, Director

Sean Gillis, Director*

Kendra Walker, Treasurer

James Jeffrey, Director

Jessica Laycock, Secretary

Lorraine Friedrich, Director

*denotes elected in 2018

For separate reasons, Jessica Laycock, James Jeffrey, James Hand, and Sean Gillis did not complete their terms as Directors of the RDSO.

As an organization that functions with a working Board, their efforts in working towards the success of the RDSO is much appreciated.

Additionally, as needed, the RDSO consults with Evan Hardy, who acts as the organization's legal advisor. An annual review of the RDSO's financial status is completed by RSM Chartered Accountants (formerly Collins Barrow), under the supervision of Colleen Sharp, CPA. The outcome of this process is the Review Engagement Report and Financial Statements, which is presented as part of this report and at the Annual General Meeting each year.

The nominating committee has been actively recruiting, screening and introducing several candidates to the RDSO Board of Directors for election at the 2019 Annual General meeting.

Committees

The RDSO operated with a staff of 3.0 full time equivalent employees throughout 2018-19. It is critical to the organization's ongoing ability to operate that the work of the staff is augmented by the active, reliable participation of the committees and their volunteers.

The active committees of the RDSO in 2018-19 were:

Executive Leadership & Organizational Culture Artistic Fund Development Players
Union Negotiation (Ad-Hoc)

Volunteers

By and large, the work of the organization is carried out by the volunteer efforts of many. Committees, events, concerts and programs are made possible by the many, many hours given to the RDSO by our community of volunteers. Their commitment, talents and ability to be our ambassadors is unparalleled. How lucky we are to work with fun, inspiring and dedicated lovers of the arts! Here are the people who helped the RDSO carry out its mission throughout 2018-19:

Andrea Lacoursiere
Carlos Carleon
Dale E. Dickau
Evan Hardy
Janet Kuschak
Jessica Laycock
Kathleen Reid
Lea Sisco
Maxwell Edgar
Phoenix Bell
Sean Draper
Tom Megee

Anne Scott
Cameron Baldwin
Dee Thompson
Glenda DeBoer
Jamie Smith
JoAnne St. Onge
Kendra Walker
Leanne Hall
Moirra Milne
Randy Patmore
Sean Patterson
Terry Cave

Audrey Herman
Claude Lapalme
Dick Huddleston
Irna Sandu
Jason Blanke
Joyce Cann
Larissa Mowbrey
Lois Tallas
Paul Pangle
Red Deer MAG
Shirley Gehman
Tracy Ward



Lorraine Friedrich
Peter Fielding
Suzan Yaworski

Please forgive us if we have inadvertently left you off of this list! The RDSO regularly requires volunteers to assist with events as Nine Lessons & Carols, Symphony @ the Snell, Choir Kids, Music + Explorers, raffle ticket sales, mail-outs and other engaging endeavours. **If you are interested in becoming a volunteer, there is someone at the RDSO Office that wants to talk to you about it!**

Members

In 2018-19, the RDSO had 271 members, a slight decrease from the year previous having had 278. For point of reference there were 319 subscribers in 2015 -16 and each year since has seen this number decrease. It is encouraging that the attrition rate (3%) seems to have stabilized over 2017 to present. Every effort to connect with the people who do not renew their RDSO membership, is made. The main reasons cited for non-renewal were age and stage of life related with difficulty (health, weather, travel) making it to all of the concerts offered in a season being the most common. Less than 10% of non-renewing members do not respond to queries about their membership renewal.

