

RED DEER SYMPHONY ORCHESTRA

**Annual Report
2021**



Leadership

A grand piano is the central element of the image, set against a dark blue background. The piano is partially covered in a vibrant, abstract paint splatter that transitions from pink on the left to light blue on the right. The splatter has a textured, grainy appearance, giving it a dynamic and artistic feel. The piano itself is dark, and its form is partially obscured by the colorful overlay.

President's Message

What a year to take over as President of the RDSO!

Our 2020-21 season began with big changes - and a lot of them. First, our long-time president stepped away from the board after a highly successful 7-year tenure - then our wonderful and talented Executive Director took a big leap into a new career. In fact, much of our board turned over due to terms ending or folks finding homes in other parts of the world. On top of that, we had, of course, the pandemic to deal with and the flurry of changes that accompanied the pandemic's second and third waves as they hit Alberta. This created ups and downs in trying to plan what content we could for our beloved audience members - despite not being able to perform in one of our favourite venues, changing (and often unclear) government restrictions, and financial uncertainties with respect to funding.

Despite all of the challenges, the RDSO learned to adapt. Thanks to some great planning and a lot of courage, our Music Director Claude Lapalme, our Executive Assistant (now Executive Director) Jennette Miller, and our board of volunteers were able to create a season of wonderful online content. If you haven't had the opportunity to do so, you should check out RDSO's first season of digital programming. These performances highlight the creativity and indomitable spirit of our organization.

I'm proud to say RDSO has remained financially viable, thanks in part to our funders, our generous sponsors, and of course, our audience donors. Without this support, we could not move forward as confidently into the 2021-22 season and begin planning for our eventual return to live, in-person performances with your favourite Music Director and the Red Deer Symphony Orchestra.

It would be foolish not to comment on the very harsh reality that struck performing artists during the pandemic - and the challenges and sacrifices that they faced as well. We thank all of our musicians who were able to work with us this past season, as well as those waiting for a chance to join us on the stage again. We see you, we recognize the challenges you face, and we are committed to making smart plans so that we can continue to fill Central Alberta with music for years to come.

I want to give a special thank you to our past president, Cam Baldwin, who dedicated a lot of time, energy, and resources to the RDSO. I also believe that RDSO owes a great deal of thanks to our past Executive Director, Chandra Kastern for her exceptionally hard work, and for leaving the orchestra's administration in a place where it can continue to thrive.

Lastly, I want to thank our current board for their help and dedication over the past 12 months. You have brought talent, expertise, and pragmatic thought to the decisions that have been made. I look forward to working with each of you in the future and am especially keen on board meetings that do not involve the phrase "I think you're muted right now, can you hear us?"!

Our 2021-22 Season is on deck, and we're looking forward to even more innovation this year and beyond. We hope to see you soon in the community, on our social media, and if all goes well, live at a concert hall performance!

Bravo!



Jamie L. Smith
President, RDSO Board of Directors

Creative Programming

A person in a dark suit is shown from behind, standing on a dark surface. They are holding a paintbrush in their right hand, which is raised and splashing blue paint upwards. In their left hand, they hold a spray can, which is also spraying a mix of purple and pink paint. The background is a bright, abstract composition of these colors, with a dense spray of pink and purple paint on the right side and a more diffuse blue and white area on the left. The overall effect is one of dynamic, creative expression.

Music Director's Message

2020-21 was – similarly to the 2019-20 season – a challenging one, to say the very least. All performing arts organizations spent considerable time and resources attempting to re-invent themselves in a climate of ever-changing policies.

While RDSO planned to do 7 videocasts with small groups, due to pandemic-related complications, we were able to do only 4 with a portion of the final one still pending in post-production. All sections of the orchestra were used, but my personal plan to include every core musician at least once fell through once the co-production with Calgary Pro Musica was postponed until the spring of 2022. There were also four string players that planned to take part in a videocast (prior to vaccine availability) which was cancelled due to the illness of one of the musicians.



