



OPERA KELOWNA SOCIETY
BOARD OF DIRECTORS MEETING
WEDNESDAY, SEPT. 14, 2021 at 5:00-7:00 pm (by zoom)

MINUTES of MEETING

Present: Allan Neilson (AN), President; Riley Dunsmore (RD) Treasurer; Paul Stephenson (PS); Gayle Lunn (GL); Maria Correia (MC) Vice-President; Brianna Wells (BW) Managing Director; Rosemary Thomson (RT) Artistic Director; Colin Ford (CF) (joined at 5:45 pm).

Minute taker: MARIA CORREIA

Regrets: Theresa Coates

1. CALL TO ORDER

The President called the meeting to order at 5:00 PM

2. APPROVAL OF THE AGENDA

GL moved that the agenda be approved as presented. Carried.

3. APPROVAL OF MINUTES OF THE MAY 4, 2021 MEETING (AMENDED) AND JULY 6, 2021 MEETING

MC moved that the minutes be received as presented. Carried.

4. STAFF REPORTS

Managing Director (BW)

- BW presented highlights of her report, as submitted. She pointed out that OKS had been successful in completing its summer program, with much effort, and despite constraints and challenges. The focus now will be on strategic planning, programming, and budgeting for 2022, the new marketing strategy and communications and fund development support.
- GL requested an update on Sidewalk Serenades scheduling so that the board is

in the know. BW responded that the schedule is available on the google drive and can be shared, but often changes at the last minute. Stephanie will prepare a final report at the end of the season, which will be shared with the board.

GL moved that the managing director's report be received as presented. Carried.

Artistic Director (RT)

RT presented a powerpoint presentation of highlights of the program:

- *Book of My Shames*: 3 performances carried out in partnership with Living Things. Feedback has been extremely positive and UBC has expressed interest in holding the show.
- *OPUS* was unilaterally canceled at the last minute by UBC without consultation with the Faculty of Creative and Critical Studies dean or OKS. The team quickly moved to ensure the performance could be successfully held at RCA (GL commented on the excellent quality of the livestreaming).
- '*Women in Musical Leadership*' – for the same week as *OPUS*, RT mentored Jennifer Tung as part of the Women in Musical Leadership Program. Activities included a brunch hosted by MC & RT during which female leaders from Kelowna were invited to share their stories and provide advice to Jennifer on overcoming adversity and becoming a community leader.
- *Transformations* will involve three performances (John McEwen residence in Naramata, St. Michaels in Kelowna, and Vernon Proms) at the end of this month.
- *Sidewalk Serenades* has proceeded well despite the smokey season.
- *Taste of the Arts* was held with Argus at the El Dorado; a few board members were able to attend.
- *Culture Days* – is more challenging to participate in but an event at which we must be seen.

MC commented that in our strategic planning we need to consider level of effort and our capacity to carry out this type of quality programming and ensure our programming is sustainable over the long term.

GL moved that the artistic director's report be received as presented. Carried.

5. BOARD COMMITTEES

- Governance Committee (AN)
 - AN, PS and CF comprise the committee. At the last meeting PS agreed to review board recruitment, including looking into how other arts organizations manage the issue. PS will report out at the next meeting.
 - BW suggested the next board meeting should be "bring a friend" (1-2 people) who may be potential board members. The idea would be for these potential members to see OKS in action and to meet other

board members in an informal social setting. It would be a nice touch to have Stephanie perform at the event.

- PS asked about the ultimate board size. Other questions raised included: the need to look at roles & responsibilities, equity of members, expectations of board members (MC), required skill sets and gaps (GL), the need for more fund development skills (BW). Our strategic planning session should address these questions.
 - AN noted that Theresa Coates was asked to step aside given her multiple absences at board meetings. Theresa had yet to respond.
- Fund Development Committee (GL)
 - The summer brought new opportunities for relationships, and the rekindling of old relationships; there will be follow-up on these.
 - Possible formalizing of the contract with Argus; follow-up with Manse at Harmony Honda.
 - Focus is on the upcoming matching campaign, which is in the planning stages now. It be similar to last year, be held from Nov-February, and will have different champions/themes each month, possibly corresponding with our pillars. The goal will be to raise about \$40K.
 - Grants Committee (MC)
 - The committee has dropped a member (PS) and did no
 - Central Okanagan Foundation granted us: \$12K for this year and next
 - Kiwanis Club: not approved (grant for schools program)
 - City of Kelowna Resilience Fund - \$5K received from City of Kelowna
 - Canada Council: RT and MC to work on.
 - BC Arts Council: RT responded that we had been successful in
 - Communications – (GL)
 - Focus is on the RPF for a new marketing company. CF noted that it may be useful to pursue Peter Vigalante given his institutional memory and experience working with us. AN also looking for a new firm to manage his website, so there may be an opportunity to sweeten the deal with presenting both potential contracts.