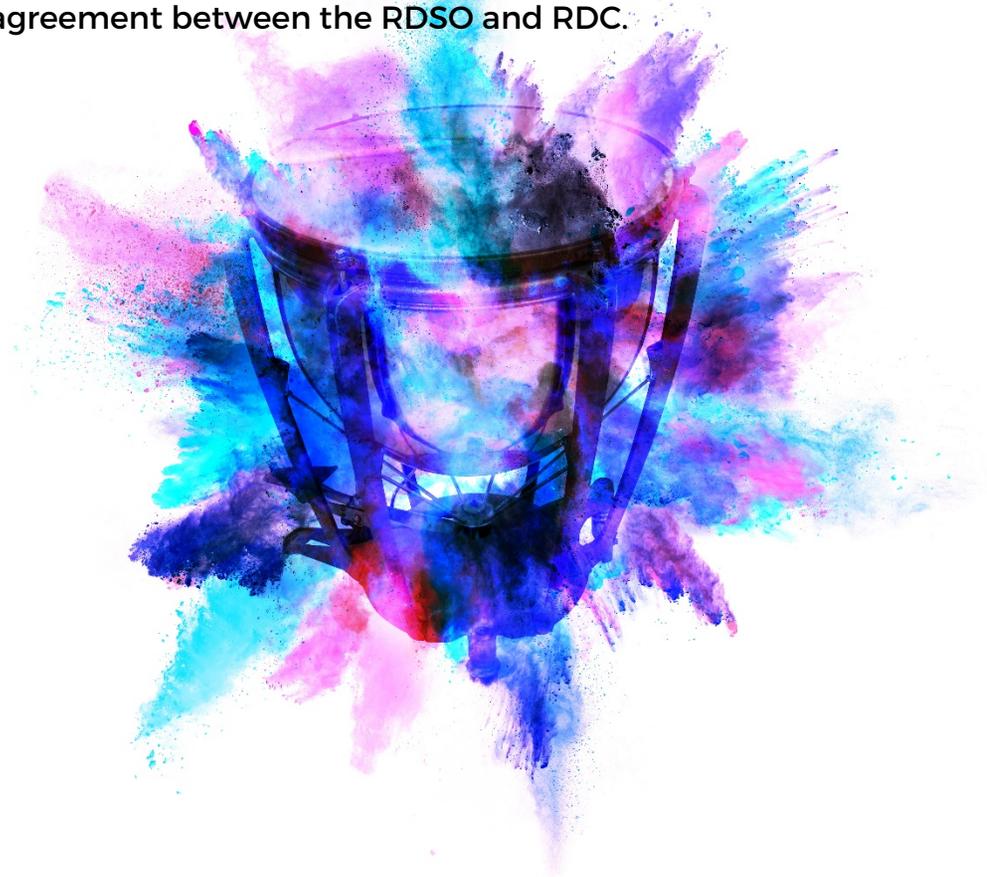
Anyone expressing a concern with the financial challenge of renewing membership was referred to the open (and free!) dress rehearsal program and encouraged to keep in touch with the RDSO Office to find out about tickets that are turned in by members, in an attempt to provide a way for them to continue to enjoy the music of the RDSO.

Of the 271 members, the categorical breakdown as to what types of membership were purchased is:

| | | | |
|--------------------|-------------|-------------|--------------------|
| Friend of the RDSO | Enthusiasts | Aficionados | Conductor's Circle |
| 0 | 250 | 15 | 6 |

As a result of the RDSO processing membership renewals in house, the organization is able to update contact and statistical information for all RDSO members. This information assists the organization in connecting with members and citing accurate statistical information when applying for and reporting to granting agencies, such as Canada Council for the Arts, Alberta Foundation for the Arts, and the City of Red Deer.

Red Deer College continues to be a valued partner of the RDSO. This partnership is a result of both organizations working collaboratively towards best supporting the ability of central Alberta's only professional performing arts organization to continue to serve our community, including the students of RDC's School of Creative Arts. Mutually beneficial concessions with respect to venue use and student engagement were made in order to finalize a five year partnership agreement between the RDSO and RDC.





