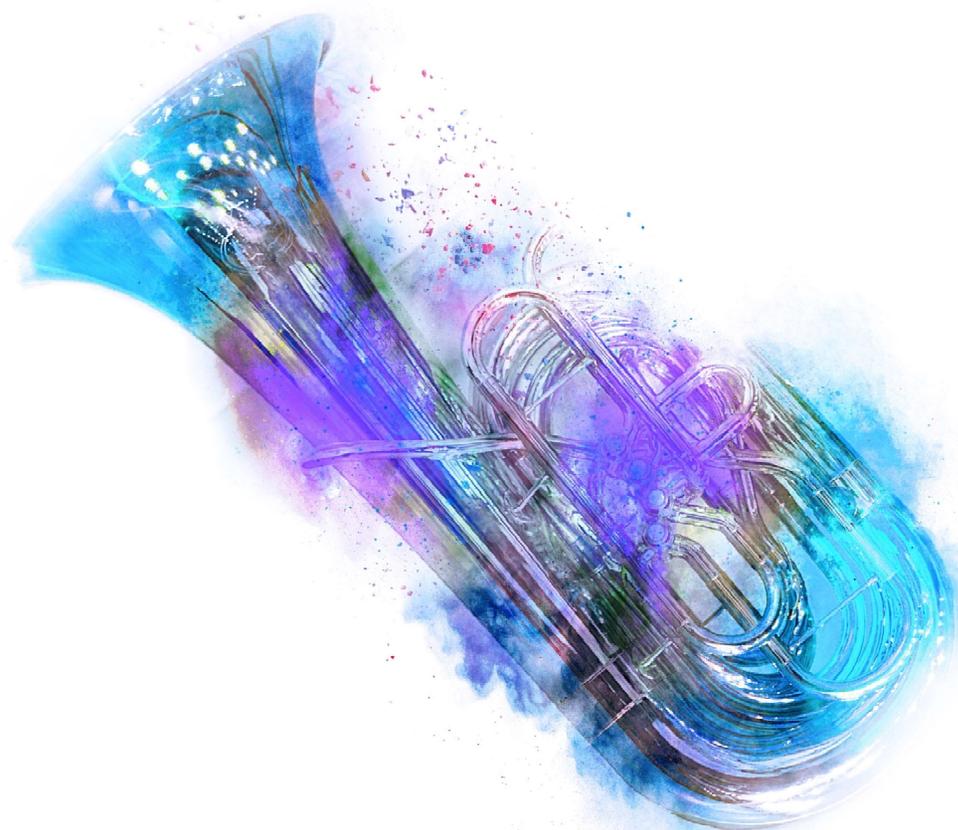


RED DEER
SYMPHONY
ORCHESTRA

Annual Report
2020



Leadership

A dark grand piano is the central focus, set against a dark, textured background. A vibrant, multi-colored particle explosion or spray effect, featuring shades of purple, pink, and blue, emanates from the piano, creating a dynamic and energetic visual. The word "Leadership" is overlaid in a white, serif font on the left side of the image.

President's Message

The 2019-20 season was extremely significant in many ways, both from artistic and financial perspectives. The most important aspect continues to be the delivery of our main series concerts, which were:

