

RED DEER SYMPHONY ORCHESTRA

**Annual Report
2023**



A watercolor illustration of a human head in profile, facing right. The interior of the head is filled with a complex network of colorful pipes and mechanical components, symbolizing leadership and technology. The colors transition from red at the top to green in the middle, and blue at the bottom. The pipes are arranged in a way that suggests a sophisticated system or network. The word "Leadership" is overlaid in large, bold, black letters across the center of the image.

Leadership

President's Message



What a momentous and joyous occasion it was to witness the RDSO's return to live, in-person performances with their 2022-23 season! And what fine form it was, thanks to the JUNO award-winning Claude Lapalme (who also happens to be our beloved music director, in case you didn't know)!

The 2022-2023 season was my first as President and Chair and, while the learning curve was intense, it was alleviated by the incredible and detailed work by Jennette Miller and Matthew Whitfield, our Executive Director and Marketing Coordinator, respectively. I had the privilege of learning about the enormous undertaking of what it takes to put a live season of performances together, as well as understanding where and how our funding is derived and managed.

I applaud the incredible work done by the RDSO staff to continue providing us with some of Red Deer's finest musical entertainment.

We had a very strong season in 2022-23 in terms of sales and attendance that consistently exceeded expectations. While we managed to maintain steady funding from deferred project grants and ticket revenue, we find ourselves staring down the barrel of another pending cycle of economic uncertainty and extreme inflation that may hinder financial growth in the upcoming year. That, coupled with a number of board directors completing their term and the resultant transition to incoming new directors on our board, will be the biggest challenge that we face this year.

Despite the challenges that await us, I am looking forward to tackling them with these fresh perspectives, and am confident that the new additions to our board for the 2023-2024 season will bring us to where we want to be by furthering the intent and reach of the RDSO.

I would also like to express my gratitude to the members of the RDSO for having faith in me as Chair over the past year, and I look forward to serving on the board for the upcoming season of the Red Deer Symphony Orchestra.



Vanessa Mariani
President, RDSO Board of Directors



RED DEER
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ORCHESTRA



Creative Programming

Music Director's Message



The 2022-2023 season was in many ways a success, and one where we can allow ourselves to be cautiously optimistic. The season sold beyond expectations, was better received than I had anticipated, and also saw many younger people purchasing single tickets. The only concert which did not perform to expectations was the string orchestra concert “Break the Bias”, but this was due almost exclusively to the fact that the ticketing system was down during our final week of sales. There are still patrons who hope for larger and larger concerts in the future; it is therefore prudent not to base our future expectations solely on the results of 22-23.

The final concert, “Wandering With Wonder”, was a real experiment, and I think we can be justifiably proud of that achievement. Performing a multimedia, multi-disciplinary concert is a challenge for such a small organization, but it was an unmitigated success. Rosa Barocca, as always, was warmly received. The January concert, “Suite Francaise”, with its Neo-Classical Jazz overtones was the subject of many lively discussions. Rosedale Valley Strings did us proud at Christmas and starting the season with a Beethoven Symphony (the 6th) was a real treat for musicians and audience alike.

Dear to my heart was a successful rebirth of the Choir Kids program. Only three concerts this year, but they were well performed, well attended, and much appreciated.

RED DEER
SYMPHONY
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In conclusion, I would like to thank everyone involved in last season's productions: Vanessa and the board, as well as a special shout-out to Jennette and Matthew, our dream-team, for their outstanding work and stalwart direction. To conclude: I would also like to express my thanks to the musicians of the RDSO who really came to the plate with a bat and displayed a great deal of enthusiasm on top of their professionalism.



Claude Lapalme
RDSO Music Director



2022-23 Main Series Concerts - Returning to Live

The Red Deer Symphony Orchestra returned to the concert hall in October 2022 for its first post-pandemic season, launching its 36th year as central Alberta's flagship professional performing arts organization. With six Main Series concerts spanning October 2022 to May 2023 and featuring a broad range of music, it was a season to remember. From Beethoven's *Pastoral* symphony to the world-premiere concert performance of *Wandering With Wonder*, there was something for everyone, whether a classical music expert or discovering this repertoire for the first time:

Main Series 1: Mighty Maestros (with Mikolaj Warszynski, piano)

Beethoven: *Symphony No. 6*

Schumann: *Piano Concerto*

Main Series 2: Strings for the Season (with Rosedale Valley Strings)

Assorted holiday arrangements by Claude Lapalme and others

Main Series 3: Suite Francaise (with Chee Meng Low, saxophone)

Francis Poulenc: *Suite Francaise*

Jacques Ibert: *Concertino da Camera*

Darius Milhaud: *La Création du Monde*

Main Series 4: Break the Bias (with Holly Parker, violin)

Jocelyn Morlock: *Solace*

Henri Vieuxtemps: *Violin Concerto No. 4*

Ethel Smyth: *Suite for Strings*

Main Series 5: Baroque Delights (featuring Rosa Barocca)

Johann Pachelbel: *Kanon & Gigue*

Antonio Vivaldi: *La Follia*

Jean-Féry Rebel: *Les Éléments*

Main Series 6: Wandering With Wonder

Wandering With Wonder, performed live-to-film by the RDSO and guest artists.