Community of Supporters

Sponsors

Coming together is a beginning; keeping together is progress; working together is success. ~ Henry Ford

The RDSO is fortunate to have garnered the support of many organizations, business and individuals throughout central Alberta. Without them, our accomplishments would pale in comparison to what they have been. **The following is a list of the 2018-19 supporters of the RDSO:**

SEASON SPONSOR

Alair Homes - Red Deer

SILVER \$5,000 +

Allard Foundation

Ann & Kevin Waschuk

Border Paving

Business for the Arts/artsVest

CKUA

JoAnne St. Onge & Cameron Baldwin

Laurel Marshall & Domenico Mancuso

Nova Chemicals

Servus Credit Union

TD Canada Trust

BRONZE \$3,000 +

Faye Hallett

IG Wealth Management

Ingrid Nossack

Joan & Jack Donald

Squeaky Kleen

CRESCENDO \$1,000 +

Ardyth Oseen & Larry Melnychuk

Bruce Buruma

Dorothy & Sandy Murray

Eileen McKee

Harvard Broadcasting

HUB International

Integrated Benefits

Integrated Financial Services

Lorna Watkinson-Zimmer

Louise Lapalme

Lynn & Bryan Wilson

Moira & Doug Milne

Patricia MacSween

Proverus LLP

Rogers Insurance

Schnell Hardy Jones LLP

Shirley Hovan - *In Memory of Mah Ming*

Themes & Variations - Denise Gagne

Warren & Sinclair LLP Lawyers

BRAVO \$500 +

Coreen & Edward Evans
Global Overhead Doors
David Weir & Judy Robins Weir
Marlene & Peter Fink
Melcor
Pat & Bill Shaw
Pivotal LLP

ENCORE \$200 +

Arun Mishra
Carol Lounsbury
Coralea & Bob Forbes
Liz Richards
Mary Joan Cornett
Nicole Bartolay
Rhonda & Keith Bohlken
Roberta & Ron Biel
Teeny McCloy
Tracey & Howard Mix

APPLAUSE up to \$199

Barbara Louise Coulter
Beverly Carr
Celine & Frederick Brittain
Joanne Fairley
Lorraine Sproxton
Luella Jacobs
Lynn & Marlies Booth
Red Deer Rebels Hockey Club

Margaret & Robert Metcalf
Margaret Hall
Mary & George Gardiner
Mavis Menzies
Nancy Verdin
Rita & Ron Rose
Rodney & Margo Schmitt Boshnick
Rondo Wood
Sara Chavez
Sheila & John Newman
Woody Leigh Brown

GIFT IN KIND

Alberta Ballet
Black Knight Tuxedos
Breathing Room
Canada Winter Games
Carnival Cinemas
Central Alberta COOP
Diamond Interior Design
Edmonton Symphony Orchestra
Floral Expressions
Gaetz Memorial United Church
Lucky Spade Gaming
Mayor Veer & Red Deer City Council
Minuteman Press
Parkland Nurseries & Garden Centre
Phone Experts/Bell
Red Deer Museum + Art Gallery
Red Deer Public School Division

GIFT IN KIND CONT'D

RSM

Schnell Hardy Jones LLP

Sean Patterson

Shelley's Sun & Sand

Sheraton Red Deer Hotel

Sisson Furs

Squeaky Kleen Carwash

Sunreal Property Management

Tim Hortons - 67th Street/Blackfalds

Troubled Monk Brewery

Twitchy Booth

MEDIA

106.7 THE DRIVE

BIG 105.5 FM

Red Deer Advocate

Please note that this listing encompasses support received June 1, 2018 – August 31, 2019. Together we continue to make amazing symphonic music and education happen in central Alberta! We try our best to ensure this list is accurate and complete. If we have failed to recognize your support or have acknowledged you or your donation incorrectly, we apologize and ask that you contact the RDSO office so that we may correct our records.

Grants

Federally, the RDSO continues to receive funding from the Canada Council for the Arts. In 2018-19 Canada Council for the Arts provided \$23,500 in funding to support the operations of the RDSO, which is consistent with the previous year. 2018 marked the second year of a three year funding cycle within the Council's new funding parameters and processes.

