

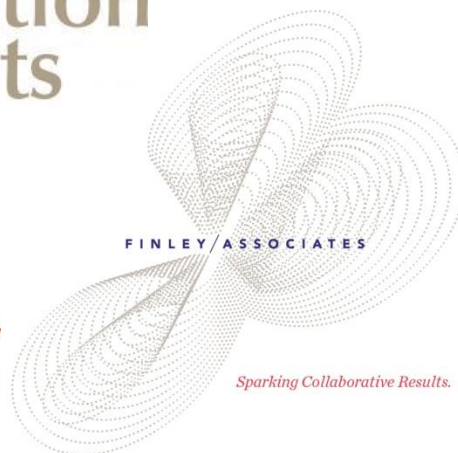
RED DEER SYMPHONY ORCHESTRA

Strategic Plan 2017 – 2022

Vision: Igniting passion for arts and culture in central Alberta.

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

The development of this plan has been insightfully supported by



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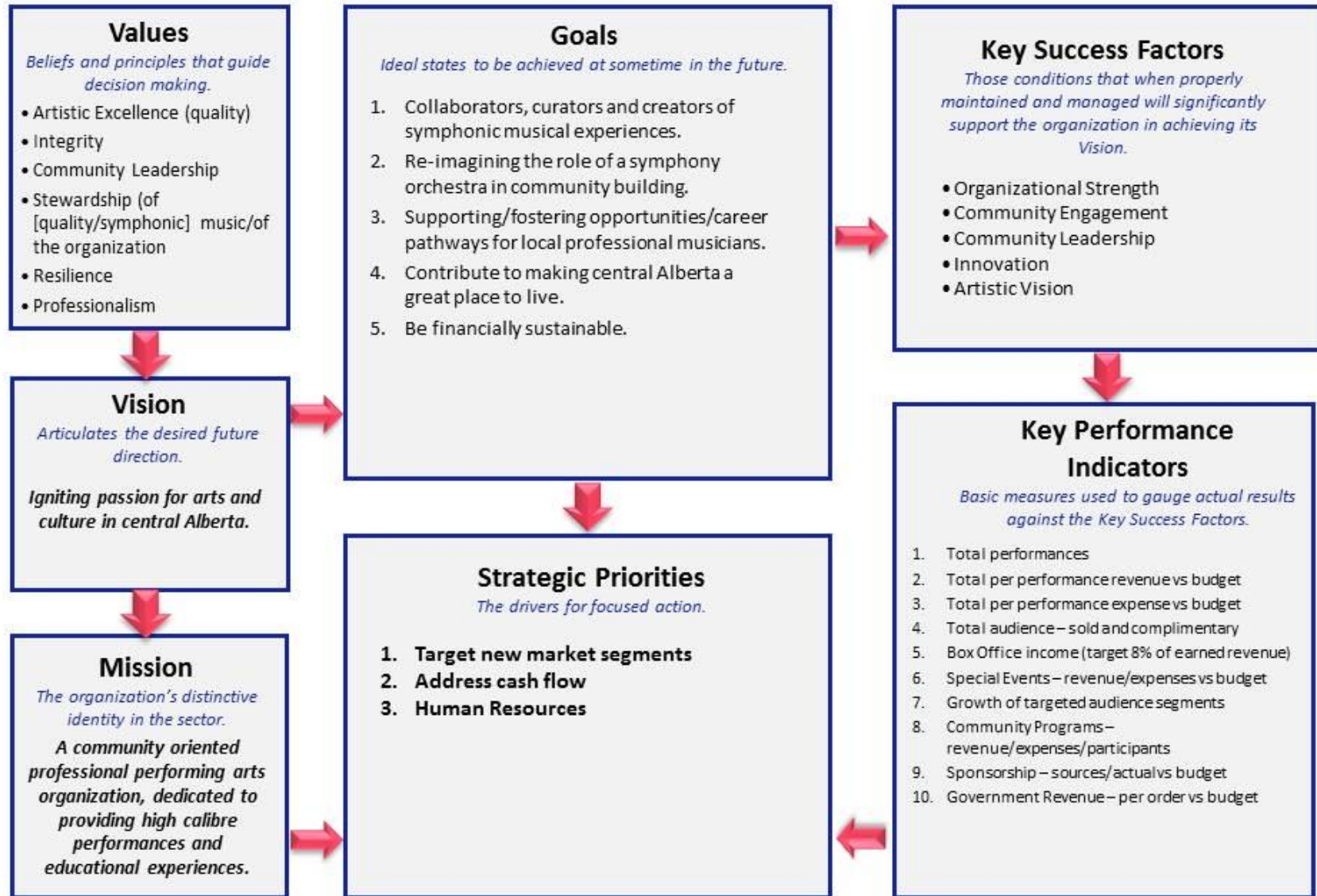
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One Page Summary