1. Main Series 1: We the North, featuring CPO's principal cellist Arnold Choi. This concert was generously sponsored by Alair Homes and Sunreal Property Management.
2. Main Series 2: Czech out These Bohemians featured a virtuosic performance from pianist Zuzana Šimurdová. Ann and Kevin Waschuk generously sponsored this concert.
3. Main Series 3: Stringing the Holidays Together with the Rosedale Valley Strings under the direction of Naomi Delafield.
4. Main Series 4: On Broadway, included musical selections from well-known productions such as *Phantom of the Opera*, *West Side Story*, and *Wicked*. Thanks very much to Integrated Benefits and Integrated Financial Services Inc. for generously sponsoring this concert.
5. Main Series 5: Canada on Canvas, premiered *The Group of Seven - Suite* for Orchestra, composed by RDSO's own Claude Lapalme. A champagne reception to celebrate Maestro Lapalme's 30th anniversary with the RDSO followed the performance, which was sponsored by The Co-Operators and Rogers Insurance.
6. Main Series 6: Water Music, co-produced with Rosa Barocca, has been indefinitely postponed due to the Covid-19 pandemic. Sponsorship was generously provided by Schnell Hardy Jones LLP.
7. Main Series 7: Finale Friday, planned to feature pianist Corey Hamm and Red Deer's 2019 Festival of the Performing Arts winner, was canceled due to Government of Alberta's mass gathering restrictions and venue closures. This concert was sponsored by Border Paving and Nova Chemicals.

The RDSO also delivered community (free) events:

- A quartet of RDSO musicians performed a free community concert with Alberta Culture Days festivities in September 2019. The performance, held at The Hub on Ross, garnered much interest from an audience not usually comprising RDSO's regular concert attendance.
- Nine Lessons and Carols told the story of the holiday season through song and verse for the fourth time and continued to be free to attend, thanks to the support of Servus Credit Union.
- Symphony @ the Snell was launched in December of 2019 with two performances in partnership with Red Deer Public Library.

In keeping with our mission to remain a community-oriented professional performing arts organization, RDSO again facilitated the Music for Mental Health and Seats for Students programs.

While it was planned in the 2019-20 season to deliver the 22nd annual Choir Kids concerts, due to the school closures across central Alberta in the spring of 2020, this program was canceled. One of two planned Open Rehearsals was also canceled because of the pandemic.

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. Again this year, the RDSO received support from Red Deer's Culture Services staff, Recreation Parks and Culture department, City of Red Deer's Council, and the Mayor's office. This combined support and belief in the importance of maintaining arts and culture in our community are critical to the RDSO's continued operation and ongoing sustainability, which in turn provides greater certainty of our ability to deliver on community programming and services. Thanks to our members, musicians, staff, and board members for advocating on RDSO's behalf.

With the support of our members, concert attendees, sponsors, and the donations of many, the RDSO was able to turn our long-standing deficit into a surplus this year. This is significant on many levels and will help with the long term viability of the RDSO during these extremely difficult economic times.

Thanks to the incredible efforts of our Music Director, Claude Lapalme, Executive Director, Chandra Kastern, and Executive Assistant, Jennette Miller. Everything runs smoothly with these three working together.

I would like to make a special thank-you to Chandra, as she is leaving her position as Executive Director at the end of September. I know that the RDSO would not have survived without her vision, hard work, and absolute passion for arts in central Alberta. Chandra initiated and championed our strategic review, re-branding, new sponsorship model, and many fundraising events such as the Black and White Ball, Rum Runner, and Fred Penner concert. Thank you, Chandra, and best of luck in your new ventures.

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 stay alive.

To our musicians: thank you for showing up and performing like the steadfast professionals that you are; your commitment to the RDSO is gratefully acknowledged and genuinely appreciated.



Cameron Baldwin
President

A person in a dark suit is standing on a chair, holding a paintbrush and spraying colorful paint (blue, purple, pink) against a white background. The person is seen from behind, and the paint is being sprayed in a large, fan-like shape. The overall scene is vibrant and artistic.

Creative Programming

Music Director's Message

The 2019-20 season was a challenging one, to say the very least, as all performing arts organizations' planned events were interrupted before spring kicked in. In addition, several hits on the financial front made the season difficult to plan and execute. There were, nevertheless, some highlights:

In the first two concerts of the Main Series, we included some well-known 19th-century works which are popular for a reason: the *Peer Gynt* suites by Edvard Grieg, and Dvorak's Serenade for Strings, the latter of which had never been performed by the RDSO and were warmly received. The soloists for these concerts, cellist Arnold Choi and pianist Zuzana Šimurdová, displayed considerable skill, especially in the particularly taxing Sinfonia Concertante by Prokofiev.