Main Series concerts are the primary means by which the RDSO fulfills our mission and mandate, presenting masterpieces from the classical music canon for an enthusiastic audience of subscribers, single ticket buyers, and community-based organizations. These performances provide central Alberta with unique musical experiences without the need for travel to Calgary or Edmonton, an opportunity that makes the RDSO a standalone and worthwhile fixture within Albertan culture.

Total audience numbers for the 2022-23 Main Series concert season were 2,905 out of a possible 3,342, which equates to 87% of total venue capacity, up slightly from 86% in 2018-19 (RDSO's most recent fully-completed season). Complimentary tickets given to the community totalled 476 in 2022-23, resulting in a paid attendance rate of 73%; 609 complimentary tickets were issued in 2018-19, with a paid attendance rate of 68% .

One of RDSO's best in recent history, the attendance success of the 2022-23 season is an exciting sign of recovery after the COVID-19 pandemic decimated arts organizations around the world, and an encouraging indication that, not only are people willing to return to public events, but that they are choosing the RDSO as one of those events.

Digital Now

RDSO's 2022-23 season was another year of reinvention and creativity, and blended digital innovation into the live concert season.

The licenses to 2021-22 digital Press Play performances, Ribbons and Bows, All Strung Out, and Any Way the Winds Blow, expired in 2022-23, and have since been taken off of YouTube and other streaming platforms. An effective method of working towards expanding its community profile

when live performances were not possible, RDSO Press Play concerts reached **18,301** people¹ between 2021 and 2023.

In addition to these three smaller-scale digital concerts, RDSO's two large-scale projects were released during the 2022-23 season. *Wandering With Wonder*, a unique multidisciplinary and collaborative film written and created by RDSO trumpet player Samantha Whelan Kotkas, premiered online on October 14, 2022 and was presented live on May 27, 2023 as the final concert of our Main Series performances. *Wandering With Wonder* is currently a nominated finalist for the 2023 Alberta Film & Television (Rosie) Awards; the winners will be announced on September 30th.

Taking the Stage, a production featuring guest vocalist, narrator, and puppeteer Mandy McKee and RDSO ensembles in performances of R. Murray Schafer's *Beauty and the Beast* and Stravinsky's *L'Histoire du soldat*, was released online in November 2022. To date, *Wandering With Wonder* and *Taking the Stage* have reached a combined audience of **8,122** viewers², with their licenses scheduled to expire in October 2023 and November 2023, respectively.

Both of these projects were funded by Canada Council for the Arts' Digital Now initiative; RDSO was also able to gain additional funding from the Government of Alberta's Stabilize Program for videography and corporate sponsorships from NOVA Chemicals³ and Servus Credit Union.⁴



¹ As of September 21, 2022, assuming minimal duplicate viewership. 2,314 of these were "ThruPlays" of the entire video.

² 3,122 film and trailer views on YouTube; approximately 5,000 impressions on Facebook and Instagram