Situation Assessment

Context and Background

OVERVIEW

The Red Deer Symphony Orchestra (RDSO) is at a crossroads; as the largest professional arts organization in Central Alberta, RDSO can become a driving force behind the development of arts and culture in Central Alberta. In February 2017, the RDSO engaged management consultants Finley & Associates to support its strategic planning process. The work aimed to **1)** identify the key issues facing the RDSO; **2)** identify RDSO's strengths and opportunities; and, **3)** develop a strategic direction supported by an implementation plan.¹

SHORT-TERM VISION

In the next three to five years, the Orchestra aims to be financially sustainable. The Red Deer Symphony Orchestra will re-evaluate and re-conceptualize its business structure to ensure sustainability; while focusing its efforts on growing certain audience segments.

LONG-TERM VISION

Currently, the Orchestra has 30 professional musicians and only three of the musicians live in Red Deer. Considering the future, the Red Deer Symphony Orchestra's vision is to be a professional orchestra comprised of musicians from Red Deer.

KEY TRENDS

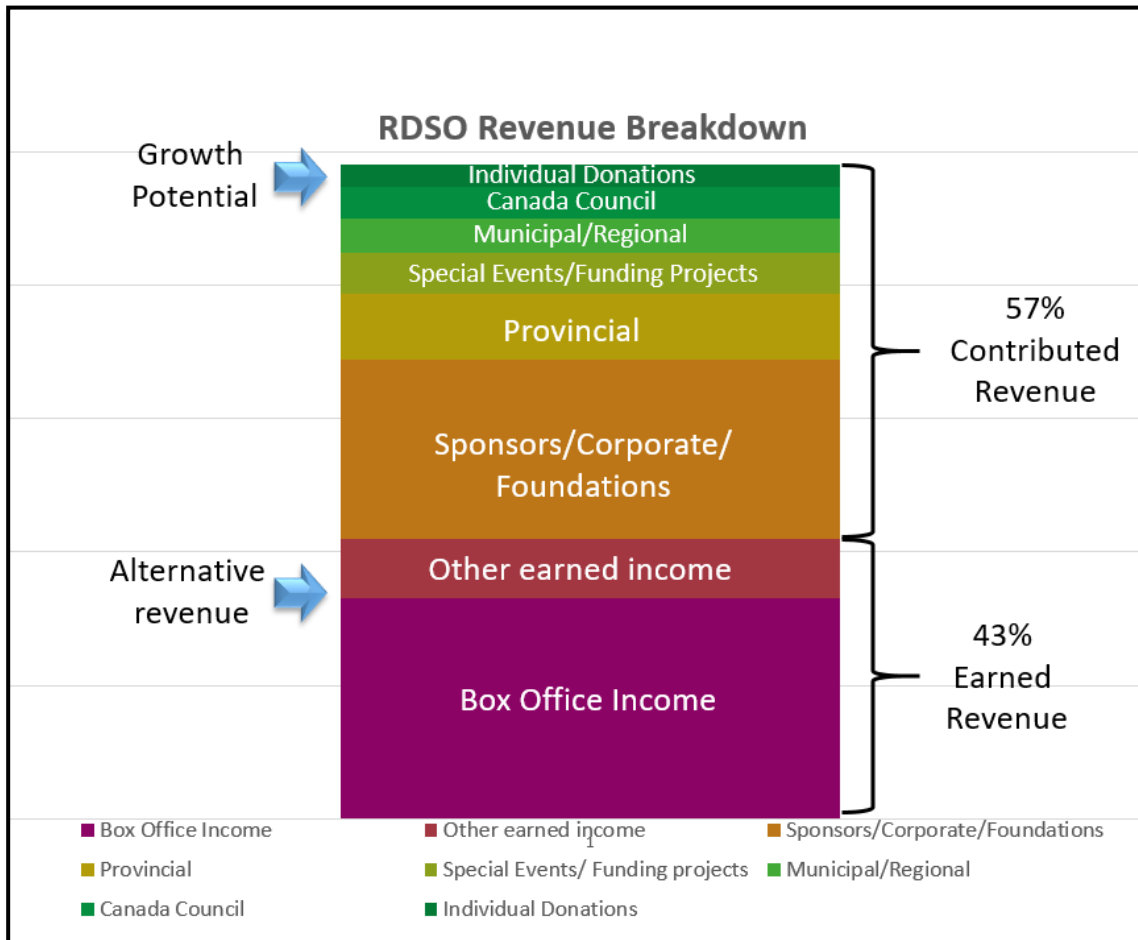
A continuing weak market is anticipated over the next 3 years. With oil hovering around \$55/barrel and Red Deer unemployment at approximately 9.5%; minimal discretionary spending will be a challenge for arts organizations to attract new audience members and retain those who are looking to cut expenses. Red Deerians have access to many different entertainment sources that the Red Deer Symphony Orchestra competes with. These competing entertainment sources include: dinner and a movie, Netflix (staying home), dining out, Red Deer Rebels, Calgary Philharmonic Orchestra, Edmonton Symphony Orchestra, traveling shows (e.g., Lion King), Central Alberta Theatre (CAT), Central Music Festival, Cornerstone Youth Theatre, Red Deer Performing Arts Festival, RDC' series (concerts, plays, musicals at the RDC Arts Centre), Wildrose Harmonizers, live music groups and comedy groups.²