In our attempt to service the idea that our community particularly enjoys what we do close to Christmas, we again presented Nine Lessons and Carols with Gaetz United Memorial Church. The Christmas concert, featuring Lacombe's Rosedale Valley Strings, was a strings-only concert and was well attended.

January was devoted to Broadway! The concert was rehearsed in a single day, which proved particularly taxing for the musicians and myself. However, the audience was enthralled, and we received a lot of positive feedback.

February was a particularly memorable event for me, as we performed music by Canadian composers about the fine arts, including a work about the Group of Seven composed by myself. The concert was a hard sell but was much appreciated by the crowd and by the musicians as well. As it turned out, it became a fitting celebration of my 30th year as Music Director, and also was the last time I worked with my orchestral colleagues.

The rest of the season had to be canceled due to the various restrictions imposed by the pandemic. We are reinventing ourselves for 2020-21.

In conclusion, I would like to thank everyone involved in the production of the concerts last year: the board, the office (including outgoing Chandra and incoming Jennette), and our marvelously talented musicians.



Claude Lapalme
Music Director

Main Series

The 2019-20 Main Series was originally set to feature seven concerts spanning October 2019 to June 2020 with a variety of genres, composers, and guest Canadian artists - including emerging artists originally from central Alberta. However, due to the Covid-19 pandemic and its associated mass gathering restrictions and venue closures, Main Series 6 (Water Music) was indefinitely postponed, and Main Series 7 (Finale Friday) was canceled.

The total audience number for the five performed Main Series concerts was 2,302 (including the number of member seats, single ticket seats, and complimentary seats spoken for at each performance) of a possible 2,795, which equates to 82% capacity, consistent with last season.¹ The audience numbers do not take into account the no-shows for seats purchased or gifted. Complimentary tickets given to the community totalled 392, down from last season's 533 for the first five Main Series concerts.

¹ However, it is of note that last season presented seven Main Series concerts.

While the 2018-19 season's ticketing numbers fit within the expected trend from increased ticket pricing², the pandemic disrupted RDSO's expected progress in shifting the perception that all RDSO performances are *always* sold out and expanding the profile and awareness of the organization within Red Deer and central Alberta. Consequently, the trending increase in single ticket sales that occurred in 2018-19 is not demonstrable this season due to the pandemic's disruptive effect on the 2019-20 season.

Despite the pandemic-associated cancellations, however, 2019-20 was a season that celebrated a momentous occasion for RDSO and its long-standing Music Director, Maestro Claude Lapalme. The Main Series 5 (Canada on Canvas) concert held on February 22, 2020, recognized Lapalme's 30th anniversary as RDSO's Music Director and featured the premiere of his original composition, the *Group of Seven - Suite for Orchestra*. Lapalme, a seasoned arranger, composed the piece in commemoration of the 100th anniversary of the Group of Seven, artists from whom Lapalme has derived personal and professional inspiration throughout his career. In addition to marking this milestone for RDSO, Lapalme & the Arts in Canada, this all-Canadian tribute incorporated and celebrated a local landscape artist, whose work was displayed in the lobby for the evening.



² The most recent increase in pricing occurred in 2015. The typical trend is to see an initial decrease in members and single ticket purchases, which gradually increases over subsequent seasons (historically), with memberships and single ticket sales cresting to capacity within 5 years.

Choir Kids

RDSO's 22nd Annual Choir Kids was also canceled due to school closures incurred by the pandemic. This program encourages musical creativity and expression in elementary school children by requesting two selections of choral music from each participating school, which are then arranged for orchestra by RDSO Music Director, Claude Lapalme. Choir Kids 2020 was planned to include participants from 15 schools, which would have equated to 835 children singing with the RDSO and each other! This cancellation was profoundly disappointing for all of the children, teachers, volunteers, and staff that were looking forward to each of the four planned performances. These performances annually welcome the friends and family of the participants as well as our community at large, and typically see approximately 2,900 people attend each year.