Provincially the RDSO received \$55,256 from the Alberta Foundation for the Arts (AFA) to support operations. It is notable that operational funding amount from the AFA increased in 2018-19 as a result of the increased community derived revenue reported by the RDSO for the previous three fiscal years. 2018 marked the second year of a three year funding cycle for operating funds from the AFA.

2018 marked the final year in a three year funding cycle through the City of Red Deer's Community Culture Development Fund program. Municipally, in 2019 the RDSO received \$24,000 to support operations and \$8,000 to support the delivery after-school music education program, Music + Explorers, \$16,000 to support a community concert, \$9,000 to support Symphony @ the Snell and \$81,250 is support of operational sustainability. The amount of funding received in support of operational sustainability was received on a one-time basis, the remaining funds received have been awarded on a 3 year cycle, with 2019 being the first year in the cycle.

Canadian Heritage & RDSO Legacy Funds are held and administrated by the Red Deer & District Community Foundation, of which the RDSO is the designated beneficiary. As at December 31, 2018, the Red Deer Symphony Orchestra Legacy Fund market value was \$128,094 (2017 - \$132,089; 2016 - 126,191; 2015 - \$128,608) and the Canadian Arts Heritage Sustainability Program Fund market value was \$80,809 (2017 - \$84,428; 2016 - \$80,221; 2015 - \$81,757). As a beneficiary of these funds, the RDSO received annual disbursements of net income earned by these funds totalling \$7,261 in 2018-19.



Events

Establishing and growing annual events that raise significant funds for the RDSO is critical to sustainability.

Nine Lessons & Carols was organized and produced in cooperation with Gaetz Memorial United Church in December of 2018. A blend of verse and music told the story of Christmas to an audience of approximately 400 people. Featuring all local talent and orators, this event netted \$4,000 in its second year and making an RDSO event more widely accessible to the community given that it is admission by suggested donation.

Hosted on New Year's Eve at the Sheraton, the **Black & White Ball** its third year. With total expenses of \$30,331 (35,144 in 2017) and total revenue of \$39,445 (\$38,807 in 2017), the Black & White Ball raised \$9,114 (\$3,663 in 2017) in support of the RDSO's operations.

Cash sponsors of this event were: Integrated Financial Services & Benefits, Proverus LLP, Schnell Hardy Jones, HUB International, Rogers Insurance, Squeeky Kleen Carwash, Melcor Developments, Warren & Sinclair, and Arts Vest.

In-kind support was received from the Red Deer Advocate, Sheraton Hotel Red Deer, Jamie Wilson Audio Visual, and Elegant Events & Decor. Raffle prizes were donated by the Alberta Ballet, Phone Experts, Tim Hortons on 67th Street and in Blackfalds, Breathing Room, Sun & Sand Travel, and Troubled Monk Brewery.

Jason Blanke volunteered his time to MC the evening and local band Funhouse provided live entertainment after dinner until just after midnight.

Friday Night with Fred Penner + Friends, was a fundraising event and collaboration between the RDSO and the Red Deer Museum + Art Gallery. The event targeted adults who grew up with Fred Penner on the CBC



and attempted to contrast the children's entertainer with raucous mature entertainment from Calgary Cabaret and the local duo, the Dirrty Show. The event brought in \$13,782 in cash and cost \$7,579 to deliver. The net amount raised was \$6,203 which was split evenly between the two arts organizations. Special thanks to Southside Dodge, 106.7 The Drive & Big 105 FM, Bo's Bar & Stage and Brennen Wowk for their more or less blind yet enthusiastic support of this one of a kind event.