6. COMPANY FINANCES

- Report on Financial Position and Projections (Riley Dunsmore)

RD indicated that OKS is in a good financial situation, currently holding just under \$100K in cash; even considering our CEBA loan, the society would be in the black. RD credits our positive financial situation to OKS' success in fundraising.
- Tabling of Draft 2022 Budget (MD)

BW presented a draft budget for 2022 (attached) for the board's consideration. Ideally the board would need to approve the budget at the next board meeting in order to proceed with a

few important RPFs and contracts. The draft budget indicates budget and expenditures of \$319,400, which includes paying back \$20K of the CEBA loan. Given its importance and significance in terms of level of effort, a special board meeting will be held on Sept. 30 to discuss the proposed budget in detail. Board members should send questions in advance or call BW with any queries.

- Banking Update (Riley Dunsmore)

RD reported that we now have full access to all banking related accounts.

MC moved that the financial report be received, and the draft budget be tabled as presented. Carried.

7. DISCUSSION ON PARTNERSHIP WITH UBCO

There was a lively discussion on OKS' relationship with UBCO, which was affected by its unilateral decision to cancel OPUS at the last moment. The group agreed that the matter can be further discussed at the strategic planning meeting but noted: (1) the importance of our relationship with Faculty of Creative and Critical Studies (and Dean Bryce Traister, who is a big supporter), among other things because of their financial and in-kind contributions (BW); (2) despite their disrespectful behaviour, having a relationship with the university is positive; its symbolic and substantive significance should not be underestimated (PS, CF); (3) we should familiarize ourselves with the contractual agreement with UBCO (PS); (4) there is SITP to be considered; UBCO may be willing to cover the cost at another venue such as the Kelowna Community Music School (BW).

8. NEXT MEETINGS

- Special board meeting to discuss the budget: Sept 30 at 6:00 pm
- Strategic planning retreat: Oct 31 at MC Studio at 8:00 am (Board) and 10:00 am (All)
- Next regular board meeting: Nov 23 at 6:00 – 7:30 pm

9. ADJOURNMENT

MC moved that the meeting be adjourned at 7:10 pm. Carried.

Managing Director
Report to Board

Submitted by Brianna Wells
7 September 2021

Overview

The Summer programming went overall quite well and we have achieved the bulk of our objectives. Following a few fall items, it's time to turn attention to strategic planning, both short- and long term.

Programming

Financial reporting per program will be finalized after year end. Attendance per program has been appended to the Summer Programming Google Spreadsheet:

https://docs.google.com/spreadsheets/d/1X6gLHrtlgE5XpPjITfqR_rr0VjV3uq6Rq5pNiqMqwqE/edit#gid=0

Observations:

- 1) Streaming fees were roughly \$2000 for Book of My Shames, and in-kind support _ donations was about \$1200. For future programming, I do not recommend undertaking this unless we have specific support to do so (grant, sponsor, etc).
- 2) Presence of Production Manager Neal Facey for Studio Production and OPUS was very useful in balancing work load of both Managing Director and Artistic Director. Needed for Summer annually.
- 3) Sidewalk Serenades were almost all cancelled by residences for July and August due to smoke and increased concern over COVID transmission after Delta spike. Some are scheduled for September. The Serenades Coordinator did an excellent job of keeping the Managing Director informed of issues arising, and the new equipment works exceptionally well for our community engagement activities.
- 4) Culture Days is September 25th and we are participating through the RCA's programming with 2 Serenade Singers (location TBD) from 7-10 pm)
- 5) Attendees at programming are many potential leads for further / continued engagement, and it will be important to strategize and follow up.

General Administration

Google Drive: Further cleanup will be undertaken following the October 1, 2, and 3rd concerts

Space – we did NOT rent storage space this summer, largely because we are still working on obtaining a company credit card (hopefully to be finalized by next board meeting), but our

newly acquired equipment will require this. I am seeking suggestions for options of shared / small office space as an alternative that may better meet our needs.

Insurance: our insurance costs have increased due to our increased performance schedule. Given our position of some short-term and short-notice activities, I recommend that we maintain annual insurance vs. per-event insurance at this time.

Marketing

Our existing graphics company, Lifeblood Marketing, has been absorbed by a new firm and our not-for-profit rate has been discontinued, making this relationship and piecemeal work no longer financially viable. I have crafted an RFP for annual marketing support and am working with Gayle and Colin to develop a new relationship through this avenue, once the budget has been approved.

Human Resources

Summer Student: We have concluded our Canada Summer Jobs position with an overall positive experience for all involved. Final reports have been submitted and I plan to request 2 positions for next summer (which may need to be full time as per program guidelines). We will also pursue a new Co-op funded – position from BC Arts council, if the grants committee is able to support this application.

Proposed 2021-2022 Budget includes a new position for Communications & Stewardship Specialist as a 10 hour / week contract. If the budget is approved, recruitment will begin in fall and the position will support activities currently undertaken by Fund Development Chair, Communications Chair, Artistic Director, Managing Director, and Operations Coordinator. In my view, this strategic hire will support our sustainability.

Production Manager has been listed as an annual, rather than per-program budget line in the upcoming budget. This will allow us greater planning time and use of Neal's time and expertise as we plan for next year.

CRM Project

Custodial Relationship Management platform (CRM) implementation – I have been working with our implementation consultant and company liaison on the Little Green Light Implementation. The import is complete and we are now fine-tuning the constituent designations, user-interface, reporting, and import/export functionality.