Symphony @ the Snell

In 2019, RDSO launched a concert series entitled "Symphony at the Snell," delivered in partnership with the Red Deer Public Library. Connecting school-aged children and seniors with stories told through symphonic music, it launched in December 2019 with two performances of "Grounder's Grand Adventure." However, subsequent spring 2020 deliveries were canceled due to the pandemic.

Music + Explorers

Music + Explorers is an after-school music enrichment program that targets socio-economically challenged elementary school children. The overarching goal of this 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 observable impacts. These 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.

Issues explored through an artistic and musical lens are collectively addressed by a production that is 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. Additional social ventures beyond the performances are also encouraged.

The kids are required to commit to maintaining good attendance and active participation in this twice-weekly, free program that provides an opportunity to get some help with homework, eat a nutritious snack, burn some energy off outside, and, most importantly, create music!

The program ran throughout the school year in 2018 and was planned to begin again in the spring of 2020. Due to school closures resultant from the pandemic, this program was not able to run.

To deliver Music + Explorers, the RDSO developed a dynamic working relationship with GH Dawe School, an Educator, and the Red Deer Public School District Foundation. RDSO is currently waiting for input from these partners to determine how this program can be offered in a meaningful way while adhering to public health regulations throughout the 2020-21 school year and will continue to recruit for the currently vacant Music Program Educator position accordingly.

In 2019-20, this program was thoughtfully funded by:

The City of Red Deer



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. One new director and two returning directors were elected to the RDSO Board in 2019, with two directors carrying on in their elected terms and the Board President's term being extended for an additional year. The following individuals dedicated their time to fulfilling the responsibilities of the RDSO Board of Directors:

Cameron Baldwin, President

Dee Thompson, Director

Jamie Smith, Vice-President

Peter Fielding, Director

Kendra Walker, Treasurer

Joanne St. Onge, Director

As an organization that functions with a working Board, these individuals' efforts in working towards RDSO's success is much appreciated.

Additionally, as needed, the RDSO consults with Evan Hardy, who acts as the organization's legal advisor. An annual review of RDSO's financial status for the 2019-20 fiscal year was completed by Cornish Harder Niederle LLP, supervised by David Niederle. The outcome of this process is the Review Engagement Report and Financial Statements, 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 2020 Annual General Meeting.

Committees

The RDSO operated with a staff of 1.5 full-time equivalent employees throughout 2019-20. 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 RDSO in 2019-20 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 2019-20:

Andrea Lacoursiere
Cameron Baldwin
Claude Lapalme
Dale E. Dickau
Dee Thompson
Evan Hardy
Jamie Smith

JoAnne St. Onge
Kendra Walker
Marilyn Vaughan
Peter Fielding
Sean Patterson



Please forgive us if we have inadvertently left you off of this list!

The RDSO regularly requires volunteers to assist with events such 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 2019-20, the RDSO had 271 members, a slight increase from 269 the year previous. As a 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 since 2017. Every effort is made to connect with those that do not renew their RDSO membership.

The main reasons cited for non-renewal were age and stage of life-related issues, with the difficulty (health, weather, travel) of attending 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 concern with the financial challenge of renewing their membership is referred to the open (and free!) dress rehearsal program and encouraged to keep in touch with the RDSO office for information about returned tickets, 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
1	257	7	6

Because membership renewals are processed 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.

Due to the alternative season preparations for 2020-2021, memberships have been offered solely as “Friends” of the RDSO, which guarantees members that their seat is saved for the next season of live performances, and that they will be notified when and where online content will be available.