We have discovered certain useful things during this season. One is that there are several venues that are appropriate for rehearsals and videocasting - notably, the Church at College Heights in Lacombe and the Polaris Centre in Balzac. This will prove to be vital for 2021-22.

Also, I have developed some skills in video production as a result of these experiences which, coupled with my arranging/orchestration skills, will be invaluable as I will still be a “composer/producer/music director” for a good half of this coming season. We are also on the verge of getting all details and pandemic protocols ready for the upcoming season, and the office was also able to secure some crucial grants for 2021-22. So even though the year was surreal, no one sat on their hands in terms of behind-the-scenes work. The big losers, as is so often the case in such circumstances, were the performers themselves, whom we are eager to put back to work.

In conclusion, I would like to thank everyone involved in last year’s nitty-gritty: Jamie and the board, as well as a special shout-out to Jennette for her outstanding work. I would also like to express my thanks to the musicians who were able to participate in last year’s productions, and also apologize to those who were unable to play with us. You are not forgotten and will soon have your chance!

A handwritten signature in black ink, appearing to read "Claude Lapalme". The signature is fluid and cursive, with a long horizontal stroke at the end.

Claude Lapalme
RDSO Music Director

Online Series

RDSO's 2020-21 season was unlike any the organization has experienced to date. The public health situation created by the COVID-19 pandemic and its associated mass gathering restrictions and venue closures prevented RDSO from performing live productions throughout the entire season. Due to the inability to access its performance venue and safely gather audiences for live concerts, RDSO initiated a digital endeavour, producing 4 RDSO Online performances that were recorded and distributed online as free community concerts.



The first of the RDSO Online series, Quintessentially Schubert, featured guest pianist Tong Wang in a performance of Schubert's endearing Piano Quintet in A major, D. 667 (aka The Trout Quintet) and was followed by a family-friendly cross-cultural virtual exploration (with RDSO trumpet player Samantha Whelan Kotkas and indigenous singer-songwriter Walter MacDonald White Bear) of how music is inspired by the natural world in both classical and indigenous musical traditions. The performance of Arthur Bachmann's Behind the Red Door for String Quartet as the third RDSO Online concert was a musical depiction of life at home, a fitting piece given the public health recommendations at the time to stay at home. The last installment of the RDSO Online series, Playing with Pride, highlighted the fresh perspectives of two lesser-known composers through a performance of Poulenc's "Sonata for horn, trumpet and trombone¹," and Ibert's "Three Short Pieces²".

¹ Sonate pour cor, trompette et trombone

² Trois pièces brèves

RDSO Online was made possible through generous sponsorship by Servus Credit Union for Quintessentially Schubert and NOVA Chemicals for Music from the Land. The City of Red Deer also graciously allowed RDSO to reallocate a portion of municipal funding towards offering these community concerts on a digital platform³.

Unfortunately, despite RDSO's improving trends in ticketing numbers since 2018-19's pricing increase, the lack of live programming in 2020-21 has disrupted RDSO's expected progress in shifting the perception that all RDSO performances are *always* sold out and expanding its membership and single ticket holders. Consequently, the trending increase in single ticket sales that was occurring since 2018-19 was not demonstrable this season due to the pandemic's disruptive effect on the latter part of the 2019-20 season and the entire 2020-21 season.



However, while continuing ticketing trends were not possible due to the inability to perform ticketed events, RDSO Online did allow the organization to continue working towards expanding its community profile. The total viewing number⁴ for the RDSO Online concerts was 5,353. This equates to 191% more people having contact with RDSO than in 2019-20, a marked improvement in visibility.

³ One of the stipulations of this funding is that these concerts not be ticketed events; consequently, RDSO was not able to gain online ticketing revenue.

⁴ Inclusive of the number of views as of September 17, 2021 from YouTube, Facebook and Instagram - assuming minimal duplications in viewership.

Choir Kids

RDSO's 23rd Annual Choir Kids was canceled due to uncertainty with fluctuating health restrictions and 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. The program involves an average of 12-15 schools, 800 schoolchildren, teachers, volunteers and staff. The resultant 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 @ 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."