Most the Orchestra's revenue comes from Sponsors/Corporate/Foundations and Box Office Income (see **Figure 1**). Pursuing a strategy to increase Individual Donations is being undertaken as this portion of Contribute Revenue is currently insignificant and represents the area of greatest growth potential. "Alternative revenue" represents another area that has room to grow and includes: merchandise, Master Classes and the introduction of a Chorus, etc.

Figure 4: RDSO Revenue Breakdown

¹ Proposal for RDSO from Finley & Associates, February 22, 2017

² Identified during key stakeholder interviews and RDSO Strategic Planning Retreat, May 13, 2017



PLAYER PROFILE

The RDSO has 27 professional musicians:

- The average RDSO player performs with two orchestras
- 16.5 years is the average length of time a player has performed with RDSO
- 12 musicians play with the CPO
- 3 musicians play with the ESO
- 3 live in Red Deer/Central Alberta
- 3 live in Edmonton
- 24 live in Calgary

KEY PEOPLE

Board of Directors

- Jamie L. Smith, **President**
- Roger Admiral, **Vice President**
- Anita Thomas, **Secretary**
- Vanessa Mariani, **Treasurer**
- Eduardo Sola
- Julie Thompson
- Ardelle Ries
- Nate Rempel

Staff

- Claude Lapalme, **Music Director**
- Jennette Miller, **Executive Director**
- Morgan Dahmer, **Executive Assistant**
- Liza Scriggins, **Librarian**
- Dean O’Brien, **Personnel Manager**

ALTERNATIVE REVENUE STREAMS

Several alternative revenue streams³ were identified.

Category	Potential Ideas
Special Events	<ul style="list-style-type: none"> • New Year’s Evening gala with ballroom dancers (dinner & waltz) • Petting zoo for adults • Steven Page concert was well received; more partnerships with rock bands • Themed nights “Italian Night” at an Italian restaurant
Merchandise	<ul style="list-style-type: none"> • Orchestra branded merchandise (could use local music stores to sell merchandise)
Education / Master Classes	<ul style="list-style-type: none"> • Chorus • Introduce a school of music • Master Classes
Fundraising Ideas	<ul style="list-style-type: none"> • 100 Men Red Deer; every month they give out \$10,000 4x / year (we won funding from them in 2016 for instruments for band programs in schools that host our after-school music program!) • Partner with businesses to do meal packages; restaurant + limo + show • Artistic Director and Executive Director to take one large donor out for lunch or breakfast

³ RDSO Strategic Planning Retreat, May 13, 2017; Key Stakeholder Interviews 2017

AUDIENCE SEGMENTS

Four audience segments⁴ have been identified.