Requests for Board feedback / input:

1. TRAINING for CRM will be available in 4 X 1 hour sessions. Please confirm: who would like to learn how to use this system for tracking patrons, artists, donors and sponsors and when they would be available this fall for training? I think a weekend would be best.
2. Draft 2021-2022 BUDGET has been reviewed with the Artistic Director and President and will be presented and TABLED at this meeting. Please review and we will revise / discuss in anticipation of the November Board meeting.
3. With the busy summer I have not had a chance to return to the Policy Manual. Can the governance committee look at the draft and update as needed for the November Board meeting?

**Opera Kelowna
Artistic Director Report
September 14, 2021**

PERFORMANCES

The Book of My Shames (TBOMS)

After planning for this performance in January, and then May, we were thrilled to finally present our first Studio Production, Isaiah Bell and Sean Guist's show The Book of May Shames on July 22, 23, & 24, 2021. This report will focus on the artistic and production successes and challenges.

Successes

- Our first show under new leadership showed commitment to values of inclusivity
- The content was thought provoking and contemporary
- Isaiah's compelling performance
- Kolby Zinger-Harris' effective and beautiful new orchestrations commissioned by OK
- Excellent teamwork of the production team from OK, KCT and guests
- Ensemble of players who we were able to offer work to
- Attracted new audience of all ages
- Beginnings of new relationship with our queer community
- New partnerships with Valley First, Friends of Dorothy, and Living Things Festival
- Renewed relationships with KCT and Argus
- Guest Artist relations were positive and effective
- Attracted first time attendees
- Interest from UBC Okanagan to present TBOMS on campus

Challenges

- Multiple iterations in planning
- Dress rehearsal required an overtime
- Managing multiple artists union contracts - some miscommunication
- Communications around moving equipment
- Communications with Living Things Festival

Opera Under the Stars - OPUS August 12, 2021

After many months of planning, especially by Brianna and the production team, UBC Okanagan made the decision to cancel OPUS on August 9 due to concerns over Covid numbers. We were able to successfully navigate a switch to the Rotary Centre for the Arts with lots of support from Bryce Traister, Dean of the Creative and Critical Studies faculty. We also were able to engage Unicorns Live to manage the livestream. We thought it was worth going the extra mile to make the show happen despite all of the setbacks.

Successes

- Four wonderful singers - Taylor Pardell, Stephanie Tritchew, Martin Renner-Wallace & Clarence Frazer
- A program of greatest hits and hidden treasures that was an audience pleaser
- We were able to invite prospective donors
- We hosted the very first in-person residency for the Women in Musical Leadership (WML) program having Jennifer Tung here as pianist

Challenges

- Communications with UBCO
- Last minute changes (piano/piano movers/tenor needing to cancel/ UBC Okanagan)
- Covid protocols
- Some communications internally needed to be ironed out

Vernon Proms - August 13th, 2021

We were able to perform the exact OPUS program the following night in Vernon as part of the Vernon Proms series. This allowed us to efficiently make more impact for the same rehearsal and to build our presence in the North Okanagan.

Upcoming Recital with Colin Ainsworth

We were approached by Opera Kelowna donor, John McEwen and his wife Rosalie Elliot to co-produce a recital tour for Canadian tenor sensation Colin Ainsworth accompanied by Laura Lowen at the piano. The same duo was presented in this manner in the summer of 2019. John will be hosting the recital in his private home in Naramata and has already sold out the event. I am in the final stages of putting the other details in place and will be able to report more fully at the Board meeting next week. Likely we will present a performance in Kelowna on September 30th, in Vernon with Vernon Proms on October 1st and then the performance at John's on October 3rd. This recital is coming together quite last minute. Given that we are presenting in the south, we can call it part of our Singing the 97 series which will allow us to include it in our funding ask from BC Gaming in 2022. This venture should show a break even or slight profit situation for us.

Programming 2022

Brianna and I are catching our breath and then diving straight into dotting the i's and crossing the t's on our 2022 programming, both for a winter/spring studio production and for our main stage production in summer 2022. More details will be forthcoming at the November meeting.

COMMUNITY ENGAGEMENT

Sidewalk Serenades

This program is ongoing through to Thanksgiving. Stephanie Tritchew continues to manage the details. We have an excellent roster of singers and have acquired equipment which helps to

run the program through our successful Telus grant, including a keyboard, speaker system and microphones. Unfortunately, many of the serenades were postponed or cancelled, first due to the heat, then the smoke. Regardless, we have been able to serenade many long term care facilities. The Telus grant allowed us to offer honoraria to our singers and to pay our coordinator and purchase equipment. As we wish to be able to continue this program annually, as a community service, we will need to find other sources of funding. We were successful in getting some funding allocated from our BC gaming grant. If there is anyone who you feel would be interested in supporting this program as a sponsor, someone who has a particular interest in supporting our senior population and their families, there is very good opportunity for sponsorship. We have four more serenades this season. If you have someone in mind, please arrange for them to see one in action.

Vibrant Vine Performance

On July 26th we performed for the outside stage at Vibrant Vine. Kelly Coubrough and Stephanie Tritchew with me on keyboard did a mix of arias and duets. To my horror, I neglected to change the requested time change in my calendar and so we planned to show up for a 6pm performance which, in fact, had been changed to 5:00 pm. Realizing the error at the last minute, we were able to begin at 5:30 and perform for 45 minutes. I followed up with the owners and with the General Manager, who have since engaged with us at OPUS. This performance was a recognition of Vibrant Vine's participation in our matching campaign as a lead donor.