³ For *Taking the Stage*

⁴ For *Wandering With Wonder*

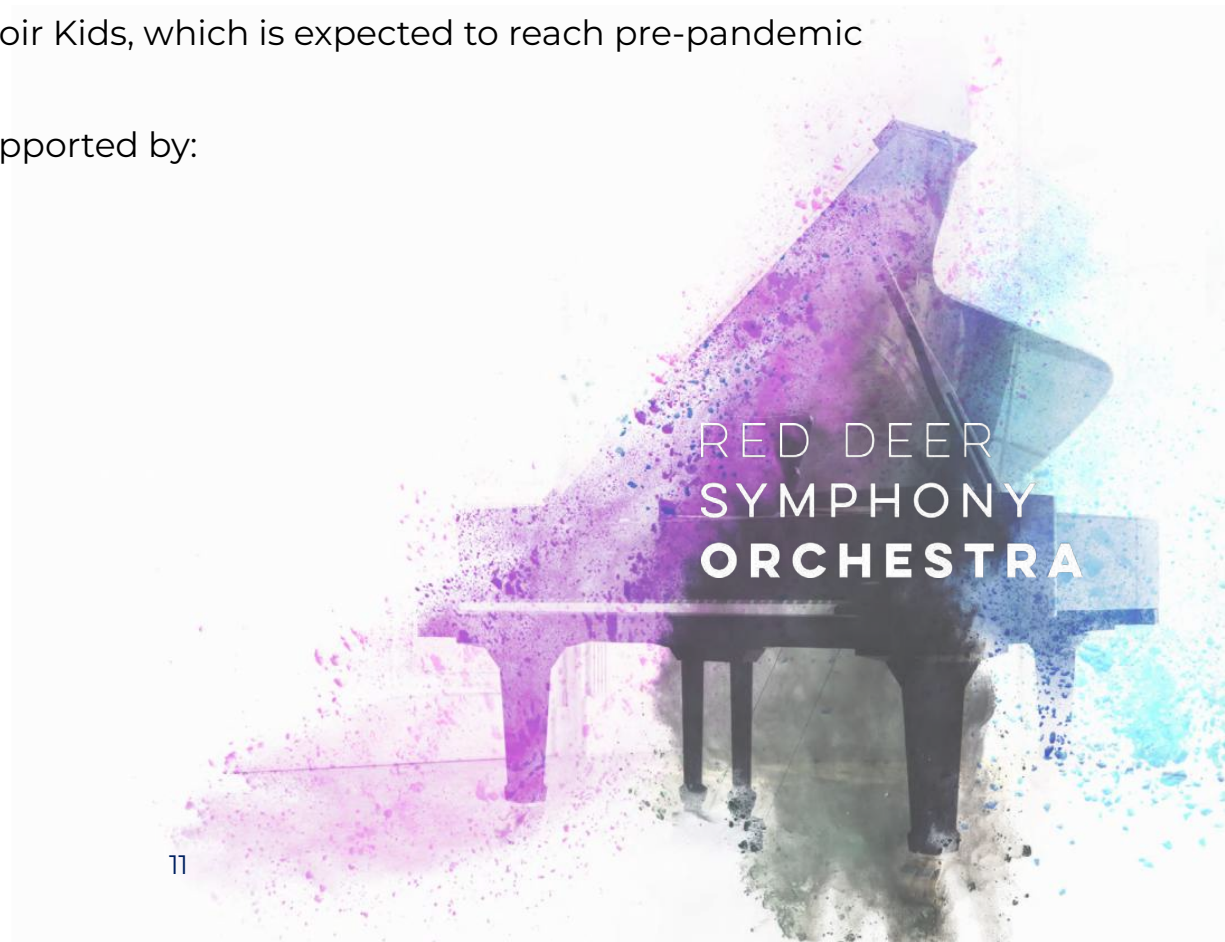
Choir Kids

RDSO's Choir Kids returned this spring for the first time since the 2018-19 season. 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 Music Director Claude Lapalme. 2023's Choir Kids took place on April 24 and May 1 at Gaetz United Memorial Church with three performances involving nine schools and approximately 600 schoolchildren, as well as teachers, volunteers, and staff. These performances welcome the friends and family of the participants as well as our community at large, and approximately 1,650 people attended this year's performances.

Plans are underway for next season's Choir Kids, which is expected to reach pre-pandemic enrolment and audience levels.

In 2023, this program was generously supported by:

Jack & Joan Donald



Symphony @ the Snell

In 2019, RDSO launched a concert series entitled “Symphony @ the Snell,” delivered in partnership with the Red Deer Public Library, which was then put on hiatus due to the pandemic. These community-oriented concerts returned this season, with three separate screenings of *Wandering With Wonder* (coupled with guest artist panel discussions), and a performance of German art song, *Songs with the Symphony*, featuring soprano Helen Hassinger and pianist Matthew Whitfield.

All four Symphony @ the Snell events were well-attended, attracted a diverse audience, and will be a core component of RDSO’s 2023-24 community programming.

Symphony @ the Snell and Music + Explorers have been thoughtfully funded by:



The City of Red Deer

Music + Explorers

A significant part of RDSO’s outreach programming, Music + Explorers was an after-school music enrichment program that provided socially empowered learning experiences to socio-economically challenged elementary school children through music and the arts.

Music + Explorers ran throughout the school year in 2018 and was planned to resume in the spring of 2020. Due to pandemic-related school closures, this program was unable to run, and resumption remained on hold due to a lack of resources. The City of Red Deer approved the deferral of this funding into the 2023 calendar year, and RDSO is currently adapting the Music + Explorers program for in-school workshops that will expand across Central Alberta through a partnership with National Arts Centre in 2024.

A harp is the central focus, its strings glowing with a spectrum of colors from blue to yellow. A vibrant, multi-colored light trail, resembling a rainbow or a comet's tail, streaks across the scene from the bottom left towards the harp. The background is a deep, dark blue night sky filled with numerous small, bright stars.

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. Several new directors were elected to the RDSO Board in 2022.

The following individuals dedicated their time to fulfilling the responsibilities of the RDSO Board of Directors in 2022-23:

Vanessa Mariani, President

Roger Admiral, Vice-President

Anita Thomas, Treasurer

Gaetano Mazzuca, Secretary

Ardelle Ries, Director

Eduardo Sola Chagas Lima, Director

Navi Manku, Director

Marie Buchinski, Director

Emeka Nwachukwu, Director

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

Additionally, the RDSO consults as needed with Evan Hardy, who acts as the organization's legal advisor. An annual review of RDSO's financial status for the 2022-23 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 2023 Annual General Meeting.

Committees

The RDSO operated with an office staff of 2 full-time equivalent employees throughout 2022-23. As most orchestras of RDSO's size operate with a staff of 3-5, it is critical to the organization's ongoing ability to operate that the existing staff's work is augmented by the active, reliable participation of the committees and their volunteers.