AUDIENCES				
	Sponsors	Supporters	Experience Consumers	Empty Nesters
Need: This person's needs.	This group is likely bound by a political or rigid set of guidelines that dictates how their budget can be spent.	A world-class experience that they can feel enriched by.	Activities that expand my mind are important to me. I prefer quality over the everyday and I'm open to new experiences.	Seeking something social to get involved with that isn't overly demanding.
Barrier: The #1 thing we must avoid doing	Not having a solid presence and programs that better the community.	Alienating them by getting rid of what they know and love about going to the symphony.	Lack of knowing the option exists and it is very accessible.	An impersonal experience will scare them away.
Takeaway: The result of us doing our jobs at 100% each step of the way	"The RDSO is a worthwhile place for my donations. They offer something unique and valuable to Red Deer and we are lucky to have them."	"When I go to the RDSO I feel like I'm supporting something important. I'm proud of what we have here and want to advocate for it."	"I love attending the RDSO because it's a captivating night out. I can't believe more people my age don't take advantage of this!"	"Now that the kids are out of the house and I'm able to spend my time and money on my own terms, I love the RDSO! It's engaging, exciting and I have met a lot of likeminded individuals here."
Reasons to Believe:	<ul style="list-style-type: none"> - Youth Involvement - Promoting Arts & Culture in Red Deer - Friends of Other Organizations 	<ul style="list-style-type: none"> - World-class - Educational - Chance to get Involved 	<ul style="list-style-type: none"> - High Quality - Presence in the Community 	<ul style="list-style-type: none"> - Performance Quality - Active in the Community

⁴ RDSO Branding Concept; RDSO Strategic Planning Retreat, May 13, 2017

PARTNERSHIPS (EXISTING AND DESIRED)

It was recommended that the Board and organization focus more effort on less partnerships to increase the significance of the partnerships. Partnerships⁵ were identified by existing and desired and voted upon for relative importance (see Table 1):

Table 1: RDSO's Strategic Partnerships

Existing Partnerships	Desired Partnerships
<p>Key Partnerships:</p> <ul style="list-style-type: none"> • Red Deer College (9)* • Red Deer Youth & Community Orchestra (8) • Rosedale Valley Strings (Lacombe) (2) • Reaction Marketing (2) • Governments (2) • Memorial Centre (1) • ESO & CPO (1) <p>Others:</p> <ul style="list-style-type: none"> • Camrose (through Jeanne & Peter Loughheed Performing Arts Centre) • Schools • Gaetz Memorial United Church • No long-term partnerships (>5 years) • Radio Stations • Schools & School Districts • Early Music Voices • Canada Council for Arts • Alberta Foundation for the Arts • Floral Expressions • Minute Man Press • Canadian Mental Health Association • Jazz at the Lake Festival Society 	<p>Key Desired Partnerships:</p> <ul style="list-style-type: none"> • The City of Red Deer (7) • High schools (2) • Existing sponsors (2) • Local hotels (2) • Local Musicians (3) <p>Others:</p> <ul style="list-style-type: none"> • Larger industry • Upselling existing Sponsors • Local hotels (for Chamber series) • High Schools (target younger audiences; education outreach) • Community Band Association • Larger Industry in Red Deer • 53rd Street Music • Music Centre Canada • Sound House Guitar and Record Shop • Alberta Registered Teacher's Association • Alberta Piano Teacher's Association • Gyms (something to do with fitness) • Hearing Aid Company • Wine Company (wine & cheese + French music) • Local Musicians • Red Deer Royals (Band) • Sylvan Lake's <i>Jazz at the Lake Festival</i>

⁵ RDSO Strategic Planning Retreat, May 13, 2017; Key Stakeholder Interviews 2017

RDSO's Key Strengths⁶

- High-quality music & core group of musicians
- Strong leadership (Executive Director, Board Chair and Artistic Director)
- Board members are passionate about the music and are committed
- Diverse Board and younger members