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 RDC students. 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, businesses, 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 2019-20 supporters of the RDSO:

SILVER \$5,000 +

Allard Foundation
Ann & Kevin Waschuk
Nova Chemicals
Servus Credit Union
Schnell Hardy Jones LLP

BRONZE \$3,000 +

Domenico Mancuso
Ingrid Nossack
Victor Walls

CRESCENDO \$1,000 +

Alair Homes
Anonymous
Border Paving
Dennis & Linda
Hueppelsheuser
Integrated Benefits
Integrated Financial
Services Ltd.
Patricia MacSween
Richard McDonell
Larry Melnychuk
Dorothy & Sandy Murray
Cathy Nicolay
Ardyth Oseen
Douglas Pratt
Rogers Insurance
Bill & Pat Shaw
Sunreal Property
Management
The Cooperator's
Lorna Watkinson-Zimmer

BRAVO \$500 +

Rob & Roberta Biel
Bruce Buruma
Robert & Carolyn Dixon
Elaine & George Nye
Judy Robins Weir

ENCORE \$200 +

Anonymous
Nicole Bartolay
Keith & Rhonda Bohlken
Rodney Boschnick &
Margo Schmitt-Boschnick
Martin & Darlene
Bumstead
Calgary Shaw Charity
Classic Foundation
Paula Carnegie Fehr
Barbara Cormack
Mary Joan Cornett
Mac & Daphne Dunbar
Robert & Coralea Forbes
Mary & George Gardiner
Margaret Hall

Francis Hare
Carol Lounsbury
Arun Mishra
Howard & Tracey Mix
Larry Pimm
Carol & Jacob Reimer
Barbara Schneider
Anne Waschuk
Gerry & Loretta Winia

APPLAUSE up to \$199

Juanita Allison
Anonymous
Gloria Beck
Enid Best
Barbara Billings
Linda Bjorge
Marlies Booth
Celine & Frederick Brittain
Brenda Bunting
Kathy Carter
Shirley Coatham
Holly Collier
Joanne Elverum
Joanne Fairlie
Eileen Ford
Denise Gagne
Faye Hallett
Marie Hansen
Barb Hanson
Joan Harris
Harry & Lucille Hawkings
Marion Hives
Lynn Hollman
Mark Honert
Shirley Hovan

Ted Isenor
Noreen Kester
Jordan & Carly LaRue
Barbara Lee
Brad Leenstra
Ellen Liikala
Sandy MacGregor
Teeny McCloy
Sheila McKay
Eileen McKee
Cathy McTaggart
Mavis Menzies
Marg Metcalf
Carrie & Myrna Molberg
John Morran
Alla Mysko
Isabele Nestransky
Sheila & John Newman
Corinne Nowoczin
David Nuth
Leslie O'Hanlon
Joy Osmond
Otto & Karen Pahl
Jackie Parrish
Charlene & Gordon Peel
Debbie Perepelitza

Ernie & Lana Pusch
Victor Ratzlaff
Diana Reed
Terry Rehaume
Nick & Caroline Reibeek
Judy Robins Weir
Donna Rodatz
Margaret Roome
Ron & Rita Rose
Barbara Scammell
Gillian Scarlett
Ralph Scarlett
Len & Nancy Schmode
Allan & Teresa Seabrooke
Bernice Storlie
Rachel Szyszka
Bev Temple
Michael Thain
Marilyn Vaughan
Nancy Verdin
Janet Walter
Kristina Wicks
Bryan & Lynn Wilson
Kathie Wood
Rondo Wood

MEDIA

106.7 THE DRIVE
BIG 105.5 FM
Red Deer Advocate

GIFT IN KIND

Central Alberta COOP
Floral Expressions
Gaetz Memorial United
Church
Mayor Veer &
Red Deer City Council
Minuteman Press
Red Deer Museum +
Art Gallery
Red Deer Public School
Division
RSM
Schnell Hardy Jones LLP
Sean Patterson
Sunreal Property
Management

Please note that this listing encompasses support received June 1, 2019 – August 31, 2020. 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 2019-20 Canada Council for the Arts provided \$23,500 in funding to support the operations of the RDSO, which is consistent with the previous year. 2020 will mark the first year of a new four-year funding cycle within the Council's funding parameters and processes.