Festivals Kelowna

On July 28th, the same performers presented a longer version of the Vibrant Vine programme for Parks Alive on the Centre Island stage for Festival's Kelowna. The performance was touch and go due to the smoky conditions, however, the smoke lifted somewhat that day and the singers graciously agreed to go ahead. The attendance was lighter than usual but very appreciative and Brianna and I had many conversations with both new and returning Opera Kelowna patrons.

Taste of the Arts

On September 2nd, Kelly and Stephanie joined me to perform in several locations at the Manteo and El Dorado Resorts as part of their first annual Taste of the Arts event. We performed arias and duets on two different balconies and on a docked pontoon boat. Finally we did a performance on the rooftop for a private pre dinner cocktail soiree. Allan and Brianna were able to be in attendance and it was a very successful evening with happy hosts and some excellent new connections with potential Opera Kelowna fans. This event was funded in part by Argus and in part by Opera Kelowna as a thank you to Argus for their sponsorship.

EDUCATION

SITP (Student Intensive Training Program)

The continued restrictions from Covid prevented us from going ahead with even a greatly reduced student intensive training program. This did give us the opportunity to apply for a professional arts training grant through the BC Arts Council. We were just notified that we

were successful with a \$10,000 grant which will allow us to plan for a robust 2022 program. I would very much like to rename and rebrand this program and have tentatively used the name Valley Opera Summer Intensive or VOSI. (pronounced vo zee) VOSI will run concurrently with the 2022 main stage production. Details of this program will be presented at the November Board meeting.

Sing with Me (Working Title)

The proposal for a Learn how to Lullaby program is on hold for now. We will examine it over the fall to see about running a pilot program in the spring.

“Let’s Create an Opera”

I am meeting with Laura Mireau, music specialist at Casorso Elementary this week to determine the feasibility of running the program in this season, given the continued presence of the pesky pandemic. We may be able to do a scaled back pilot version. I will likely have more details at the Board meeting.

The BC Arts Council typically has an annual grant for Youth Engagement which was temporarily suspended to free up funds for Covid-19 resiliency grants. There is an expectation that this grant will be available again in January 2022 to apply for the 2022/23 segment of this program.

GRANTS

Since the last Board meeting we submitted the following grants:

City of Kelowna Resiliency - Approved (\$5000 - +the process which is completed)

BC Gaming - Approved

BC Arts Council Project (for winter 2022) - NOT Approved

BC Arts Council Professional Training - Approved

Central Okanagan Foundation Operating - Approved

The Canada Council Project grant is due on September 21st and Maria and I are meeting over the next couple of days to work on this grant.

ADMINISTRATION

My time does seem to be greatly consumed with zoom calls. Currently they involve general tasks within the following categories;

- Artistic planning
- Communications
- Participation in sponsorship and marketing planning and execution
- Production
- Programme support

PROFESSIONAL AFFILIATIONS

Association for Opera in Canada

Association for Opera in Canada (formerly Opera.ca) is the national association for professional opera companies. It is a parallel organization with Opera America. I attend bi-weekly zoom call meetings with the other national members across the country. There are many resources made available to Opera Kelowna through this association, including webinars, surveys, advocacy and recommendations for the sector at large. Both AOC and Opera America host annual conferences which currently run on-line. I encourage members of the Board to participate as available. Please let me know if you would like more detailed information. There are some specific Board training webinars coming up in the fall. I will circulate the details separately.

Arts Council of the Central Okanagan (ARSTCO)

I attended the roundtable discussion in August. These discussions occur every six to eight weeks and are attended by dozens of member organizations. Our most recent discussion focused on vaccine mandates and the desire to share a common message from all of the arts groups. Brianna worked with Kirsteen (ED of Artsco) to craft the proposed message.

Women in Musical Leadership (WML)

The Women in Musical Leadership program, run by Tapestry Opera with partners The Toronto Symphony and Pacific Opera Victoria is well underway. Opera Kelowna had the privilege of hosting the first in-person residency when we welcomed Jennifer Tung for a week long residency in August. Jennifer was our main pianist for OPUS and Vernon Proms. She also participated in multiple administrative meetings, programming discussions and other planning processes. She was essentially my shadow for the week. A big thank you to Maria and Peter for hosting a very moving and deeply satisfying brunch attended by women leaders from throughout our community who shared their stories and demonstrated to Jennifer the many facets of leadership.

PERSONAL

Documentary

Gillianne Richards and Marion Barschel are making a documentary about how I am navigating my ADHD diagnosis. They wish to also highlight Opera Kelowna in the documentary. I include a letter from them (below) about the documentary and note that they are available to address the Board as a whole at a future meeting or to answer individual questions if that is desirable.

Report Respectfully submitted,
Rosemary

Feb. 10, 2021
Kelowna, BC
SUBJECT; Rosemary Thomson Documentary

Dear Board Members,

We would like to introduce ourselves and our project.