RDSO's 2022-2025 Strategic Plan involved amendments to the existing committee structure; consequently, RDSO operated throughout the 2022-23 fiscal year with the following committees:

- **Community Connections**
- **Leadership & Organizational Culture**
- **Artistic Vision**
- **Finance & Fund Development**
- **Orchestra Players**
- **Union Negotiation (Ad-Hoc)**
- **Covid-19 Health & Safety (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.

Here are the people who helped carry out RDSO's mission behind the scenes:

Roger Admiral

Cameron Baldwin

Marie Buchinski

Ariel Cabrera

Elizabeth Clarke

Dale Dickau

Maja Hagel

Evan Hardy

Chandra Kastern

Janet Kuschak

Claude Lapalme

Caitlin LeDrew

Navi Manku

Vanessa Mariani

Gaetano Mazzuca

Deborah Oshvalda

Mae Prymych

Diana Reed

Ardelle Ries

Eduardo Sola

Jamie Smith

Lorraine Sproxton

Lois Tallas

Anita Thomas

Angela (Dee) Thompson

Marilyn Vaughan

Kendra Vanden Dungen

Kendra Walker

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, Community Concerts, Main Series concerts, raffle ticket sales, mail-outs, and other engaging endeavours. **If you are interested in becoming a volunteer, there is someone at the RDSO Office ready to speak with you!**

Subscribers

The RDSO returned to its standard membership model in 2022-23, changing the nomenclature from “member” to “subscriber”. This season introduced flexible subscription options in addition to full-season tickets, enabling subscribers to select three-, four-, and five-concert packages that provided an additional level of flexibility and customization, resulting in 247 subscription sales in 2022.

Red Deer Polytechnic (formerly 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 flagship professional performing arts organization to continue to serve our community, including RDP 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 RDP that extends from 2022-2027.





Community of Supporters

Supporters

“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 2022-23 supporters of the RDSO:

SILVER \$5,000 +

Anonymous
BFL Canada
NOVA Chemicals
Servus Credit Union
Sunreal Property Management Ltd.
Kevin & Ann Waschuk

BRONZE \$3,000 +

George & Elaine Nye
Jack & Joan Donald
Domenico Mancuso

CRESCENDO \$1,000 +

Lisa Berry
Border Paving
Denise Gagne
Shirley Hovan
Linda & Dennis Hueppelsheuser
Jillian Little / CIBC
Eileen McKee
Larry Melnychuk & Ardyth Oseen
Dorothy & Sandy Murray
Ingrid Nossack
Swift Insurance and Financial Solutions Ltd.

BRAVO \$400+

Nicole Bartolay
Bruce Buruma
David Delafield
Patricia MacSween
Bill & Pat Shaw
Lorna Watkinson-Zimmer
Melcor Developments Ltd.



ENCORE \$200 +

Ron & Roberta Biel
Robert & Coralea Forbes
Joseph Hopfner
Stephanie LeClair
Carol Lounsbury
Vanessa Mariani
Teeny McCloy
Mavis Menzies
Arun Mishra
Leslie O'Hanlon
Joan Simpson
Lorraine Sproxton
Bernice Storlie
Anita Thomas
Gerry Winia

MEDIA

106.7 REWIND
BIG 105.5 FM
RDNews Now
CKUA
Red Deer Advocate

APPLAUSE up to \$199

Anonymous
Viola Braun
Rebecca Brotherton
Lorna Clement
Beverley & Lawrence Carr
Mac & Daphne Dunbar
Frederick and Celine Brittain
Mary Gardiner
Joan Harris
Pamela Klipper
Faith Miller
Terence Rehaume
Lynda & Leo Richer

Margo & Rod Schmitt-Boshinck
Gerald Winia
Kathleen Wood

GIFT IN KIND

Century 21 Advantage
Floral Expressions
Gaetz Memorial United Church
Minuteman Press
Occam's Razor
Prairie Bus Lines, Ltd.
Schnell Hardy Jones LLP
Sunreal Property Management

Please note that this listing encompasses support received June 1, 2022 – May 31, 2023. 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

The RDSO continues to receive federal funding from the Canada Council for the Arts. 2023 marked the fourth year of a four-year funding cycle within the Council's funding parameters and processes. In 2022-2023, under its Engage

& Sustain grant program, Canada Council for the Arts provided \$23,500 in funding to support the operations of the RDSO, consistent with the previous year. Due to Canada Council's revised schedule of upcoming core grant competition dates, the current grant cycle has been extended for an additional two supplementary years (2023-2024, 2024-2025).



Canada Council
for the Arts

Conseil des arts
du Canada



Provincially, the RDSO received \$55,038 in 2022-23 from the Alberta Foundation for the Arts (AFA) to support operations. 2022-23 marked the third year of a three-year funding cycle for operating funds from the AFA. AFA funding is contingent on community-derived revenue

(CDR), and therefore RDSO's ticket revenue, sponsorship, and donations affect funding for the next cycle. Consequently, a significant funding decrease was feared in the 2023-25 funding cycle due to the stark decrease in ticket revenue, sponsorships, and donations seen throughout 2020-2022.