Provincially, the RDSO received \$56,006 from the Alberta Foundation for the Arts (AFA) to support operations. Notably, the 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. 2019 marked the third year of a three year funding cycle for operating funds from the AFA.

2019 marked the first year in a three year funding cycle through the City of Red Deer's Community Culture Development Fund program. Municipally, in 2020 RDSO received \$24,000 to support operations, \$8,000 to support the delivery of the after-school music education program, Music + Explorers, \$16,000 to support community concerts, \$9,000 to support Symphony @ the Snell, and \$87,500 in support of operational sustainability. The amount of funding received in support of operational sustainability was received on a one-time basis and the remaining funds received have been awarded on a three-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 RDSO is the designated beneficiary. As of December 31, 2019, the Red Deer Symphony Orchestra Legacy Fund market value was \$142,261 (2018 - \$128,094; 2017 - \$132,089; 2016 - \$126,191) and the Canadian Arts Heritage Sustainability Program Fund market value was \$89,736 (2018 - \$80,809; 2017 - \$84,428; 2016 - \$80,221).

As a beneficiary of these funds, the RDSO received annual disbursements of net income earned by these funds totaling \$7,716 in 2019-20.



Canada Council
for the Arts
Conseil des arts
du Canada



Alberta
Foundation
for the Arts



RED DEER & DISTRICT
COMMUNITY
FOUNDATION
all for community.



THE CITY OF
Red Deer

Events

Establishing and growing annual events that raise significant funds or augment RDSO's community profile is critical to sustainability. Attaining corporate sponsorship for Main Series concerts was the primary focus for fundraising in 2019-20; however, RDSO did present two profile-enhancing events:

Alberta Culture Days saw a free community concert performed by a quartet of RDSO musicians as a part of September 2019's Alberta Culture Days festivities. The performance, held at The Hub on Ross, garnered much interest from an audience not usually comprising RDSO's regular concert attendance.

Nine Lessons & Carols was organized and produced in cooperation with Gaetz Memorial United Church in December of 2019. A blend of verse and music told the story of Christmas to an audience of approximately 310 people. Featuring local talent and orators, this was a widely accessible RDSO event for the community, given that it is admission by suggested donation - courtesy of Servus Credit Union's sponsorship.

Financial Summary

The financial position for the Red Deer Symphony Orchestra drastically improved by the end of the 2019-20 fiscal year. However, this season did see a decrease in revenue from \$539,874 in 2018-19 to \$467,618 in 2019-20, undercutting the budgeted amount of \$502,450. This decrease in revenue reflects the loss in single ticket sales for Main Series 6, 7, and Choir Kids concerts. Production and program-related expenses decreased again in 2019-20, totaling \$272,527 (\$349,516 in 2018-19, and \$442,333 the year previous) due in large part to not having to pay production costs for Main Series 6 and 7. However, it is of note that the final concert of the 2018-19 season fell into the 2019-20 fiscal year. Administrative expenses decreased in 2019-20, totaling \$99,722 (\$133,134 the year previous), due to the scaling back of office staff to 1.5 FTE positions. The 2019-20 fiscal year ended with the RDSO reporting an excess of revenues over expenditures of \$92,464 (an increase from \$54,771 the year previous).

RDSO ended the 2018-19 fiscal year-end with a cash deficit of \$69,339. Despite the difficult circumstances posed by the Covid-19 pandemic, as of the 2019-20 fiscal year-end, RDSO's deficit³ will have been cleared. This is due to additional funding received from a successful advocacy campaign for operational sustainability⁴ from the City of Red Deer, implementing a new membership model⁵, cash campaigns, and fundraising events that have grown revenue fairly consistently since 2013-14. Additionally, RDSO staff have worked to reduce costs wherever possible, and expenses in the 2019-20 season are notably lower than in previous years.⁶

³ On the books since 2013-14

⁴ The result for the RDSO was a substantial increase in operational funding over the last two fiscal years, with the total for 2019-20 amounting to \$144,500. This funding was made available by way of an annual application on an interim (2-year) basis, with 2020 being the second year. It has yet to be determined whether the City of Red Deer will continue to provide this increased level of funding in support of the operational sustainability of the local arts and culture community.