Since its inaugural performance, subsequent Symphony @ the Snell performances have not been able to occur due to the pandemic, as well as ongoing renovation throughout 2020-21 of Red Deer Public Library's Snell Auditorium. However, RDSO did translate Symphony @ the Snell's educational outreach intention into its recorded educational content⁵ as part of the RDSO Online series.



⁵ Music from the Land and the postponed Bee Story.

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 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.

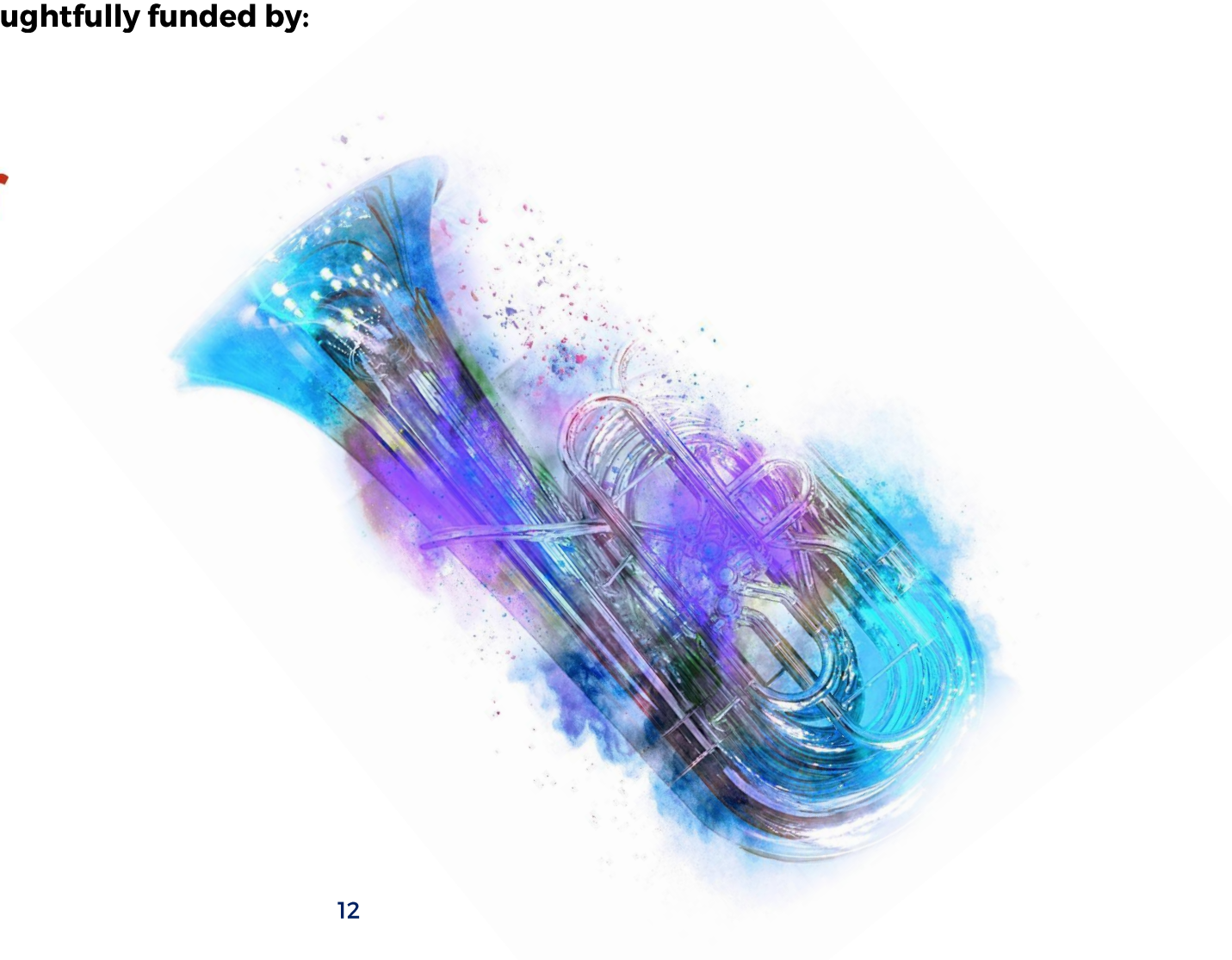
The kids are required to commit to maintaining good attendance and active participation in this twice-weekly, free program that provides an opportunity to get some help with homework, eat a nutritious snack, burn off some energy outside, and, most importantly, create music!