Our vision for *The Treble With Rosemary* is a 30 minute documentary, looking at Rosemary Thomson and her work to keep the music alive during the COVID-19 crisis, all the while coping with newly diagnosed Attention Deficit and Hyperactivity Disorder.

The project is funded through grants from Storyhive and Creative BC.

Gillianne Richards is the driving force behind this documentary. A long-time advocate for the arts, she has produced video and radio projects for Shaw TV, CBC Radio, the City of Kelowna and more. She has worked on film sets and written her own screenplays. She is currently president of the Arts Council of the Central Okanagan.

Marion Barschel recently retired after 25 years with the CBC, 12 as host of Kelowna-based CBC morning show Daybreak and the last 10 as producer of the show. Through that lens, she recognized the important role arts plays in the communities of the BC Interior and worked to reflect that on Daybreak. This is her first involvement in a video documentary. Pre-production work on the documentary has already begun. We hope to begin filming in March and have a finished project by the summer.

We welcome any questions or comments from you and ask for your support in this endeavour.

Sincerely

Gillianne Richards - Team Leader

Marion Barschel - Producer

Application: 8902180042

Opera Kelowna
Recovery and Sustainability Funding Program

Summary

ID: 8902180042

Status: Under Review

Last submitted: Mar 15 2021 01:24 PM (PDT)

Eligibility Questionnaire

Completed - Mar 4 2021

Eligibility Questionnaire

Is your organization a registered non-profit society with the BC Registry or a registered charity with the Canada Revenue Agency (CRA)?

Yes

Has your organization been a registered non-profit society with the BC Registry or a registered charity with the Canada Revenue Agency (CRA) for at least two (2) years at the time you will be submitting this application?

Yes

Is your organization physically located, has an active presence in and has the majority of its programs and services delivered within the city of Kelowna for at least two (2) years at the time of the application submission?

Yes

Does your organization have an independent board of directors?

Yes

Does your organization have a sport, event, arts, culture or heritage mandate and profile which is consistent with the program guidelines?

Yes

Has your organization fulfilled all reporting requirements for any previous grants or funding support from the City of Kelowna?

Yes

Are you able to demonstrate that your organization has experienced a loss of earned revenue as a result of COVID-19 and that your organization has applied to other emergency funding sources?

Yes

Does your organization have a Board of Directors composed of volunteers and representative of its mission and audience?

Directors must meet the minimum statutory requirements imposed by the BC Societies Act and must not be remunerated for their services as Director (except for reimbursement of reasonable expenses) nor hold concurrent staff positions.

Yes

Does your organization demonstrate an inclusive, diverse and welcoming approach in all operations and activities?

Yes

Organization Profile

Completed - Mar 4 2021

Organization Profile

Organization Name

Opera Kelowna

Mailing Address

Address	PO Box 24057
City	Kelowna
Postal Code	V1Y 9H2
Province	British Columbia
Country	CA

Organization Email

managingdirector@operakelowna.com

Phone

778-721-5341

Registered Non-profit Society

Yes

B.C Society Number

S-0060990

Date of incorporation

Mar 19 2013

Organization Vision

Opera Kelowna's vision is to be a vibrant, innovative opera company that celebrates artistic imagination, engages with our community, and reflects relevance for our time.

Organization Mission

Our mission is to bring the power and passion of opera with live music and storytelling to our Okanagan community.

Organization Mandate

Our mandate is to help reflect humanity by creating a sense of shared experiences. We are still massaging some of the language after a September retreat to redefine our Vision, Mission, and Mandate.

Registered Charity?

Yes

Charitable Number

81958 1448 RR0001

Primary Contact Information

Name	Rosemary Thomson
Title	Artistic Director
Phone	250-864-5746
Email	artisticdirector@operakelowna.com

Alternate Contact Information

Name	Dr. Brianna Wells
Title	Managing Director
Phone	780-231-6161
Email	managingdirector@operakelowna.com

Website

<http://operakelowna.com>

Social Media Links

Facebook	https://www.facebook.com/search/top?q=opera%20kelowna
Instagram	(No response)

Program Application Form

Completed - Mar 15 2021

Program Application Form

This is my form.

Which category does your organization best align with?

Category B: Non-profit organizations in this category operate from rented facilities and work primarily with volunteer, contract or part-time staff.

What was the impact of COVID-19 on your organization's operations and revenue over the last year?