Fortunately, AFA capped CDR-related decreases to a maximum of 5%; the 2023-2025 funding cycle will see a slight decrease, to \$52,398.00 per year, but this is expected to rebound if ticketing success continues in the next two seasons⁵.

Municipally, in 2022 RDSO received \$24,000 to support operations, \$8,000 to support the delivery of Music +



⁵ This expectation is dependent on the Alberta government not cutting the budget for AFA funding.

Explorers, \$16,000 for Community Concerts, and \$9,000 for Symphony @ the Snell. The City had granted an extended fourth year in the previous cycle to 2022 in recognition of the impacts the pandemic has had on organizations. 2023 marked the first year in a three-year funding cycle through the City of Red Deer's Community Culture Development Fund program⁶. RDSO submitted applications consistent with the 2019-2022 funding cycle; however, only two of four applications were successful due to a change in CCDF funding specifications that no longer allow operational expenses to be eligible. Additionally, in 2019, RDSO had enjoyed operational sustainability funding from the City of Red Deer on a one-time basis of \$87,500. While RDSO did secure a COVID Impacts Operational Sustainability grant of \$10,000 in 2021 & 2022, ongoing sustainability funding has unfortunately not continued. As such, RDSO currently does not receive any operational funding from the City of Red Deer, and receives \$20,000 for Community Concerts and \$12,000 for Symphony @ the Snell.

RDSO received significant project funding in 2021-22 for projects that were completed in the 2022-23 fiscal year, including:

- **Canada Council for the Arts - Digital Now: \$100,000**

RDSO completed filming of Taking the Stage and Wandering With Wonder in June 2022. Originally scheduled for January and February 2022 filming, postponement was necessary for both productions due to high community transmission rates of COVID-19 driven by the Omicron variant and the likelihood of any production contributing to community spread and outbreaks. Both films were released in the fall of 2022. While funding was received and some production occurred in 2021-22, the remainder of this project was fully reflected in the 2022-23 fiscal year report.

⁶ City of Red Deer funding runs on the calendar year, as opposed to RDSO's fiscal year.

- **Government of Alberta - Stabilize Program: \$18,200**

Funding was received in order to increase RDSO's digital capacity; the amount was allocated to supplement Wandering With Wonder videography expenses. Similar to Digital Now, this project is fully reflected in the 2022-23 fiscal year report.

- **Canada Healthy Communities Initiative: \$32,672**

RDSO received funding for community-centred pop-up performances to activate public spaces. In June 2022, small ensembles performed three outdoor pop-up performances in Camrose, Sylvan Lake, and Rimbey. 11 Concerts in Care were also performed across Central Alberta in partnership with Health Arts Society of Alberta.



RED DEER & DISTRICT
COMMUNITY
FOUNDATION
all for community.

Canadian Heritage & RDSO Legacy Funds are held and administered by the Red Deer & District Community Foundation (RDDCF), of which RDSO is the designated beneficiary. As of December 31, 2022, the Lapalme Legacy Fund market value was \$128,188 (2021 - \$155,149, 2020 - \$151,199; 2019 - \$142,261) and the Canadian Arts Heritage Sustainability Program Fund market value was \$80,858.28 (2021 - \$97,865 2020 - \$95,373; 2019 - \$89,736).

As a beneficiary of these funds, the RDSO received annual disbursements of net income earned totaling \$5,919.80 for the Lapalme Legacy Fund and \$3,734.09 from The Canadian Arts Heritage Sustainability Program.

Events

Establishing and growing annual events that raise significant funds or augment RDSO's community profile is critical to sustainability. The RDSO ran two 50/50 raffles in 2022-23: a one-day,

in-person raffle at Main Series 2⁷ and another online raffle that spanned Main Series 4-6. While neither of these events resulted in a significant surplus, additional fundraising events are being planned for next season, using the potential benefits and low risk of online 50/50 raffles as a central focal point.

Financial Summary⁸

The financial position for the Red Deer Symphony Orchestra in 2022-23 reflected the uncertainty of returning to a live season of performances in a post-pandemic environment. This season did see an increase in revenue from \$334,850 in 2021-22 to \$395,799, reflective of community support for live performances exceeding budgetary expectations. However, sponsorship revenue and CCDF operations funding fell well short of budgeted expectations, impacting the organization's bottom line at the end of the fiscal year. It is of note that while 2022-23's revenue did fall short of the budgeted revenue by \$10,129, this discrepancy was mitigated by 2022-23's ticketing revenue exceeding that of the budgeted amount by \$20,183.

Due to increased production activity with the return to live performances this season, production and program-related expenses rose to a total of \$314,616 (\$182,812 in 2021-22). However, it is of note that the cost of productions included projects funded and initiated in 2021-22. Administrative expenses also increased slightly in 2022-23, totaling \$113,571 (\$109,983 the year previous); this is due to a number of factors, including rising costs due to inflation and the addition of the Marketing and Community Connections Coordinator role to the staff in November 2022. The fiscal year ended with the RDSO reporting a deficit of revenues over expenditures of -\$31,196, which is a decrease from a surplus of \$38,409 the year previous.