The program ran throughout the school year in 2018 and was planned to begin again in the spring of 2020. Due to school closures consequent from the pandemic, this program was not able to run, and program resumption has been put on hold until the public health situation allows extracurricular activities to be held on a more regular basis.

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 working with input from these partners to determine how this program can be offered in a meaningful way while adhering to public health regulations throughout the 2021-22 school year, and will continue to recruit for the currently vacant Music Program Educator position accordingly.

This program has been thoughtfully funded by:

The City of Red Deer



Our People

A harp with glowing strings against a starry night sky. The harp is positioned diagonally, with its frame in shades of purple and blue. The strings are illuminated with a vibrant rainbow of colors, creating a spectrum of light. The background is a deep blue night sky filled with numerous small, bright stars.

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. A new President and Vice-President, as well as several new directors, were elected to the RDSO Board in 2020. The following individuals dedicated their time to fulfilling the responsibilities of the RDSO Board of Directors in 2020-21:

Jamie Smith, President

Roger Admiral, Vice-President

Kendra Walker, Treasurer

Anita Thomas, Secretary

Meghan Jede, Director

Ardelle Ries, Director

Eduardo Sola Chagas Lima, Director

As an organization that functions with a working Board, these individuals' efforts in working towards RDSO's success is 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 2020-21 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 2021 Annual General Meeting.

Committees

The RDSO operated with a staff of 1 full-time equivalent employee throughout 2020-21. 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 2020-21 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! While public health restrictions and the lack of live events greatly impacted the nature of how volunteers worked with RDSO throughout 2020-21, here are the people who helped carry out RDSO's mission behind the scenes:

Ardelle Ries
Anita Thomas
Cameron Baldwin
Claude Lapalme

Eduardo Sola
Evan Hardy
Jamie Smith
Kendra Walker

Meghan Jede
Roger Admiral

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 2020-21, RDSO offered \$50 Friend Memberships to reserve seats for the next season and gain early access to online content. Although this was significantly different than past annual Main Series subscriptions, the organization did manage to garner 102 members under this program.

Prior to the pandemic, the membership attrition rate (3%) had remained relatively stable since 2017. Every effort was made to connect with members that did not renew, and 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.

In a 'normal' season, 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. Unique to the 2020-21 year was the ability to offer such a wealth of online programming free of charge to the community, through funding from the City of Red Deer as well as sponsorship from Servus Credit Union and NOVA Chemicals.



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.



Red Deer College, (Red Deer Polytechnic as of summer 2021) 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 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 that lasted from 2016-2021.



The background is a vibrant, abstract composition. It features a dark blue field on the left, transitioning into a bright magenta and pink area in the center. To the right, there are streaks of green and yellow, suggesting motion or light trails. Numerous small, colorful particles (red, green, blue, yellow) are scattered throughout, giving the impression of a dynamic, energetic environment. The overall effect is one of high energy and visual complexity.

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 2020-21 supporters of the RDSO:

SILVER \$5,000 +

NOVA Chemicals
Servus Credit Union
Schnell Hardy Jones LLP

BRONZE \$3,000 +

Domenico Mancuso

CRESCENDO \$1,000 +

Border Paving
Moir Milne
Dorothy & Sandy Murray
Douglas Pratt (*In Memory of Miriam Pratt*)

Bravo \$400+

Francis Hare

ENCORE \$200 +

Martin & Darlene Bumstead
Mary Joan Cornett
Robert (Mac) & Daphne Dunbar
Robert & Coralea Forbes
Susan Elgersma
Linda Hueppelsheuser
Jim Long
Teeny McCloy
Mavis Menzies
Arun Mishra
Larry Pimm
Gerry & Loretta Winia

