

RED DEER SYMPHONY ORCHESTRA

**Annual Report
2022**



Leadership



President's Message



Another year has gone by already... where does time go!?

Many folks probably don't realize the work it takes to put together a season of music for performances; even with a digital season. Our board and staff start planning a year in advance, and sometimes even sooner. Early in 2021, tough decisions were already being made for 2021-22 while we were still learning lessons from the interrupted 2019-20 season and the wholly digital 2020-21 season.

The RDSO's 2021-22 season was all about getting creative with our online content and finding opportunities to bring our musicians back into the community. This was no easy feat - many times we saw COVID-19 impact our ability to bring musicians together, challenging our staff and music director to stay on their toes and adapt on the fly. Thankfully, the organization was not only able to keep afloat, but has also delivered a number of digital performances for your at-home viewing pleasure!

As we moved into the spring of 2022, we were able to get out into our community more often and work safely with larger numbers of musicians. To that end, we collaborated with community partners to bring live music to outdoor venues and continuing care facilities throughout Central Alberta, performances that took place in June and July of 2022. Further and perhaps even more exciting, we held our first full-scale, live performance in over two years: the aptly-named "A Long-Awaited Spring," which Music Director Claude Lapalme presented in May.

In the background, the board and staff worked together over a period of four months to develop a new strategic plan for the RDSO. Through many conversations, we distilled what the goals of the organization should be over the next few years and how we will maintain a healthy, vibrant, and relevant organization. To that end, we recognize that our place in Central Alberta is to be

entrenched in community; we hope to build more connections, develop stronger ties, and become a force for arts, culture, and community-building in the place many of us call home. It's now that I need to say "thank you" to my fantastic volunteer board for the extra work they put in this year to help develop our strategic plan!

As our eager audiences will be happy to hear, we have a full slate of SIX live concert performances lined up for our 2022-23 season, and we cannot wait to see the faces of our friends and audience members, old and new, back in the concert hall!

Over the past few years, I have seen the RDSO begin an evolution into a modernized organization. We have taken a bad financial situation and turned it around, drawn in talented and passionate board members from around Central Alberta and have begun to see many, many new faces in our audiences enjoying live and digital performances. As we look to the future, I expect to see more positive changes to encourage our growth and sustainability as the RDSO explores its role in the community and ignites a passion for art and culture in Central Alberta.

RDSO has given me a lot of opportunities for personal growth over the past six years on the Board of Directors, but I am now at that point where I will be handing over the reins at our AGM in September 2022. I want to thank Claude, Jennette, our current board, as well as our past staff and board members for an amazing opportunity to make a difference in the arts in Central Alberta. It has truly been the experience of a lifetime.

See you in the concert hall!



Jamie L. Smith
President, RDSO Board of Directors

A person in a dark coat is seen from behind, holding a paintbrush and painting a vibrant, abstract background. The background is a mix of blue, purple, and pink splatters and brushstrokes. The person's right arm is raised, holding the brush, while their left hand holds a small object, possibly a palette or a piece of paper. The overall scene is dynamic and creative.

Creative Programming

Music Director's Message



2021-22 was – similarly to 2020-21 – a season where we had to be particularly creative as the pandemic raged on. All performing arts organizations spent considerable time and resources attempting to re-invent themselves in a climate of ever-changing policies.

With the help of some grant funding from the City of Red Deer, RDSO was able to produce more short videos, including a lovely holiday production of Dylan Thomas' *A Child's Christmas in Wales*. Of particular note this season was our first live concert in two years, presented on May 28, 2022! The orchestra played beautifully, and the concert was very warmly received by an appreciative audience. Additionally, with special help from Canada Council for the Arts, we were also able to film two multimedia productions, one of which is Samantha Whelan Kotkas' *Wandering with Wonder*, which is soon to be released.

Over the past year, we have lost a few musicians to retirement, including two original members from 1987: Daryl Caswell on principal horn and Rob Grewcock as a second violinist. We plan to audition for those positions as well as one other later in the season.

The future season is really one of reconstruction, but I'm hopeful that it will be a successful one. The challenge will be to rebuild with a reasonably attractive season after a loss of ticket revenue over the past two years. So far, there still seems to be a desire to attend live concerts, despite some lingering fears amongst some of our targeted audience.