Financial Summary

The financial position for the Red Deer Symphony Orchestra continues to be of concern at the end of fiscal year 2018-19. Revenue increased from \$528,320 in 2017-18 to \$539,874 in 2018-19, yet was more or less on point with the budgeted amount of \$539,950. Production and program related expenses decreased in 2018-19, totalling \$349,516 (\$442,333 the year previous) due in large part to the final concert of the season falling into the 2019-20 fiscal year. Administrative expenses increased in 2018-19, totalling \$135,587 (\$120,168 the year previous), due to the inclusion of a full time fund developer in the RDSO office. The 2018-19 fiscal year ended with the RDSO reporting an excess of revenues over expenditures of \$54,771 (loss of \$34,181 the year previous).

The RDSO continues to operate in a cash deficit that is now \$69,339, which is a significant improvement from the position of (negative) \$124,110 the year prior. The short term loan of \$25,000 from an officer of the RDSO was repaid at the end of the 2018-19 year. As a result of several consecutive years of reporting a net loss and inconsideration of the size of the cumulative deficit in relation to the size of the RDSO's annual budget, the RDSO accounting firm has indicated significant doubt with respect to the organization's ability to continue as a going concern within the 2018-19 Financial Statements.

The need to have the Board and staff continue to find additional ways to raise revenue remains critical for the RDSO's ability to continue to exist in our community.

Bookkeeping duties for 2018-19 were performed by the Executive Director and the Review Engagement Report and Financial Statements are completed by RSM Chartered Accountants LLP. The Year End Report and Financial Statements for the fiscal year May 31, 2019 are attached and available upon request along with the budget for the years ending on May 31, 2019 and 2020.

A hand holding a trumpet against a blue and purple abstract background. The background features a dark blue field with scattered white and purple particles, and a large, glowing, ethereal trumpet shape in shades of blue and purple. The hand is positioned in the center-left, holding the trumpet horizontally. The overall mood is artistic and futuristic.

Going

Forward

Strategic Plan 2017 -2022

In embarking on a RDSO revival mission, the organization applied for and received funding from the Alberta Foundation for the Arts, the Rozsa Foundation, and the City of Red Deer to complete a strategic planning and identity development project. The RDSO worked with Reaction Marketing and Finley & Associates to complete this project throughout 2016-17 and began implementation in 2017-18.



Values

Values are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.

RDSO'S VALUES¹

Artistic Excellence (quality)

Integrity

Community Leadership

Stewardship (of [quality/symphonic] music/of the organization)

Resilience

Professionalism

Vision

The vision states the desired future state.

VISION FOR RED DEER SYMPHONY ORCHESTRA²

Igniting passion for arts and culture in Central Alberta.



¹ RDSO Strategic Planning Retreat, May 13, 2017

² RDSO Strategic Planning Retreat, May 13, 2017

KEY CONCEPTS

- Nurture the love of the art
- Grow audiences and people who love music
- Ignite the passion for arts and culture in Central Alberta
- Cornerstone of Central Alberta
- Help to facilitate the growth of performing arts in Central Alberta.
- “Passion for supporting arts and culture.”
- “We distil the barriers that inhibit engagement, and combat them using concise messaging.”
- “No matter the walk of life, music remains a constant.”
- “Music speaks a language that is unlike any other. It’s universally understood, but emotionally unique for each listener.”
- “Empowering, vigorous and therapeutic.”
- “Let go of the ordinary.”

Mission

The mission communicates the distinctive identity or purpose the Red Deer Symphony Orchestra seeks.

RED DEER SYMPHONY ORCHESTRA’S MISSION

A community oriented professional performing arts organization, dedicated to providing high calibre performances and educational experiences.

KEY CONCEPTS

- Embedded in the community
- Only professional performing arts organization in Central Alberta
- Positioned to leverage arts organizations

Goals

Goals are ideal states to be achieved at sometime in the future.

RED DEER SYMPHONY ORCHESTRA GOALS³

1. Collaborators, curators and creators of symphonic musical experiences.
2. Re-imagining the role of a symphony orchestra in community building.
3. Supporting/fostering opportunities/career pathways for local professional musicians.
4. Contribute to making Central Alberta a great place to live.
5. Be financially sustainable.