GIFT IN KIND

McKee Music & Sound
Minuteman Press
Red Deer Public School Division
Schnell Hardy Jones LLP
Sean Patterson
Sunreal Property Management

MEDIA

106.7 REWIND
BIG 105.5 FM
Red Deer Advocate

APPLAUSE up to \$199

Ingrid Anderson
Anonymous
Enid Best
Ron & Roberta Biel
Cassandra Born
Kim Burley
Bruce Buruma
Patricia Campbell
Rosemary Congdon
Enbridge
Bertha Ford

Lorraine Friederick
Mary Gardiner
Marie Hansen
Harry & Lucille Hawkings
Rachel Jenkins
Jean Knopp
Barbara Lee
Patricia Leitner
Victor McFadden
Larry Melnychuk
Duraes Penela
Laralyn Radford

Melrose Randell
Keira Rudge
Ralph Scarlett
Len & Nancy Schmode
Amanda Sistilli
Donna Smith
Anita Thomas
Lorna Watkinson-Zimmer
Maxine Whitehead
Judy-Ann Wybenga
Rondo Wood

Please note that this listing encompasses support received June 1, 2020 – August 31, 2021. 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. 2020 marked the first year of a new four-year funding cycle within the Council's funding parameters and processes. In 2020-21 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. Additionally, Canada Council provided RDSO with \$5,900 in COVID-19 Emergency Support Funding.

Provincially, the RDSO received \$60,570 in 2020-21 from the Alberta Foundation for the Arts (AFA) to support operations, including a \$5,531 top-up payment in recognition of the pandemic's effects on generating revenue. 2020 marked the first year of a three-year funding cycle for operating funds from the AFA.

2020 marked the second year in a three-year funding cycle through the City of Red Deer's Community Culture Development Fund program⁶. Municipally, in 2020 RDSO received \$24,000 to support operations, \$8,000 to support the delivery of Music + Explorers, \$16,000 for Community Concerts, and \$9,000 for Symphony @ the Snell.

In 2019, RDSO had enjoyed operational sustainability funding from the City of Red Deer on a one-time basis of \$87,500. Unfortunately, ongoing sustainability funding was not given in 2021; however, RDSO did secure a COVID Impacts Operational Sustainability grant of \$10,000.

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

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, 2020, the Lapalme Legacy Fund market value was \$151,199 (2019 - \$142,261; 2018 - \$128,094; 2017 - \$132,089) and the Canadian Arts Heritage Sustainability Program Fund market value was \$95,373 (2019 - \$89,736; 2018 - \$80,809; 2017 - \$84,428).

As a beneficiary of these funds, the RDSO received annual disbursements of net income earned by totaling \$8,803.80 for the Lapalme Legacy Fund and \$5,147.19 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. However, the pandemic and its associated public health restrictions throughout 2020-21 prevented RDSO from building momentum toward this goal. RDSO did present two profile-enhancing events:

Music in the Park was a free outdoor community concert performed by a quartet of RDSO musicians in partnership with Central Alberta Crime Prevention Centre (CACPC). The noon-hour performance, held at the Centennial Park in July 2021, was geared toward revitalizing community spaces, and it garnered much interest from an audience not usually comprising RDSO's regular concert attendance.

Pride by the Park saw an RDSO brass trio perform at Central Alberta Pride Society's kick-off celebrations for Central Alberta Pride Week in August 2021. This was a widely accessible RDSO event for the community and again reached an audience that does not usually attend RDSO's Main Series concerts.



Financial Summary

The financial position for the Red Deer Symphony Orchestra remained relatively stable throughout the 2020-21 fiscal year, despite the inability to generate ticketing revenue. This season did see a decrease in revenue from \$464,713 in 2019-20 to \$300,183 in 2020-21, reflective of the loss of single ticket sales for Main Series and Choir Kids concerts, and the reduction in operational sustainability funding from the City of Red Deer. However, it is of note that 2020-21's revenue did exceed the budgeted revenue⁷ by \$56,283.