RDSO's Key Areas to Improve⁷

- **Governance/Board:**
 - Lack of clarity in decision of being a Governance or Operating Board
 - Lack of Board involvement, buy-in and clarity of roles & responsibilities
 - Relationship between staff, Board and musicians
 - Lack of succession plan for Artistic Director & Board
- **Financial/Sponsorship/Revenue Generation:**
 - Sponsorship reach is limited; need to create greater relationships with businesses
 - Fund Development; lack of expertise amongst staff and lack of engagement amongst Board members
 - Financial constraints always
- **Target Audience:**
 - Lack of profile and connection with (younger) members of Red Deer community
 - Box Office; lack of interface with single ticket holders (out of our control)
 - Venue; size and lack of availability
 - People also think that buying tickets will not be affordable, and have anxieties about how formal it will be
 - In general, a symphony is seen as rich, mostly due to the perception that the audience is made up of well-off individuals
- **Community Engagement:**
 - Lack of engagement with Red Deer
 - Musicians don't live in Red Deer and therefore do not interact much with the community
 - The calibre of artistry and performance is not known outside of attendees

Distinguishing Characteristics of the RDSO:

Several characteristics distinguish⁸ the RDSO from other Orchestras:

- Only professional performing arts organization in Central Alberta
- Music Director and the atmosphere he creates
- Support of (local) musicians
- High-quality product
- Serving small/ rural audience

Strategic Issues

Several strategic issues are emerging for Red Deer Symphony Orchestra. Issues have been sorted based on perceived level of risk.

⁶ RDSO Strategic Planning Retreat, May 13, 2017; RDSO Branding Concept; Key Stakeholder Interviews 2017

⁷ RDSO Strategic Planning Retreat, May 13, 2017; RDSO Branding Concept; Key Stakeholder Interviews 2017

⁸ RDSO Strategic Planning Retreat, May 13, 2017; RDSO Branding Concept; Key Stakeholder Interviews 2017

Strategic Priorities identified	
Target new market segments; need to target younger patrons (6)* Action: Identify and pursue growth markets	Most pressing Strategic Priorities
Address cash flow problem; get rid of deficit (5) Actions: Re-evaluating business model; fundraising;	
Human Resources; be more strategic with how we use staff time (5) Actions: Use staff time more effectively?; strategic partnerships to extend resources; staff structure to support committees; Prep for Board meetings	
Define what the Board's role is within the organization (3) Actions: Revisit Board roles and responsibilities	Other Strategic Priorities identified
Fund Development (2)	
Community Engagement (2)	
Different programming (1)	
More collaboration with local musicians (0)	
Venue restrictions (0)	
Marketing (0)	

* denotes one vote by a Board member during Retreat, May 13, 2017

Strategic Priorities

Upon reflection of the most critical emerging strategic issues, several Strategic Priorities were identified during the Board's Strategic Planning Retreat in May 2017. However, it was decided to focus the organization's attention to addressing the top three over the course of 2017-2022:

1. Target new market segments; need to target younger patrons
2. Address cash flow problem; eliminate deficit
3. Optimize Human Resources; be more strategic with how we use staff and board time

Strategic Direction

Values

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

RDSO'S VALUES⁹

Artistic Excellence (quality)

⁹ RDSO Strategic Planning Retreat, May 13, 2017

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 ORCHESTRA¹⁰
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.”

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 GOALS¹¹

¹⁰ RDSO Strategic Planning Retreat, May 13, 2017

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 Factors¹²

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 Indicators¹³

Key Performance Indicators (KPIs) are measures used to gauge performance against the Goals and Key Success Factors (see list below):

1. Total performances
2. Total per performance revenue versus budget
3. Total per performance expense versus budget
4. Total audience – sold and complimentary
5. Box Office income (target 8% of Earned Revenue)
6. Cash Donations
7. Special Events – revenue/expenses versus budget
8. Growth of targeted audience segments
9. Community Programs – revenue/expenses/participants
10. Sponsorship – sources/actual versus budget
11. Government Revenue – municipal, provincial, federal versus budget

2021-22 Budget

Revenue	Amount	Expenses	Amount
Cash Donations	\$18,800	Ticketing Fees	-
Endowment Funds Interest	\$7,600	SOCAN – Music Royalties	\$600
Other Revenue (GST, Reg Fees)	\$3,000	Credit Card Service Fees	\$4,700
Single Ticket Sales	\$1,000	Promotional	\$375
Membership	\$8,000	Membership Dues	\$700
Foundations	\$2,000	Courier & Postage	\$660
Grants	\$150,038	Insurance	\$2,497
Advertising	-	Interest & Bank Charges	\$600