Key Success Factors⁴

Key Success Factors (KSFs) are conditions that when properly maintained or managed, significantly impact the organization's ability to achieve its vision. RDSO has identified several Key Success Factors:

Organizational Strength

Community Engagement

Community Leadership

Innovation

Artistic Vision

Key Performance Indicators in 2018-19

Key Performance Indicators (KPIs) are measures used to gauge performance against the Goals and Key Success Factors. The following is a summary of 2018-19 as per the RDSO's Key Performance Indicators.

1. Total performances – including community programming

Rehearsals: 21

Performances: 13

Services: 34

³ RDSO Strategic Planning Retreat, May 13, 2017

2. Performance **REVENUE** – sponsorship, membership and single ticket – actual versus budget per concert

| Main Series 1 | Budget | Actual |
|-----------------|-----------|-----------|
| Season Premiere | \$ 28,086 | \$ 23,427 |

| Main Series 2 | Budget | Actual |
|----------------|-----------|-----------|
| Lest We Forget | \$ 25,686 | \$ 18,252 |

| Main Series 3 | Budget | Actual |
|--------------------|-----------|-----------|
| A Choral Christmas | \$ 27,286 | \$ 22,468 |

| Main Series 4 | Budget | Actual |
|--------------------|-----------|-----------|
| Robbie Burns Night | \$ 24,286 | \$ 23,829 |

| Main Series 5 | Budget | Actual |
|-----------------------|----------|-----------|
| A Night at the Movies | \$26,286 | \$ 29,748 |

| Main Series 6 | Budget | Actual |
|---------------|----------|----------|
| La Dolce Vida | \$23,086 | \$18,726 |

| Main Series 7 | Budget | Actual |
|---------------|----------|----------|
| Season Finale | \$25,286 | \$20,107 |

3. Performance EXPENSES – budget versus actual per concert

| Main Series 1 | Budget | Actual |
|-----------------|-----------|-----------|
| Season Premiere | \$ 35,415 | \$ 36,123 |

| Main Series 2 | Budget | Actual |
|----------------|-----------|-----------|
| Lest We Forget | \$ 28,077 | \$ 27,080 |

| Main Series 3 | Budget | Actual |
|--------------------|----------|----------|
| A Choral Christmas | \$18,248 | \$18,374 |

| Main Series 4 | Budget | Actual |
|--------------------|----------|----------|
| Robbie Burns Night | \$37,601 | \$39,968 |

| Main Series 5 | Budget | Actual |
|---------------------|----------|----------|
| Night at the Movies | \$26,536 | \$28,697 |

| | | |
|---------------|---------|---------|
| Main Series 6 | Budget | Actual |
| La Dolce Vida | \$7,720 | \$4,983 |

| | | |
|---------------|----------|----------|
| Main Series 7 | Budget | Actual |
| Season Finale | \$29,090 | \$31,567 |

| | | |
|------------------------------------|------------------|------------------|
| 2018-19 Main Series Summary | Budget | Actual |
| Revenue | \$175,002 | \$156,737 |
| Expenses | \$182,687 | \$186,792 |