Since 2013, Opera Kelowna has produced 5 main stage productions with robust ticket and sponsorship revenue. We also produce education and community engagement programs such as our Summer Intensive Training Program (SITP) and an Opera Under the Stars concert (OPUS) in partnership with UBC Okanagan: both benefit from high attendance and sponsorship. Much of our annual administrative costs are financed by direct & indirect revenues linked to our programming. When the province launched Public Health restrictions last March, Opera Kelowna had just announced the 2020 summer season, as well as new leadership: Artistic Director, Rosemary Thomson, and Managing Director, Dr. Brianna Wells. Just before COVID-19, the Board decided to find new office space. As we were faced with the nearly total loss of earned revenue in 2020, we decided to forego plans for new office space and now run a virtual office for the foreseeable future. Our new leadership agreed to substantially reduced compensation and we created new programming focused on community engagement. Our Sidewalk Serenades program offered live music to nearly 1000 residents in communal living facilities from April - October 2020 by sharing music from a safe distance, literally singing from the sidewalk on all sides of the building. We partnered on several concert performances with shared and reduced costs. Instead of cast, chorus, and orchestra of 70 performers, we presented two or three singers with piano in small recitals and outdoor park concerts. In September 2020 we were awarded a BC Arts Council Project grant (\$15 000) to produce Isaiah Bell and Sean Guist's one-man opera The Book of My Shames in January 2021. This show's queer-focused content fostered a new partnership with Etcetera youth group for LGBTQ+ youth. We also found sponsors for this project in Valley First Bank and Argus Properties Ltd. Our planned performances for an audience of 50 would have allowed us to break even on this production (total project budget \$25 000), but it was postponed due to new COVID restrictions announced in late 2020. We are tentatively planning to present in May 2021. We had nearly zero ticket or sponsorship revenue for 12 months. We raised over \$20 000 in new donations from a matching campaign over the past 5 months, and continue to benefit from robust granting activity. We face another summer (2021) with no fully staged opera with orchestra. The costs for this type of full-scale performance (which defines opera) make up 50% of our annual budget, and are only possible if we have the ability to sell 80% houses, which we cannot count on for August 2021.

Therefore our current fiscal year will also face a significant reduction, even as we plan for another nimble summer of safe and fiscally viable programming. We have spent the year undertaking strategic artistic and business planning and reinvigorating our business processes to be more efficient, cost effective, and sustainable.

Based on your learning and insights over the last year, provide a brief outline of the most

pressing issues facing your organization and how participation in this program will benefit your organization.

1. Post-COVID startup

Assuming that full re-opening only begins September 2021, we will need to produce our 2021 Summer season under COVID guidelines. We need to build an effective strategy to 'relaunch' full production and programming and communicate that effectively with our audiences for the 2021-2022 season. In facing this challenge Opera Kelowna will benefit from consulting guidance on relating to general public health and provincial language/recommendations, communications timelines and strategy generally, and stewardship of existing / previous patrons more specifically.

2. Fund Development

We have been unable to steward patrons and sponsors via events and performances under COVID, and lost opportunities for relationship building that was very much needed after the leadership transition. While we have an active Fund Development committee and a clearly articulated set of program-specific fundraising goals, we could use strategic support regarding targeting potential sponsors and cultivating long-term relationships with existing donors. We have applied for a BC Arts Council grant to integrate a Custodial Relationship Management (CRM) Platform alongside this strategy.

3. Building the Board

In addition to loss of sponsorship relationships, the company has undergone significant Board turnover in the past year, and in 2021 - 2022 needs to continue rebuilding. As a working Board, one key task is an effective overview of existing and needed skills, and a plan to effectively recruit and steward volunteer Board members. We will benefit from consulting guidance and a third-party view of those strengths and opportunities, as well as helping us build a recruitment plan that takes a serious approach to Equity, Diversity, and Inclusion in those practices.

4. Resources

While we have begun building a scalable budget (wherein individual programs are run on a minimum cost recovery basis except for the mainstage production), we would benefit from arts-focused support for planning that also responds to annual sponsorship and granting success. We also need to make some key decisions about administrative goals: How can we best hire to meet our needs based on our budget? Long term, what equipment do we need to make our programs sustainable and what kind of space might we require?

5. Decolonization

We are committed to building decolonial practices, and given some other constraints (see above), we need support in identifying areas in which our company recovery can include tangible steps to address colonial privilege. and engage in meaningful, reciprocal, and respectful relations with the Syilxw people in the Okanagan Valley as a starting point.

While we have planned for cultural safety training 2021, we

would benefit from additional guidance or best practices for arts organizations seeking to undertake decolonizing work.

6.Strategic Planning

Our 10th anniversary is 2023, and it is our plan to tie our COVID recovery into longer-term goals for the company coming up to that important date. We began planning for this in 2020 but would benefit from advice on how to build 'back' throughout 2021-2022 to prime our communities for the excitement of this upcoming season, including a potential rebrand.

The Recovery and Sustainability Program is more than a financial contribution to the organization. Those selected for the program will be required to participate in a multi-step process as described below.

Review the information below and indicate that your organization is able to commit to each of the steps.

	Able to commit:
Consultant-led interactive workshop with the Board of Directors and senior staff (where applicable)	✓
Development of a Recovery and Sustainability Plan (approximately 15-20 hours)	✓
Implementation of the Recovery and Sustainability Plan and the action items identified	✓
Participation in a self-evaluation process approximately 1-year after the receipt of funding to share progress, successes and on-going challenges	✓

The organization's Board of Directors must have discussed the program requirements and passed a motion confirming that the organization is ready and able to commit to this program.

Please indicate the date when this program was discussed and the motion was passed by the Board of Directors to commit to this program.

Note: the answer should be in the format DD/MM/YYYY

09/03/2021

Indicate which Board Members were present at the meeting.

	Full Name	Position/Title on Board	Committed to the program?	Add more?
1	Allan Neilson	President	✘	✓
2	Maria Corria	Vice-President	✓	✓
3	Paul Stephenson	Director	✘	✓
4	Riley Dunsmore	Treasurer	✓	✓
5	Colin Ford	Director	✘	✓
6	Gayle Lunn	Director	✓	✘

Is there any additional information that you would like to provide in support of your application to the Recovery and Sustainability Program?