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 and Elizabeth for joining us for a brief but very productive time. I would also like to express my thanks to the musicians who were able to participate in our 2021-22 productions, and also recognize those who were unable to play with us. You are not forgotten and will soon have your chance!

A handwritten signature in dark ink, appearing to read "Claude Lapalme", written in a cursive style.

Claude Lapalme
RDSO Music Director



Press Play 2021-22 Digital Series

RDSO's 2021-22 season was another year of reinvention and creativity. The continued public health situation created by the COVID-19 pandemic, fluctuating restrictions, and high rates of community transmission from the Omicron variant prevented RDSO from performing live throughout much of the season. Consequently, RDSO continued its digital endeavour with three Press Play performances, recorded and distributed online as free-to-access community concerts.

Ribbons and Bows, the first in the series, featured guest narrator Michael Hope and guest pianist Akiko Tominaga in a performance of Dylan Thomas' A Child's Christmas in Wales. Set to original music by Maestro Lapalme, this performance complemented with his arrangements of popular carols for string quartet. The second in the series, All Strung Out was released in early 2022, a performance of two string quartets by Spanish composer Joaquin Turina and Canadian composer Ernest MacMillan, the latter featuring settings of French Canadian folk songs. The last installment of the Press Play series, Any Way the Winds Blow, featured RDSO wind players performing Maestro Lapalme's accessible arrangements of favourites from the Great American Songbook. George Gershwin, Cole Porter, and Jerome Kern are each highlighted in three arrangements of their most popular melodies.

Press Play was made possible through support from the City of Red Deer, who graciously allowed RDSO to reallocate a portion of municipal funding towards offering these community concerts on a digital platform¹.

¹ 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.



An effective method of working towards expanding its community profile while live performances were not possible, RDSO Press Play concerts reached 18,301 people² in 2021-22. This equates to 795% more people having contact with RDSO than in 2019-20's live concert season and 342% more than in 2021-22's online concert season, a marked improvement in visibility.

In addition to these three smaller-scale digital concerts, RDSO has filmed two larger-scale projects that are pending release. 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, is scheduled for release in November, 2022.

Wandering With Wonder, a unique multidisciplinary and collaborative film written and created by RDSO trumpet player Samantha Whelan Kotkas, will be premiered online on October 14, 2022.

Inspired by the land, water, and sky and filmed on Alberta's beautiful landscapes, this work is a call to action through music about reinvigorating our values of community, creativity, love, compassion and living sustainability within our environments. RDSO's Music Director Claude Lapalme worked with TD Grand Jazz Award-Winning composer and pianist Chris Andrew to compose the orchestral soundtrack.

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



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

³ For Taking the Stage

⁴ For Wandering With Wonder

Live Concert

On Saturday, May 28, the RDSO performed A Long-Awaited Spring, its first live performance since the beginning of the COVID-19 pandemic. This concert, featuring music by Mozart and Copland, marked a triumphant return to the concert hall; while the audience was small (262 audience members out of 556 possible sold seats), it was an extremely enthusiastic concert that saw many new faces in the crowd. According to anecdotal and survey information gathered post-concert, many of RDSO's regular audience and membership were unable to attend due to other engagements or were not quite ready to return to the concert hall.

Choir Kids

RDSO's Choir Kids program was not able to proceed for the third year in a row due to uncertainty with fluctuating health restrictions and frequent school outbreaks. Plans to resume this program in the spring of 2023 are underway.

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. 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. Since its inaugural performance, subsequent Symphony @ the Snell performances have not been able to occur. Throughout the past seasons of digital performances, the program’s educational outreach intention was translated to RDSO’s recorded content. Plans for a revival of the program in a live delivery or hybrid format for the fall of 2022 are underway.

Music + Explorers

Music + Explorers is an after-school music enrichment program that targets socio-economically challenged elementary school children to provide socially empowered learning experiences with music and the arts as a vehicle.

The program ran throughout the school year in 2018 and was planned to begin again in the spring of 2020. Due to pandemic-related school closures, this program was not able to run. Program resumption has remained on hold due to the impact of fluctuating restrictions and school outbreaks in 2021-22. RDSO is currently working to maintain the program's intention through presentations of filmed content in schools in the fall of 2022.