Production and program-related expenses were substantially reduced in 2020-21, totaling \$111,066 (\$272,527 in 2019-20) due in large part to not having to pay production costs for Main Series concerts. However, it is of note that the final concert⁸ of the 2019-20 season fell into the 2020-21 fiscal year. Administrative expenses also decreased in 2020-21, totaling \$78,914 (\$99,236 the year previous), due to the vacancy of the Executive Director position from October 2020-June 2021. The fiscal year ended with the RDSO reporting an excess of revenues over expenditures of \$110,203 (an increase from \$92,950 the year previous).

⁷ Reduced due to expected economic challenges exacerbated by the pandemic.

⁸ Main Series 7, Finale Friday, was cancelled due to the COVID-19 pandemic; however, RDSO did pay out a portion of the concert's musician payroll, as required by the Collective Bargaining Agreement with the Calgary Musicians Association.



RDSO was successful in eliminating its deficit⁹ by the 2019-20 fiscal year-end. This was achieved due in large part¹⁰ to additional funding received from a successful advocacy campaign for operational sustainability¹¹ from the City of Red Deer. However, it is notable that RDSO has been able to remain deficit-free throughout 2020-21 despite a significant reduction in this funding, as well as the inability to generate ticketing revenue, hold live events, and effectively fundraise during the pandemic. This speaks to the effectiveness in RDSO staff's expense reduction efforts as well as the Board of Directors' focus on long term sustainability throughout decision making processes.

Despite this positive progress, 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 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 2020-21 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, 2021, are attached and available upon request, along with the budget for the years ending on May 31, 2021, and 2022.

⁹ 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.

A vibrant, artistic illustration of a futuristic rocket ship or space station module. The vessel is primarily white with blue and yellow accents, featuring a large, curved, metallic-looking structure. It is set against a deep blue background filled with numerous small white stars and larger, colorful nebulae in shades of purple, pink, and blue. The overall composition is dynamic and evokes a sense of space exploration and forward progress.

**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 VALUES¹²

Artistic Excellence (quality)

Integrity

Community Leadership

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

Resilience

Professionalism



¹² RDSO Strategic Planning Retreat, May 13, 2017

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

- 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.”

¹³ 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 GOALS¹⁴

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 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:

Organizational Strength
Community Engagement
Community Leadership
Innovation
Artistic Vision

¹⁴ RDSO Strategic Planning Retreat, May 13, 2017

¹⁵ RDSO Strategic Planning Retreat, May 13, 2017

Key Performance Indicators in 2020-21

Key Performance Indicators (KPIs) are measures used to gauge performance against the Goals and Key Success Factors. The following is a summary of 2020-21 as per the RDSO's Key Performance Indicators.

1. Total performances – including community programming

Rehearsals: 5

Performances: 6

Services: 11

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

RDSO Online 1	Budget	Actual
Quintessentially Schubert	\$5,000	\$5,933

RDSO Online - Educational 1	Budget	Actual
Music From The Land	\$5,000	\$5,933

RDSO Online 2	Budget	Actual
Behind The Red Door	\$0	\$933

RDSO Online 3	Budget	Actual
Playing With Pride	\$0	\$933

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

RDSO Online 1	Budget	Actual
Quintessentially Schubert	\$6,393	\$7,334

RDSO Online - Educational 1	Budget	Actual
Music From The Land	\$4,560	\$4,235

RDSO Online 2	Budget	Actual
Behind The Red Door	\$8,272	\$4,533

RDSO Online 3	Budget	Actual
Playing With Pride	\$7,649	\$7,160

2020-21 RDSO Online Summary¹⁶	Budget	Actual
Revenue	\$10,000	\$13,732
Expenses	\$26,874	\$23,262

¹⁶ Because RDSO Online concerts were free community concerts, RDSO allocated \$20,500 from CCDF funding for this programming to cover production expenses.