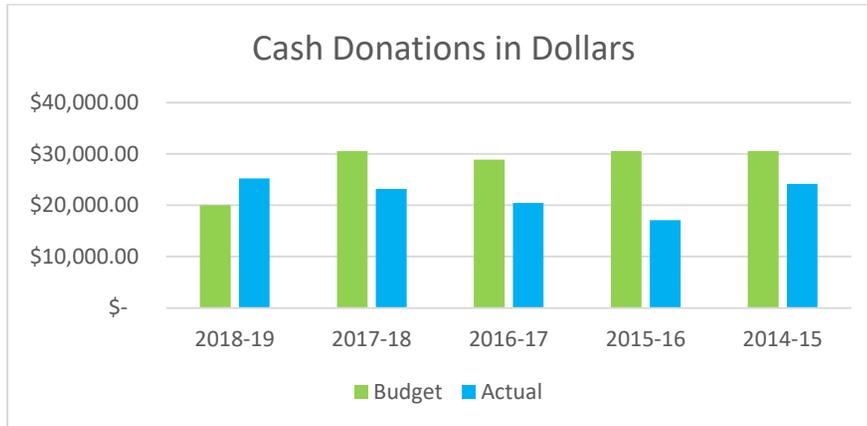
4. Total audience

- Main Series 1: 454; 93 complimentary
- Main Series 2: 445; 93 complimentary
- Main Series 3: 559; 117 complimentary
- Main Series 4: 525; 124 complimentary
- Camrose: 213; 18 complimentary
- Canada Winter Games: 1,049
- Main Series 5: 627; 88 complimentary
- Main Series 6: 435; 77 complimentary
- Main Series 7: 457; 105 complimentary

Total Main Series & Sold Service sold audience 4,764

Total number of complimentary tickets distributed to community 697

5. Individual donations



\$25,210, which exceeds the \$20,000 budgeted. This does not include the cash donations to support Main Series 1 nor individuals' contributions to Choir Kids.

6. Special events / Funding projects - revenue/expense vs budget per event/project

Nine Lessons & Carols runs on a cost recovery basis and is funding dependent. Servus Credit Union fully covered the cost of delivering this event in 2018. All cash donations made at this event were collected by Gaetz Memorial United Church and then donated into our local community.

The Black & White Ball had total expenses of \$30,331 and total revenue of \$39,445, raising \$9,114 in support of the RDSO's operations.

Friday Night with Fred Penner + Friends ran on September 28, 2018. The event brought in \$13,782 in cash and cost \$7,579 to deliver. The net amount raised was \$6,203 which was split evenly between the RDSO and the Red Deer Museum + Art Gallery.

7. Sponsors - Corporate / Foundations

| All Areas Summary | Budget | Actual |
|--------------------|------------------|-----------------|
| Main Series | \$38,000 | \$21,000 |
| Community Programs | \$47,500 | \$9,700 |
| Events | \$45,000 | \$25,000 |
| Total | \$130,500 | \$55,700 |

8. Municipal / Regional revenue - City of Red Deer

It is notable that the City of Red Deer funding is issued on the calendar year. A total of \$138,250 was received throughout the spring of 2019 and \$129,250 was recorded in the 2018-19 year, with \$9,000 for Symphony @ the Snell being deferred into the 2019-2020 year.

9. Total Government Contribution Revenue - Alberta Foundation for the Arts and Canada Council for the Arts

Alberta Foundation for the Arts = \$55,256; budgeted \$54,000

Canada Council for the Arts = \$23,500; budgeted \$23,500

| All Orders of Government Grant Summary | Budget | Actual |
|--|------------------|------------------|
| Canada Council | \$23,500 | \$23,500 |
| Alberta Foundation for Arts | \$54,000 | \$55,256 |
| City of Red Deer | \$33,000 | \$138,250 |
| Total | \$110,500 | \$217,006 |

So What, Now What?

A key part of meeting the goals laid out in the strategic plan are the RDSO's priorities over a three year period. In order to efficiently work on the strategic priorities, the RDSO has developed and begun acting on the following.

Implementation Plans 2017 - 2020

Items italicized following are outstanding or ongoing; items in bold have been implemented.