These programs have been thoughtfully funded by:



The City of Red Deer



Our People

Board of Directors

The RDSO Board of Directors is an administrative Board that guides the organization by setting policy and develops the activities of the organization by contributing to the committees. Several new directors were elected to the RDSO Board in 2021.

The following individuals dedicated their time to fulfilling the responsibilities of the RDSO Board of Directors in 2021-22:

Jamie Smith, President
Roger Admiral, Vice-President
Vanessa Mariani, Treasurer
Anita Thomas, Secretary

Nate Remple, Director
Ardelle Ries, Director
Eduardo Sola Chagas Lima, Director
Julie Thompson, 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 2021-22 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 2022 Annual General Meeting.



Committees

The RDSO operated with an office staff of 1-1.5 full-time equivalent employees throughout 2021-22. It is critical to the organization's ongoing ability to operate that the staff's work is augmented by the active, reliable participation of the committees and their volunteers.

The active committees of RDSO in 2021-22 were:

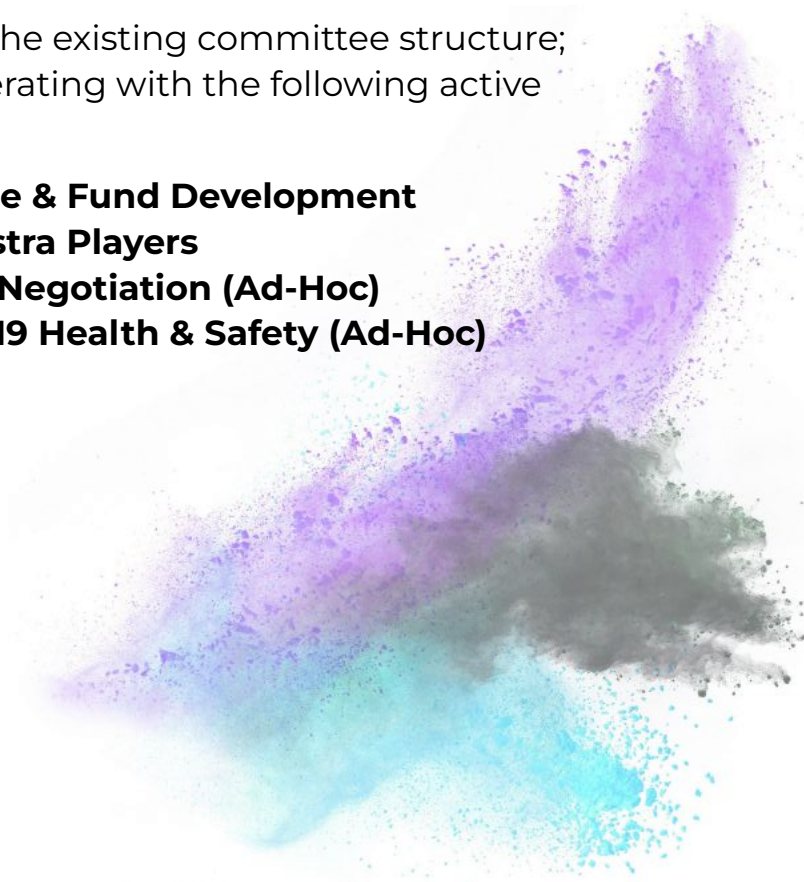
Executive
Leadership & Organizational Culture
Artistic

Fund Development
Players
Union Negotiation (Ad-Hoc)
Covid-19 Health & Safety (Ad-Hoc)

RDSO's 2022-2025 Strategic Plan involved amendments to the existing committee structure; consequently, as of the 2022-23 fiscal year, RDSO will be operating with the following active 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.

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 2021-22, here are the people who helped carry out RDSO's mission behind the scenes:

Roger Admiral	Claude Lapalme	Beth Strohschein
Cameron Baldwin	Caitlin LeDrew	Jamie Smith
Bruce Buruma	Myron Lewitski	Anita Thomas
Elizabeth Clarke	Vanessa Mariani	Angela (Dee) Thompson
Dale Dickau	Arun Mishra	Julie Thompson
Evan Hardy	Mae Prymych	Marilyn Vaughan
Nancy Holford	Nathan Rempel	Kendra Walker
Chandra Kastern	Ardelle Ries	Gerald Winia
Janet Kuschak	Eduardo Sola	

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 2021-22, RDSO offered \$50 Friend Memberships to reserve seats for the next season and gain early access to online content. Although this was significantly different from past annual Main Series memberships, the organization did manage to garner 33 members under this program and maintain its status as an active Society.