Our whole board voted in favour and all are committed to working on the program in conjunction with our already planned strategic planning efforts. The three members identified have committed their time to direct work with the consultant, as have the Managing Director and Artistic Director.

Upload: 2019 Year-End Financial Statements

Completed - Mar 12 2021

Please upload a complete set of your organization's financial statements for your fiscal year ending in 2019, including a Balance Sheet and Income Statement.

Do NOT modify your year-ends for the purpose of this application.

2019 Financials

Filename: 2019_Financials.pdf **Size:** 290.1 kB

Upload: 2020 Year-End Financial Statements

Completed - Mar 12 2021

Please upload a complete set of your organization's financial statements for your fiscal year ending in 2020, including a Balance Sheet and Income Statement.

Do NOT modify your year-ends for the purpose of this application.

2020 Financials

Filename: 2020_Financials.pdf **Size:** 691.9 kB

Current Year-to-date Income Statement

Completed - Mar 14 2021

Please upload your organization's current year-to-date Income Statement.

Opera_Kelowna_Society_-_Profit_and_Loss

Filename: Opera_Kelowna_Society_-_Profit_and_Loss.pdf **Size:** 27.5 kB

Financial Statements

Opera Kelowna Society

For the period 1 October 2018 to 30 September 2019

Contents

3	Notice to Reader
4	Statement of Financial Position
5	Statement of Reserves
6	Statement of Operations
7	Notes to the Financial Statements

Notice to Reader

Opera Kelowna Society
For the year ended 30 September 2019

On the basis of information provided by management, we have compiled the balance sheet of Opera Kelowna Society as at 30 September 2019 and the statements of equity and operations for the year then ended.

We have not performed an audit or review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these financial statements may not be appropriate for their purposes.

Trident CPA
Inc.

Chartered Professional Accountant

30 April 2020

Kelowna, British Columbia



Statement of Financial Position

Opera Kelowna Society
As at 30 September 2019

Unaudited - See Notice to Reader

30 SEP 2019 30 SEP 2018

Assets

Current Assets

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Total Current Assets	24,139	38,361

Total Assets	26,892	42,037
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Liabilities and Reserves

Liabilities

Current Liabilities

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Total Liabilities	16,330	29,383

Reserves

v		
Total Reserves	10,562	12,654
Total Liabilities and Reserves	26,892	42,037

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Statement of Reserves

Opera Kelowna Society
For the year ended 30 September 2019

Unaudited - See Notice to Reader

	2019	2018
Unrestricted		
Opening Balance	3,978	59,213
Deficiency of Revenues Over Expenses	(2,093)	(52,941)
Allocation from (to) Other Reserves	924	(2,295)
Total Unrestricted	2,809	3,978
Restricted		
Opening Balance	5,000	5,000
Total Restricted	5,000	5,000
Invested in Equipment		
Opening Balance	3,676	1,381
Allocation (to) from Unrestricted	(924)	2,295
Total Invested in Equipment	2,753	3,676

Statement of Operations

Opera Kelowna Society
For the year ended 30 September 2019

Unaudited - See Notice to Reader

	2019	2018
Revenues		
Grants	57,618	56,000
Ticket Sales	40,652	147,726
Sponsorships	40,100	83,000
Donations	21,444	26,205
Education Programs	15,155	8,362
Miscellaneous Fees	2,625	9,417
Fundraising	-	35,473
Total Revenues	177,594	366,184
Expenses		
Advertising and Promotion	1,992	25,315
Amortization	923	920
Events	21,032	9,254
Instructor Fees	4,114	4,740
Insurance	3,020	3,042
Interest and Bank Charges	2,127	6,021
Office and Miscellaneous	1,809	6,440
Production	36,541	227,134
Professional Fees	16,750	29,667
Rent	12,589	12,600
Telephone	721	804
Wages and Benefits	78,068	93,188
Total Expenses	179,686	419,124
Deficiency of Revenues over Expenses	(2,093)	(52,941)

Notes to the Financial Statements

Opera Kelowna Society

For the year ended 30 September 2019

Unaudited - See Notice to Reader

1. Nature of Operations

Opera Kelowna Society ("the Society") is incorporated under the Societies Act of British

Columbia. The Society's mission is:

- to present professional main-stage opera with professional leads and orchestra during our summer opera series;
- to provide classical vocal educational programs, training and support for young emerging operatic talent;
- to encourage community and cultural development by collaborating with other local artists developing and expanding audiences through outreach and engagement; and
- to provide funding and scholarships to classical vocal artists.

The Society is a registered charity and is exempt from income taxes.

2. Significant Accounting Policies

Fund Accounting

The unrestricted reserve represents the net assets available to management for the daily operations of the

Society. The restricted reserve represents funds the Board has set aside for future expansion.

The invested in equipment reserve is comprised of net assets invested in fixed, tangible assets which are otherwise unavailable for day-to-day use.

Revenue Recognition

The Society uses the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenditure is incurred. Unrestricted contributions are recognized as revenue when they are earned provided the amount can be reasonably estimated and collection is reasonably assured.