⁷ December 3, 2022

⁸ Bookkeeping duties for 2022-23 were performed by the Executive Director, 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, 2023, are attached and available upon request, along with the budget for the years ending on May 31, 2023, and 2024.

RDSO was successful throughout the pandemic in maintaining a deficit-free status from 2019-20.⁹ Eliminating the deficit was achieved due in large part to additional funding received from a successful advocacy campaign for operational sustainability¹⁰ from the City of Red Deer.¹¹ While it is notable that RDSO was able to remain deficit-free throughout 2020-21 and 2021-22 despite a marked reduction in the City's operational funding as well as the inability to generate ticketing revenue, hold live events, and effectively fundraise during the pandemic, this is not feasible with a season of live production and its associated expenditures. With the complete cessation of municipal operating funding in 2022-23, as well as the inability to meet 2022-23 budget targets in generating sponsorship revenue, increased engagement from the Board of Directors and community will be essential in the 2023-24 season.

RDSO's ongoing sustainability continues to be a going concern due to the difficult post-pandemic economic conditions Central Alberta is expected to experience, exacerbating an already recessive economy. The continued work of the Board in advocacy and fundraising, and staff members to find additional ways to raise revenue remains critical for the RDSO's ability to continue to exist in our community. However, secure municipal operational funding is crucial to maintaining RDSO's stability long-term, and ensuring its role as the only professional performing arts group in Central Alberta.

⁹ Prior to the 2019-20 fiscal year end, RDSO saw a deficit on the books since 2013-14.

¹⁰ In addition to implementing a new membership model, cash campaigns and fundraising events that grew revenue fairly consistently since 2013-14.

¹¹ 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 again provide this increased level of funding in support of the operational sustainability of the local arts and culture community.



RED DEER
SYMPHONY
ORCHESTRA

A hand holding a trumpet against a dark blue background with colorful, ethereal light trails. The trumpet is the central focus, with its bell pointing towards the right. The background is a deep blue with soft, glowing light trails in shades of green, yellow, and purple, creating a sense of movement and energy. The overall mood is optimistic and forward-looking.

Going Forward

Strategic Plan 2022-2025

Embarking on a revival mission, RDSO applied for and received funding from the Rozsa Foundation to complete an updated 2022-25 Strategic Plan. The RDSO worked with Finley & Associates to complete this project throughout 2021-22, with 2022-23 marking the first season of implementation.



Values

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

RDSO's VALUES¹²

- Community Leadership
- Diversity
- Creativity
- Resiliency
- Collaborative
- Local

RED DEER
SYMPHONY
ORCHESTRA



¹² RDSO Strategic Plan, 2022-2025

Vision

The vision states the desired future state.

VISION FOR RED DEER SYMPHONY ORCHESTRA¹³

Igniting passion for arts and culture in Central Alberta.

KEY CONCEPTS

- “Let go of the ordinary”
- Ignite passion for arts and culture in Central Alberta
- Leader in community building through music in Central Alberta
- Help to facilitate the growth of performing arts in Central Alberta

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 leader dedicated to engaging, educating, and inspiring Central Alberta through music.

KEY CONCEPTS

- Embedded in the community
- Largest professional performing arts organization in Central Alberta
- Positioned to leverage arts organizations
- Outreach
- Educational experiences

¹³ RDSO Strategic Plan, 2022-2025

Goals

Goals are ideal states to be achieved some time in the future.

RED DEER SYMPHONY ORCHESTRA GOALS¹⁴

1. Re-imagine the role of a symphony orchestra in community building.
2. Collaborate, curate, and create classical music experiences.
3. Foster career pathways for local professional musicians through community connection and mentorship.
4. Foster and inspire a vibrant arts and culture sector in Central Alberta.
5. Contribute to making Central Alberta a great place to live.
6. Deliver accessible and diverse performances, support music education, establish strategic partnerships, and build engagement through Central Alberta.
7. Be operationally sustainable (i.e., human, financial, and cultural).

Key Success Factors¹⁵

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:

Artistic Vision
Community Engagement
Community Leadership
Organizational Networks
Infrastructure
Evidence-driven
Local

¹⁴ RDSO Strategic Planning Retreat, May 13, 2017

¹⁵ RDSO Strategic Planning Retreat, May 13, 2017



Key Performance Indicators in 2022-23

Key Performance Indicators (KPIs) are measures used to gauge performance against the Goals and Key Success Factors. The following is a summary of 2022-23 as per the RDSO's Key Performance Indicators.