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 only 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 lasted from 2022-2027.





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 2021-22 supporters of the RDSO:

SILVER \$5,000 +

Anonymous
NOVA Chemicals
Servus Credit Union
Sunreal Property Management Ltd.

BRONZE \$3,000 +

Domenico Mancuso

CRESCENDO \$1,000 +

Lisa Berry
Shirley Hovan
Dorothy & Sandy Murray
Elaine & Dr. George Nye
Swift Insurance and Financial Solutions Ltd.

BRAVO \$400+

Ron & Roberta Biel
Linda & Dennis Hueppelsheuser
Ted Isenor
Eileen McKee

ENCORE \$200 +

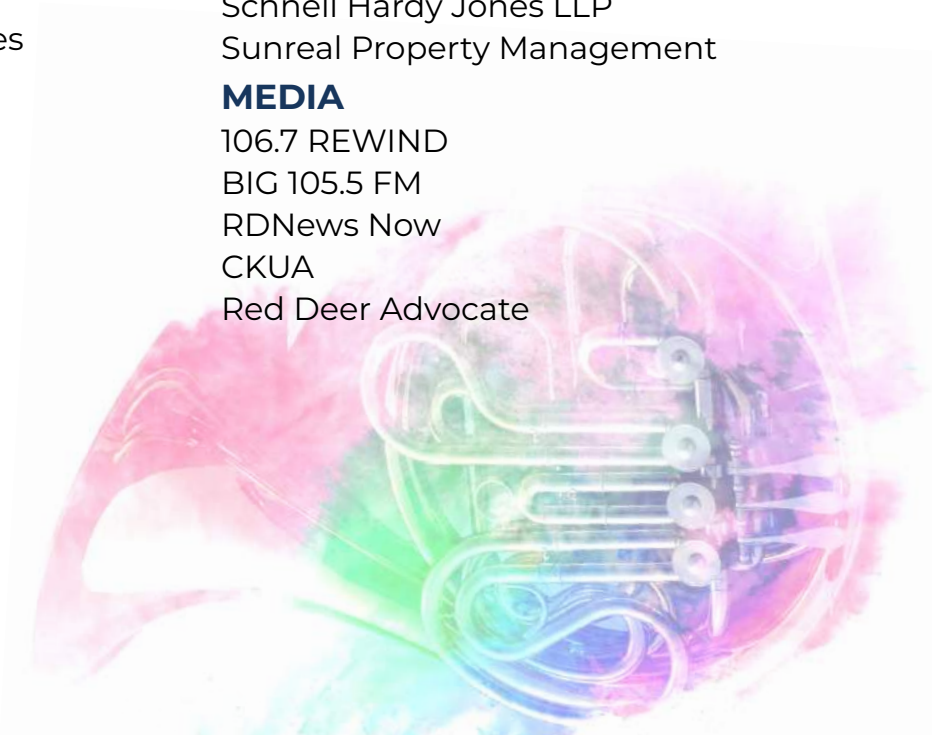
Robert & Coralea Forbes
Denise Gagne
Francis Hare
William Hill
Teeny McCloy
Mavis Menzies
Arun Mishra
Gerry & Loretta Winia

GIFT IN KIND

Gaetz Memorial United Church
McKee Music & Sound
Minuteman Press
Occam's Razor
Red Deer Public School Division
Schnell Hardy Jones LLP
Sunreal Property Management

MEDIA

106.7 REWIND
BIG 105.5 FM
RDNews Now
CKUA
Red Deer Advocate



APPLAUSE up to \$199

Anonymous
Anonymous
Karen Baumbach
Blackstone Controls
Lynn and Marlies Booth
Frederick and Celine Brittain
Brenda Bunting
Bruce Buruma
Rosemary Congdon
Barbara Cormack
Robert Dixon
Robert (Mac) Dunbar
Joanne Elverum
Enbridge
Bertha Ford
Mary Gardiner
Lucille Hawkings
Chandra Kastern
Noreen Kester