2019 2018

3. Equipment

	2019	2018
<u>Musical Instruments</u>		
Cost	1,532	1,532
Less Accumulated Amortization	(388)	(102)
Total Musical Instruments	1,144	1,430
<u>Computers</u>		
Cost	2,632	2,632
Less Accumulated Amortization	(1,315)	(751)
Total Computers	1,317	1,882

Less Accumulated Amortization	(172)	(99)
Total Furniture and Fixtures	291	364
Total Equipment	2,753	3,676
	2019	2018

4. Grants

City of Kelowna	21,000	26,000
BC Gaming Commission	15,000	15,000
Central Okanagan Foundation	15,000	15,000
Government of Canada	6,618	-
Total Grants	57,618	56,000



TRIDENT^{CPA}

Financial Statements

Opera Kelowna Society

For the year ended 30 September 2020



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Opera Kelowna Society
For the year ended 30 September 2020

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**Trident CPA
Inc.**

Chartered Professional Accountant

9 March 2021

Kelowna, British Columbia

Statement of Financial Position

Opera Kelowna Society
As at 30 September 2020

Unaudited - See Notice to Reader

30 SEP 2020 30 SEP 2019

Assets

Current Assets

Cash and Cash Equivalents	2,647	15,499
Receivables	38,800	6,909
Prepays and Deposits	881	1,731
Total Current Assets	42,328	24,139

Equipment	2,070	2,753
Total Assets	44,398	26,892

Liabilities and Reserves

Liabilities

Current Liabilities

Bank Indebtedness	-	12,500
Payables and Accruals	7,149	2,282
Wages Payable	-	1,548
Deferred Contributions	15,000	-
Total Current Liabilities	22,149	16,330

Loan Payable	40,000	-
Total Liabilities	62,149	16,330

Reserves

Unrestricted	(19,821)	2,809
Restricted	-	5,000
Invested in Equipment	2,070	2,753
Total Reserves	(17,751)	10,562

Total Liabilities and Reserves	44,398	26,892
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Approved on behalf of the Board



Director

Statement of Reserves

Opera Kelowna Society
For the year ended 30 September 2020

Unaudited - See Notice to Reader

	2020	2019
Unrestricted		
Opening Balance	2,809	3,978
Deficiency of Revenues Over Expenses	(28,312)	(2,093)
Allocation from (to) Other Reserves	5,682	924
Total Unrestricted	(19,821)	2,809
Restricted		
Opening Balance	5,000	5,000
Allocation from Unrestricted	(5,000)	-
Total Restricted	-	5,000
Invested in Equipment		
Opening Balance	2,753	3,676
Allocation (to) from Unrestricted	(682)	(924)
Total Invested in Equipment	2,070	2,753

Statement of Operations

Opera Kelowna Society
For the year ended 30 September 2020

Unaudited - See Notice to Reader

	2020	2019
Revenues		
Grants	26,383	57,618
Ticket Sales	10,449	40,652
Donations	9,036	21,444
Fundraising	2,000	-
Education Programs	1,250	15,155
Miscellaneous Fees	9	2,625
Sponsorships	-	40,100
Total Revenues	49,127	177,594
Expenses		
Advertising and Promotion	6,332	1,992
Amortization	682	923
Events	-	21,032
Instructor Fees	-	4,114
Insurance	1,930	3,020
Interest and Bank Charges	1,735	2,127
Office and Miscellaneous	3,740	1,809
Production	27,261	36,541
Professional Fees	17,801	16,750
Rent	3,438	12,589
Telephone	482	721
Wages and Benefits	14,037	78,068
Total Expenses	77,439	179,686
Deficiency of Revenues over Expenses	(28,312)	(2,093)

Notes to the Financial Statements

Opera Kelowna Society For the year ended 30 September 2020

Unaudited - See Notice to Reader

1. Nature of Operations

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2020 2019

3. Equipment

<u>Musical Instruments</u>		
Cost	1,532	1,532
Less Accumulated Amortization	(617)	(388)
Total Musical Instruments	915	1,144
<u>Computers</u>		
Cost	2,632	2,632
Less Accumulated Amortization	(1,710)	(1,315)
Total Computers	922	1,317

Less Accumulated Amortization	(230)	(172)
Total Furniture and Fixtures	233	291
Total Equipment	2,070	2,753
	2020	2019

4. Grants

City of Kelowna	21,000	21,000
BC Arts Council	5,000	-
BC Gaming Commission	-	15,000
Central Okanagan Foundation	-	15,000
Government of Canada	383	6,618
Total Grants	26,383	57,618

Profit and Loss

Opera Kelowna Society
For the period 1 October
2020 to 14 March 2021

1 OCT 2020-14 MAR

2021

Trading Income

Donations	19,293.92
Grants	33,000.00
Total Trading Income	52,293.92

Gross Profit 52,293.92

Operating Expenses

Advertising and Promotion	1,398.31
Amortization	210.96
Interest and Bank Charges	516.65
Meals and Entertainment	73.63
Office and Miscellaneous	2,009.19
Production - Artist Fees	4,986.59
Professional Fees	15,790.90
Total Operating Expenses	24,986.23

Net Profit 27,307.69