1. Total performances:

Main Series 1 – Mighty Maestros: 4 services; 3 rehearsals, 1 performance

Main Series 2 - Strings for the Season: 2 services; 1 rehearsal, 1 performance

Main Series 3 - Suite Francaise: 5 services; 4 rehearsals, 1 performance

Main Series 4 - Break the Bias: 4 services; 3 rehearsals, 1 performance

Main Series 5 - Baroque Delights: 4 services; 3 rehearsals, 1 performance

Main Series 6 - Wandering With Wonder: 2 services: 1 dress rehearsal (+overtime), 1 performance

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

Main Series Concert	Budget	Actual
Mighty Maestros	\$ 20,466.67	\$ 25,374.1
Strings for the Season	\$ 24,666.67	\$ 27,373.41
Suite Francaise	\$ 21,666.67	\$ 22,085.05
Break the Bias	\$ 21,666.67	\$ 16,673.45
Baroque Delights	\$ 19,984.67	\$ 25,710.31
Wandering With Wonder	\$ 20,466.67	\$ 26,371.19

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

Main Series Concert	Budget	Actual
Mighty Maestros	\$ 31,556.00	\$ 26,675.48
Strings for the Season	\$ 14,045.00	\$ 13,360.25
Suite Francaise	\$ 24,228.00	\$ 24,038.62
Break the Bias	\$ 21,178.00	\$ 20,569.63
Baroque Delights	\$ 23,132.00	\$ 10,155.97
Wandering With Wonder	\$ 20,513.00	\$ 30,659.77

4. Total audience

Main Series 1: 243 subscriptions; 174 single tickets; 84 complimentary = 501 (Total)
 Main Series 2: 237 subscriptions; 240 single tickets; 81 complimentary = 558 (Total)
 Main Series 3: 233 subscriptions; 168 single tickets; 77 complimentary = 478 (Total)
 Main Series 4: 228 subscriptions; 88 single tickets; 76 complimentary = 392 (Total)
 Main Series 5: 216 subscriptions; 178 single tickets; 74 complimentary = 468 (Total)
 Main Series 6: 225 subscriptions; 199 single tickets; 84 complimentary = 508 (Total)

Ribbons & Bows: 2,700 FB +225 YT = 2,925 Views [License expired 12/2022]
 All Strung Out: 5,000 FB + 196 YT = 5,196 Views [License expired 3/3023]
 Any Way the Winds Blow: 5,600 FB + 207 YT = 5,807 Views [License expired 3/2023]
 Wandering With Wonder: 5,000 FB + 1,814 YT + 40 In-person = 6,854 Views
 Taking the Stage: 493 YT

Total Digital Series (21,275) + Live Concert Audience (2,905) = 24,180



RED DEER
 SYMPHONY
 ORCHESTRA

5. Individual donations

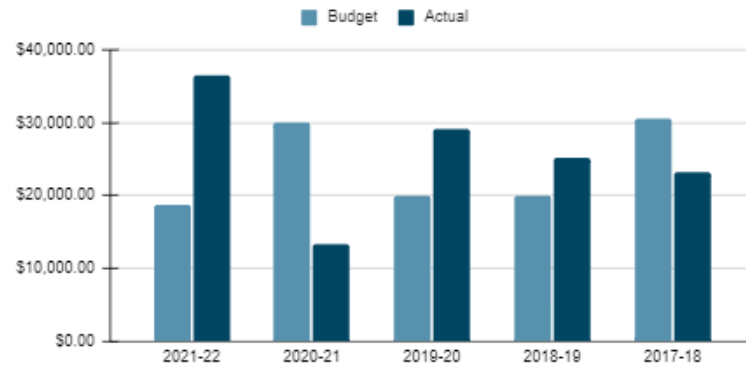
Cash donations in 2022-23 totaled \$33,726, slightly under the \$34,500 budgeted for the year. This figure does not include in-kind contributions or concert sponsorships.

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

Due to the continued impacts of the COVID-19 pandemic, no large fundraising events were held.

7. Sponsors - Corporate / Foundations

Cash Donations (CAD)



All Areas Summary	Budget	Actual
Season Sponsor	\$10,000	\$0.00
Concert Sponsors	\$40,000	\$20,000
Nine Lessons & Carols	\$5,000	\$5,000
Open Rehearsals	\$0	\$0
Choir Kids	\$3,000	\$3,000
Total	\$58,000	\$28,000