Pamela Klipper
Barbara Lee
Jim Long
Trish MacSween
Vanessa Mariani
Robert Mast
Victor McFadden
Sheila McKay
John Morran
Alla Mysko
Larry Melnychuk
Howard Mix
Pearl Nelson
Isabella Nestransky
Cathy Nicolay
Corinne Nowoczin
Leslie O'Hanlon
Glen Pangle
Deborah Perepelitza
Larry Pimm

Victor Ratzlaff
Terry Rehaume
Brenda Reid
Margaret Roome
Ron Rose
Len & Nancy Schmode
Amanda Sistilli
Lynn Stegman
Neall Stevens
Bernice Storlie
Rachel Szyszka
Lois Tallas
Laurel Teierle
Anita Thomas
Joyce Walsh
Lorna Watkinson-Zimmer
Kristina Wicks
Bryan Wilson
Rondo Wood
Aline Young

Please note that this listing encompasses support received June 1, 2021 – May 31, 2022. 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. 2021-22 marked the third year of a four-year funding cycle within the Council's funding parameters and processes. In 2021-22, 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 \$5,000 as supplemental "re-opening" funding. Due to Canada Council's revised schedule of upcoming core grant competition dates, RDSO was notified in March that the current grant cycle has been extended for an additional two supplementary years (2023-2024, 2024-2025).

Provincially, the RDSO received \$55,038 in 2021-22 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.

2021 marked the third year in a three-year funding cycle through the City of Red Deer's Community Culture Development Fund program⁵. The City granted an extended fourth year in this cycle for 2022 in recognition of the impacts the pandemic has had on organizations. Municipally, in 2021 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. Ongoing sustainability funding has unfortunately not continued; however, RDSO did secure a COVID Impacts Operational Sustainability grant of \$10,000 in 2022.

⁵ City of Red Deer funding runs on the calendar year, as opposed to RDSO's fiscal year.



RDSO received significant project funding in 2021-22, 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 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 are now set to release in the fall of 2022. While funding was received and some production occurred in 2021-23, the bulk of the project did not occur within the fiscal year; consequently, this project will be fully reflected in the 2022-23 fiscal year reports.

- **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. Similarly to Digital Now, this project will be fully reflected in the 2022-23 fiscal year reports.

- **Rozsa Foundation - Aspire: \$11,500**

Funding was received to offset the cost of hiring Finley & Associates as an external consultant to lead RDSO's strategic planning sessions for its new 2022-2025 Strategic Plan.

- **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. A series of digital performances is being produced for distribution to care facilities that ensembles could not reach for a live event. This project will be concluded in the 2022-23 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 January 1, 2022, the Lapalme Legacy Fund market value was \$155,149 (2020 - \$151,199; 2019 - \$142,261; 2018 - \$128,094) and the Canadian Arts Heritage Sustainability Program Fund market value was \$97,865 (2020 - \$95,373; 2019 - \$89,736; 2018 - \$80,809).

As a beneficiary of these funds, the RDSO received annual disbursements of net income earned totaling \$6,126.96 for the Lapalme Legacy Fund and \$5,553.26 from The Canadian Arts Heritage Sustainability Program.



Canada Council
for the Arts

Conseil des arts
du Canada



Alberta
Foundation
for the Arts



THE CITY OF
Red Deer



RED DEER & DISTRICT
COMMUNITY
FOUNDATION
all for community.