4. Total audience

Online Series 1: 102 members; 887 views¹⁷

Educational Program 1 : 102 members; 1,486 views

Online Series 2: 102 members; 2,890 views

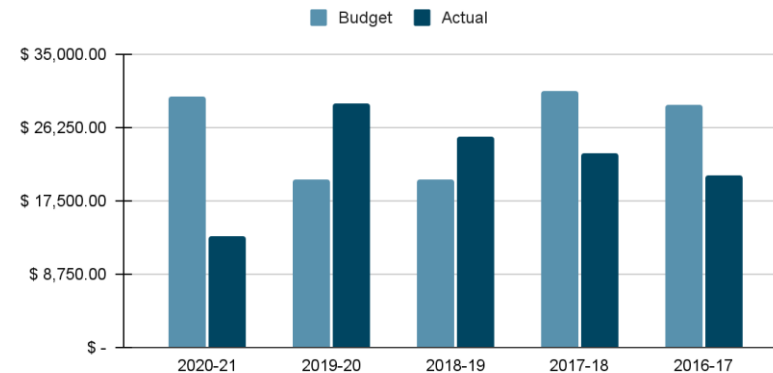
Online Series 3: 102 members; 90 views

Total Online Series & Educational Program Audience= 5,353

5. Individual donations

Cash donations in 2020-21 totalled \$13,333, which is significantly under the \$30,000 budgeted - a clear demonstration of the impact COVID-19 has had on both individuals and organizations. This figure does not include in-kind contributions or concert sponsorships.

Cash Donations (CAD)



¹⁷ as of September 17th, 2021.

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

Due to the COVID-19 pandemic, no fundraising events were held.

7. Sponsors - Corporate / Foundations

All Areas Summary	Budget	Actual
RDSO Online Concert Sponsorship	\$10,000	\$10,000
Community Programs ¹⁸	--	--
Events ¹⁹	--	--
Total	\$10,000	\$10,000

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 \$67,000 was received in 2021, a decrease from the \$153,500 received in 2020.

¹⁸ Community programming was re-imagined for online delivery as a series of RDSO Online concerts, as well as Music from the Land (Educational Program 1) and Bee Story (Educational Program 2). Unfortunately Bee Story was cancelled due to public health-related restrictions.

¹⁹ No events were held in 2020-21 due to the COVID-19 pandemic.

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

Alberta Foundation for the Arts = \$60,570; budgeted \$54,000

Canada Council for the Arts = \$29,400; budgeted \$23,500

All Orders of Government Grant Summary

Source	Budget	Actual
Canada Council for the Arts	\$23,500	\$29,400
Alberta Foundation for the Arts	\$54,000	\$60,570
City of Red Deer*	\$57,000	\$67,000
• Operations	\$24,000	\$34,000
• Music + Explorers	\$8,000	\$8,000
• Community Concerts	\$16,000	\$16,000
• Symphony @ the Snell	\$9,000	\$9,000

*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 five year period. In order to efficiently work on the strategic priorities, the RDSO has developed and acted on the following.

Implementation Plans 2017 - 2022

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 ²⁰
Engage Students in Concert and Program Attendance <ul style="list-style-type: none">• Music + Explorers• Additional Open Rehearsals• Seats for Students• Offer programming that is youth/family-focused.
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>

²⁰ In 2020-21, tasks were addressed through online programming. Ongoing efforts requiring live concert/event attendance have been paused during the COVID-19 pandemic.

Develop & Implement Marketing & Communications Plan

- **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
Advocacy to increase regional funding <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• Board Development re: Policy versus Administrative Governance models• Develop plan for transitioning from Administrative to Policy Governance model
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• Succession planning for leadership<ul style="list-style-type: none">◦ Board – particularly executive & Music Director◦ Executive Director
Volunteers <ul style="list-style-type: none">• Assess skills and complete a gap analysis of current Board• Determine priorities for committee volunteer allocation• Develop and or revise description of volunteer roles for Board and Committees• Recruit, develop and maintain a refreshed volunteer pool• Provide a sufficient amount of volunteers with relevant skills and experience for committee work



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



Alberta
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