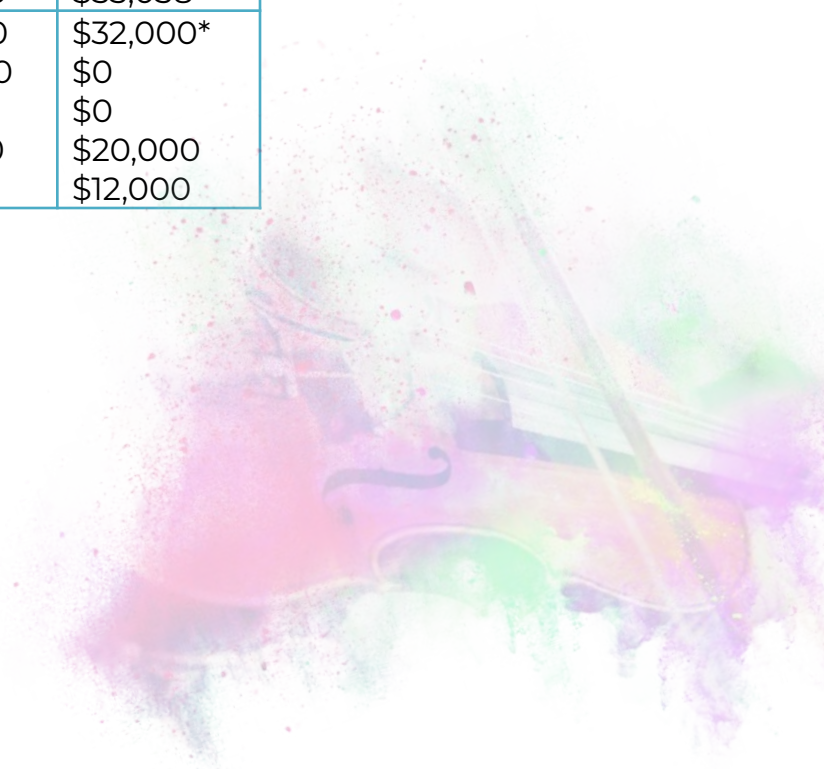
8. Municipal / Regional revenue – City of Red Deer

It is notable that the City of Red Deer funding is issued on the calendar year. A total of \$32,000 was received in 2023, a substantial decrease of \$32,000 from 2022 due to the elimination of operational funding under the CCDF grant.

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

Source	Budget	Actual
Canada Council for the Arts	\$23,500	\$23,500
Alberta Foundation for the Arts	\$55,038	\$55,038
City of Red Deer	\$57,000	\$32,000*
• Operations	\$24,000	\$0
• Community Connections	\$8,000	\$0
• Community Concerts	\$16,000	\$20,000
• Symphony @ the Snell	\$9,000	\$12,000

*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 acted on the following.

Implementation Plans 2022-2025

Strategic Priority #1: Long-term planning for people

Tasks
Building Leadership Capacity within RDSO <ul style="list-style-type: none">• Develop a Board Recruitment Strategy, including updating the Skills Matrix• Develop a Board Chair Recruitment Plan• Develop a Committee Member Recruitment Strategy• Introduce a Board Evaluation and develop a 2-year Action Plan to address performance gaps
Develop a Succession Plan for the Music Director and Executive Director <ul style="list-style-type: none">• Short-term illness• Long-term illness• Planned retirement• Untimely departure
Continue to strengthen the capacity and infrastructure of the organization <ul style="list-style-type: none">• Develop high-level action plans for board committees• Diversity revenue mix



Strategic Priority #2: Grow Community Connection

Task
Re-orient the RDSO to reach a broader community <ul style="list-style-type: none">• Undertake further analysis of Comparators and Competitors• Develop a Segmentation Hypothesis of current and potential audiences• Conduct market research to identify who RDSO is attracting and not attracting but could• Develop a strategy to draw people in from YYC and YEG• Explore ways to rebrand that would allow RDSO to better reflect its desired position in Central Alberta
Identify and prioritize strategic partnerships that grow financial support for the RDSO <ul style="list-style-type: none">• Develop a Membership Strategy• Develop a Donor/Sponsorship Strategy• Develop a Volunteer Management Strategy
Diversify programming to target core and growth audience segments <ul style="list-style-type: none">• Rethink timing/length of season• Develop a Signature Venue programming strategy (e.g., Red Deer Polytechnic Arts Centre - Red Deer; Lougheed Centre - Camrose; Gaetz Memorial United Church - Red Deer)• Explore unique venue opportunities for the RDSO
Develop an Education Outreach Strategy <ul style="list-style-type: none">• Within schools• Within new communities in Central Alberta (e.g., Paintearth)
Prepare an Economic Impact Study/benefits that the RDSO can demonstrate to the City of Red Deer and other Counties <ul style="list-style-type: none">• Advocate for the importance of the RDSO to the Central Alberta community



Strategic Priority #3: Grow Musician talent pool within Central Alberta

Task

Identify and prioritize strategic partnerships that extend the professional music talent pool in Central Alberta

- Develop a partnership strategy that networks with Central Alberta music festivals
- Develop a partnership strategy that engages music teachers in Central Alberta (e.g., Alberta Registered Music Teachers Association)
- Identify local rehearsal venue(s) within Red Deer

Proactively recruit 'local' musicians from Central Alberta (i.e., within 80 km radius of Red Deer)

- Formalize long-term recruitment strategy for musicians
- Establish long-term recruitment targets to increase representation from Central Alberta
- Explore opportunities to establish a musician recruitment strategy with post-secondary institutions offering music performance degrees/credentials within Central Alberta



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!



In the spirit of reconciliation, Red Deer Symphony Orchestra acknowledges the privilege of planning, practicing and performing on Treaty 7 land, the traditional territory of the Blackfoot, Tsuu T'ina and Stoney Nakoda peoples. We also serve communities across Central Alberta, which covers Treaty 6, traditional Métis, Cree and Saulteaux territory.