⁵ Implemented in 2015

⁶ Expenses have reduced even though the final concert in the 2018-19 Main Series fell into the 2019-20 fiscal year.

However, despite this good news, the ongoing sustainability of the organization continues to be a going concern due to the difficult economic conditions Central Alberta is expected to continue to experience.

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 2019-20 were performed by the Executive Director and Executive Assistant, and the Review Engagement Report and Financial Statements were completed by Cornish Harder Niederle LLP. The Year-End Report and Financial Statements for the fiscal year May 31, 2020, are attached and available upon request along with the budget for the years ending on May 31, 2020, and 2021.



A hand holding a trumpet against a starry blue background. The trumpet is the central focus, with its bell pointing towards the right. The background is a deep blue with numerous small white stars, suggesting a night sky or outer space. The lighting is dramatic, highlighting the metallic surface of the trumpet and the texture of the hand. The overall mood is one of aspiration and forward movement.

Going Forward

Strategic Plan 2017-2022

In embarking on a revival mission, RDSO 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 VALUES⁷

Artistic Excellence (quality)

Integrity

Community Leadership

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

Resilience

Professionalism



⁷ RDSO Strategic Planning Retreat, May 13, 2017

Vision

The vision states the desired future state.

VISION FOR RED DEER SYMPHONY ORCHESTRA⁸

Igniting passion for arts and culture in Central Alberta.

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.”

⁸ RDSO Strategic Planning Retreat, May 13, 2017

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 GOALS⁹

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 Factors¹⁰

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

⁹ RDSO Strategic Planning Retreat, May 13, 2017

Key Performance Indicators in 2019-20

Key Performance Indicators (KPIs) are measures used to gauge performance against the Goals and Key Success Factors. The following is a summary of 2019-20 as per the RDSO's Key Performance Indicators.

1. Total performances – including community programming

Rehearsals: 13

Performances: 8

Services: 21

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

Main Series 1	Budget	Actual
We the North	\$23,086.00	\$21,363.34

Main Series 2	Budget	Actual
Czech out These Bohemians	\$23,086.00	\$19,728.49

Main Series 3	Budget	Actual
Stringing the Holidays Together	\$27,286.00	\$26,390.53

Main Series 4	Budget	Actual
On Broadway	\$24,286.00	\$28,247.79

Main Series 5	Budget	Actual
Canada On Canvas	\$24,286.00	\$19,456.39

Main Series 6	Budget	Actual
Water Music (Postponed Indefinitely)	\$21,786.00	\$18,842.29

Main Series 7	Budget	Actual
Finale Friday (Canceled)	\$23,086.00	\$18,607.09

3. Performance **EXPENSES** – budget versus actual per concert

Main Series 1	Budget	Actual
We the North	\$37,479.42	\$38,087.77

Main Series 2	Budget	Actual
Czech out These Bohemians	\$32,402.42	\$33,575.48

Main Series 3	Budget	Actual
Stringing the Holidays Together	\$12,618.42	\$10,944.83

Main Series 4	Budget	Actual
On Broadway	\$25,528.42	\$23,187.50

Main Series 5	Budget	Actual
Canada On Canvas	\$33,349.42	\$40,776.48

Main Series 6	Budget	Actual
Water Music (Postponed Indefinitely)	\$7,571.42	\$738.00