¹¹ RDSO Strategic Planning Retreat, May 13, 2017

¹³ RDSO Strategic Planning Retreat, May 13, 2017 – updated August 2018

Advertising – In Kind	\$30,000	Office Rent	\$6,516
Raffle	\$5,000	Office Supplies	\$1,200
Sponsorship	\$22,500	Computer & Repair	\$2,436
Event Sponsorship	\$5,000	Photocopying	\$960
Total Revenue	\$252,938	Professional Fees	\$6,500
		Telephone and Internet	\$2,100
		Benefits & HR Initiative	\$7,400
		Employee Payroll	\$150,200
		Advertising & Promotional – Paid	\$3,000
		Advertising – In Kind	\$30,000
		Season Program	\$4,000
		Next Season Booklet	-
		Fundraising	\$2,100
		Sponsorship	\$500
		Online Series Production	
		Auditions	-
		Facility Rent	\$2,000
		Librarian	-
Total Revenue	\$252,938	Music Rental and Distribution	\$500
Total Expenses	\$248,604	Musician & Production Payroll	\$6,060
Revenue over Expenses (NET)	\$4,334		
		Programs	
		Symphony @ the Snell	\$9,000
		Music + Explorers	\$4,000
		Total Expenses	\$248,604

Appendix 1: Strategic Framework

The Strategic Framework provides a consistent model to define the components of strategy.



Appendix 2: Glossary of Terms

<i>Accountable</i>	Individual that ultimately makes the decision; holds the “yes” or “no” authority over the action or decision and has veto power. Only one “A” can be assigned to a function.
<i>Action Priorities</i>	The specific steps, or tasks, needed to implement goals.
<i>Authority</i>	Delegated power to make decisions or to take action.
<i>Budget</i>	The month-by-month goals that have to be achieved to maintain an effective operating plan. The quantification of plans for revenues and expenses for control purposes.
<i>Consensus¹⁴</i>	A state of affairs where a clear alternative appears with the support of most members, and the others feel that they have been listened to, had a fair chance to influence the decision outcome, and support the final decision.
<i>Consulted</i>	Individuals who must be consulted before a final decision or action is taken. They usually provide input to and support for the activities being performed; however, they hold no veto power.
<i>Earned Revenue</i>	Funds that do <i>not</i> come from gaming activities, foundations or other granting agencies/bodies.
<i>Goals</i>	Ideal states to be achieved at some time in the future.
<i>Informed</i>	Individuals who need to be informed once a decision has been made or action has been taken; however, they cannot influence that decision or action.
<i>Issue</i>	A trend, event or factor, either internal or external, that will likely result in change within the time frame of the plan.
<i>Key Success Factors</i>	Those conditions that when properly maintained and managed will significantly support the organization in achieving its vision.
<i>Mission</i>	Communicates the distinctive identity, or purpose, which the organization seeks within the sector.
<i>Objectives</i>	Measurable activities specific in terms of quantity, quality, cost, time and responsibility.
<i>Performance Indicators</i>	Basic measures used to gauge actual results against the Goals and Key Success Factors.
<i>Performance Targets</i>	A pre-determined end-result to be achieved within a given period of time.

¹⁴Governance principles, United Nations 1997.

<i>Responsible</i>	Individuals who are the "doers" and actually complete tasks. These individuals are responsible for implementation; consequently, responsibility can be shared amongst several individuals. The degree of responsibility is determined by the individual with the "A" (i.e., accountability).
<i>Situation Analysis</i>	An evaluation of current issues, trends, and future developments for the sector, and SWOT analysis.
<i>Strategic Planning</i>	An iterative activity focused on discussion and consensus building resulting in well-defined action. A systematic and continuous disciplined approach to analyzing trend indicators about markets, competitors, strategies and product mix. Sets parameters for future growth and details strategies to make that growth happen.
<i>Strategy</i>	Enduring guidelines within which decision-making is carried out.
<i>SWOT Analysis</i>	Assessment of an organization's internal strengths and weaknesses, and external opportunities and threats. The analysis assists in the identification and prioritization of action.
<i>Vision</i>	A picture of the desired future state of the organization.
<i>Values</i>	Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making.