Canadian
Heritage

Patrimoine
canadien

Events

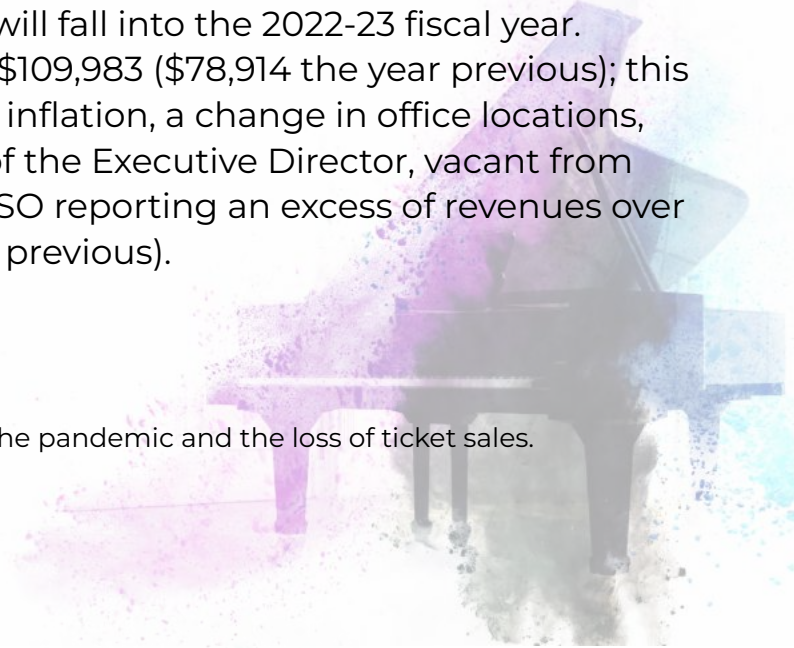
Establishing and growing annual events that raise significant funds or augment RDSO's community profile is critical to sustainability. However, the continued pandemic-related challenges through much of 2021-22 created great difficulty in holding live events, and increased the risk that fundraising revenue would not meet production costs. As a result, the only fundraising event that RDSO held in 2021-22 was an AGLC Casino on March 4 & 5th, generating an income of \$20,723.56.

Financial Summary

The financial position for the Red Deer Symphony Orchestra remained relatively stable throughout the 2021-22 fiscal year, despite the continued inability to generate ticketing revenue. This season did see an increase in revenue from \$292,183 in 2020-21 to \$366,900, reflective of significant project grants received throughout 2021-22 and a concert of single ticket sales. It is of note that 2021-22's revenue did exceed the budgeted revenue⁶ by \$118,962.

Reflective of the increased activity this season, production and program-related expenses rose to a total of \$182,812 (\$111,066 in 2020-21). However, it is of note that the bulk of Digital Now's production expenses (Taking the Stage and Wandering with Wonder) will fall into the 2022-23 fiscal year. Administrative expenses also increased in 2021-22, totaling \$109,983 (\$78,914 the year previous); this is due to a number of reasons, including rising costs due to inflation, a change in office locations, the addition of temporary staffing, and filling the vacancy of the Executive Director, vacant from October 2020-June 2021. The fiscal year ended with the RDSO reporting an excess of revenues over expenditures of \$70,459 (a decrease from \$102,203 the year previous).

⁶ Reduced in 2021-22 due to expected economic challenges exacerbated by the pandemic and the loss of ticket sales.



RDSO has remained successful in maintaining a deficit-free status since 2019-20.⁷ Eliminating the deficit was achieved due in large part to additional funding received from a successful advocacy campaign for operational sustainability⁸ from the City of Red Deer.⁹ However, it is notable that RDSO has been 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 speaks to the effectiveness of 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 continued work of Board and staff members to find additional ways to raise revenue remains critical for the RDSO's ability to continue to exist in our community.

Bookkeeping duties for 2021-22 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, 2022, are attached and available upon request, along with the budget for the years ending on May 31, 2022, and 2023.

⁷ Prior to the 2019-20 fiscal year end, RDSO saw a deficit on the books since 2013-14.

⁸ In addition to implementing a new membership model, cash campaigns and fundraising events that grew revenue fairly consistently since 2013-14.

⁹ 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.



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 and will begin implementation in 2022-23.



Values

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

RDSO's VALUES¹⁰

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



¹⁰ RDSO Strategic Plan, 2022-2025

Vision

The vision states the desired future state.

VISION FOR RED DEER SYMPHONY ORCHESTRA¹¹

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

¹¹ RDSO Strategic Plan, 2022-2025



Goals

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

RED DEER SYMPHONY ORCHESTRA GOALS¹²

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 Factors¹³

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

¹² RDSO Strategic Planning Retreat, May 13, 2017

¹³ RDSO Strategic Planning Retreat, May 13, 2017



Key Performance Indicators in 2021-22

Key Performance Indicators (KPIs) are measures used to gauge performance against the Goals and Key Success Factors. The following is a summary of 2021-22 as per the RDSO's Key Performance Indicators.