Main Series 7	Budget	Actual
Finale Friday (Canceled)	\$39,557.42	\$9,468.00

<u>2019-20 Main Series Summary</u>	<u>Budget</u>	<u>Actual</u>
Revenue	\$166,899.00	\$152,635.89
Expenses	\$183,606.94	\$154,293.06

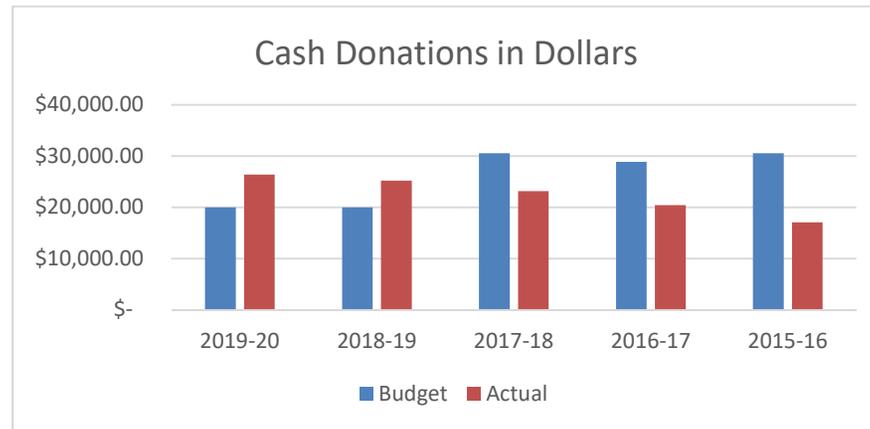
4. Total audience

Main Series 1: 270 Memberships; 72 Single Tickets; 81 Complimentary = 423 Total
 Main Series 2: 270 memberships; 39 single tickets; 74 complimentary = 383 (Total)
 Main Series 3: 270 memberships; 158 single tickets; 70 complimentary = 498 (Total)
 Main Series 4: 270 memberships; 200 single tickets; 85 complimentary = 555 (Total)
 Main Series 5: 270 memberships; 91 single tickets; 82 complimentary = 443 (Total)
 Main Series 6: 270 memberships; 22 single tickets; 71 complimentary = 363 (Total)
 Main Series 7: 270 memberships; 18 single tickets; 70 complimentary = 358 (Total)

Total Main Series & Sold Service sold audience = 2,490

Total number of complimentary tickets distributed to community = 533

5. Individual donations



Cash donations in 2019-20 totalled \$26,415.00, which is slightly over the \$23,500 budgeted. This does not include concert ‘sponsorship’ for Main Series concerts.

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 2019. All cash donations made at this event were collected by Gaetz Memorial United Church and then donated into our local community.

7. Sponsors - Corporate / Foundations

All Areas Summary	Budget	Actual
Main Series	\$36,000	\$33,000
Community Programs	\$27,000	\$2,000
Events	\$0	\$0
Total	\$63,000	\$35,000

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 \$144,500 was received in 2020, an increase from the \$138,250 received in 2019.

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

Alberta Foundation for the Arts = \$56,006.00; budgeted \$54,000

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

All Orders of Government Grant Summary

Source	Budget	Actual
Canada Council for the Arts	\$23,500	\$23,500
Alberta Foundation for the Arts	\$54,000	\$56,006
City of Red Deer	\$138,250	\$144,500*
• Operations	\$105,250	\$111,500
• Music + Explorers	\$8,000	\$8,000
• Community Concerts	\$16,000	\$16,000
• Symphony @ the Snell	\$9,000	\$9,000
Alberta Culture Days	\$1,000	\$750

*Total funding subsequently broken down by area

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• Seats for Students
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• Launched Symphony @ the Snell• <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 more 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• Camrose 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">○ Administrative assistance• 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>○ <i>Executive Director</i>
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>



The development of the visual identity and strategic direction for the Red Deer Symphony Orchestra has been supported by funding from the Alberta Foundation for the Arts, the Rozsa Foundation, and the City of Red Deer.

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



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