Strategic Priority #1: Target new market segments

Refocus efforts on new market segments; particularly targeting younger patrons.

| Task |
|--|
| Engage Students in Concert and Program Attendance <ul style="list-style-type: none">• Music + Explorers• Additional Open Rehearsal |
| Engage Wider Audience in Programs <ul style="list-style-type: none">• Additional schools in Choir Kids• Additional Open Rehearsal• Launched Community Concerts• Launched Music for Mental Health• Launched Seats for Students• <i>Launch New Programs – Symphony @ the Snell</i>• <i>Expand Music for Mental Health and Seats for Students to include more diverse population and or more people in general</i> |
| Develop & Implement Marketing & Communications Plan <ul style="list-style-type: none">• Utilize social media channels as per marcom plan• Redevelop website |

Cultivate Younger Membership Base

- Youth pricing include up to age 30
- Marketing via channels accessed by younger demographic (e.g. social media, KRAZE FM, XFM)
- *Develop and plan Fund Development events that draw a younger demographic*
Execute Fund Development events that draw a younger demographic (e.g., RUMRUNNER, Friday Night w Fred Penner)

Develop Corporate Members

- *Sell Memberships to medium to large business*
- *Engage in an active, reciprocal relationship with Chamber of Commerce, Tourism Red Deer, Hotels Red Deer, Social Media Breakfast Club(s)*
Market membership directly to businesses

Expand Community Programs

- Make community programs more accessible by increasing frequency, capacity or both
- Develop funds to support increasing number and or frequency of programs
- Seats for Students
- Music for Mental Health
- Community Concerts
Symphony @ the Snell

Increase Community Involvement

- *Lend time and talent to other arts, culture or heritage organizations*
- *Engage in volunteer development activities*
- *Attend community events, actively participating with RDSO hat on whenever possible*

Strategic Priority #2: Address cash flow

Re-evaluate business model to address sustainability issues and eliminate deficit.

| Task |
|--|
| Review Financial Statements to Identify Trends and Areas for Realistic Revenue Growth <ul style="list-style-type: none">• Cash Donations• Sponsorship<ul style="list-style-type: none">○ Season/Concerts○ Events○ Community Programs• Single Ticket Sales<ul style="list-style-type: none">○ Concert○ Events• Membership Sales• Advertising Revenue• Municipal/Regional Revenue |
| Identify realistic revenue targets for growth areas <ul style="list-style-type: none">• Cash Donations• Sponsorship - combined• Single Tickets - combined• Memberships• Advertising |
| Develop plan, specify actions and timelines to meet revenue targets |
| <i>Advocacy to increase regional funding</i> <ul style="list-style-type: none">• City of Red Deer• Red Deer County• Lacombe/Lacombe County• Mountain View County• Clearwater County• Stettler County• Kneehill County |

Strategic Priority #3: Human Resources

Be more strategic with how we use staff time.

| Task |
|---|
| Review Job Descriptions, Work Flow and Timelines <ul style="list-style-type: none">• Identify potential efficiencies• Identify skill gaps in light of priorities and needs• Revise and or create job descriptions |
| Governance Development <ul style="list-style-type: none">• Review current governance structure• Update, revise or amalgamate standing committees and terms of reference• <i>Board Development re: Policy versus Administrative Governance models</i>• <i>Develop plan for transitioning from Administrative to Policy Governance model</i> |
| Staffing <ul style="list-style-type: none">• Review current staffing structure• Determine priorities for human resource allocation<ul style="list-style-type: none">○ Fund Development• Recruit to address skill gaps<ul style="list-style-type: none">○ Fund Development○ <i>Administrative assistance</i>• Increase expenditure in staffing to meet priorities and needs• <i>Succession planning for leadership</i><ul style="list-style-type: none">○ <i>Board – particularly executive</i>○ <i>Music Director</i>○ Executive Director |
| Volunteers <ul style="list-style-type: none">• Assess skills and complete a gap analysis of current Board• Determine priorities for committee volunteer allocation• Develop and or revise description of volunteer roles for Board and Committees• <i>Recruit, develop and maintain a refreshed volunteer pool</i>• <i>Provide a sufficient amount of volunteers with relevant skills and experience for committee work</i> |



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Thank you for believing in the work we do and the cultural value we bring to our community!



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Red Deer