1. Total performances – Press Play digital productions, A Long-Awaited Spring, and Digital Now productions.

Rehearsals: 22

Performances: 6

Services: 28

2. Performance **REVENUE** – sponsorship, project funding, membership, and single ticket – actual versus budget per concert¹⁴

Press Play	Budget	Actual
Ribbons & Bows	\$9,000	\$9,000
All Strung Out	\$8,000	\$8,000
Any Way the Winds Blow	\$8,000	\$8,000

Live 2021-22 Concert	Budget	Actual
A Long-Awaited Spring	\$0 ¹⁵	\$15,292

¹⁴ Revenue for Press Play digital concerts was re-allocated from 2021 & 2022 City of Red Deer CCDF funding for Community Concerts and Symphony @ the Snell.

¹⁵ A live concert in the 2021-22 season was not included in RDSO's budget.



3. Performance **EXPENSES**¹⁶ – budget versus actual per concert

Press Play	Budget	Actual
Ribbons & Bows	\$9,228	\$9,731
All Strung Out	\$8,322	\$8,178
Any Way the Winds Blow	\$9,467	\$9,118

Live 2021-22 Concert	Budget	Actual
A Long-Awaited Spring	\$0	\$28,535

2021-22 Summary ¹⁷	Budget	Actual
Revenue	\$25,000	\$40,292
Expenses	\$27,017	\$55,562

4. Total audience¹⁸

Press Play 1: 3,117 views, 539 “ThruPlays”

Press Play 2: 7,006 views, 1,261 “ThruPlays”

Press Play 3: 8,931 views, 375 “ThruPlays”

A Long-Awaited Spring: 262 single and complimentary tickets

Total Digital Series & Live Concert Audience= 19,316

¹⁶ Note: Although planning and production had begun for Digital Now and Canada Healthy Initiatives productions in 2021-22 fiscal year, because these projects were not released or concluded until the 2022-23 fiscal year, they are not reflected in this report.

¹⁷ Because Press Play concerts were free community concerts, RDSO allocated \$25,000 from CCDF funding for this programming to cover production expenses.

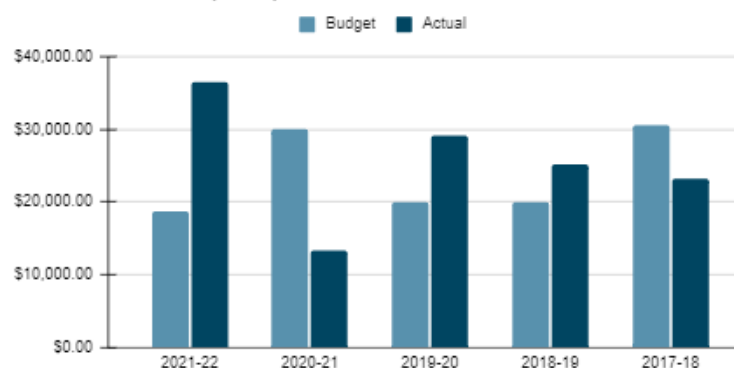
¹⁸ as of September 22nd, 2022.



5. Individual donations

Cash donations in 2021-22 totaled \$36,451, which is significantly more than the \$18,800 budgeted. This unexpected increase was due to a large anonymous donation requested to be used for musician payroll. This figure does not include in-kind contributions or concert sponsorships.

Cash Donations (CAD)



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

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

7. Sponsors - Corporate / Foundations

All Areas Summary	Budget	Actual
RDSO Press Play Concert Sponsorship	\$10,000	\$0
Digital Now Film Productions ¹⁹	--	\$10,000
A Long-Awaited Spring ²⁰	--	\$5,000
Concerts in Care ²¹	–	\$1,000
Total	\$10,000	\$15,000

¹⁹ Because Press Play performances were being adequately covered by CCDF funding, sponsorships were diverted to Digital Now productions due to their appeal to sponsors and high production costs.

²⁰ No events were held in 2021-22 due to the COVID-19 pandemic.

²¹ Sponsorship received in the 2021-22 fiscal year, but program was not delivered until June & July of 2022.

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 2022, consistent with the amount received in 2021 but a decrease from the \$153,500 received in 2020.

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	\$28,500
Alberta Foundation for the Arts	\$55,038	\$55,038
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 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

Task ²²
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

²² In 2020-21, tasks were addressed through online programming. Ongoing efforts requiring live concert/event attendance have been paused during the COVID-19 pandemic.



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!

