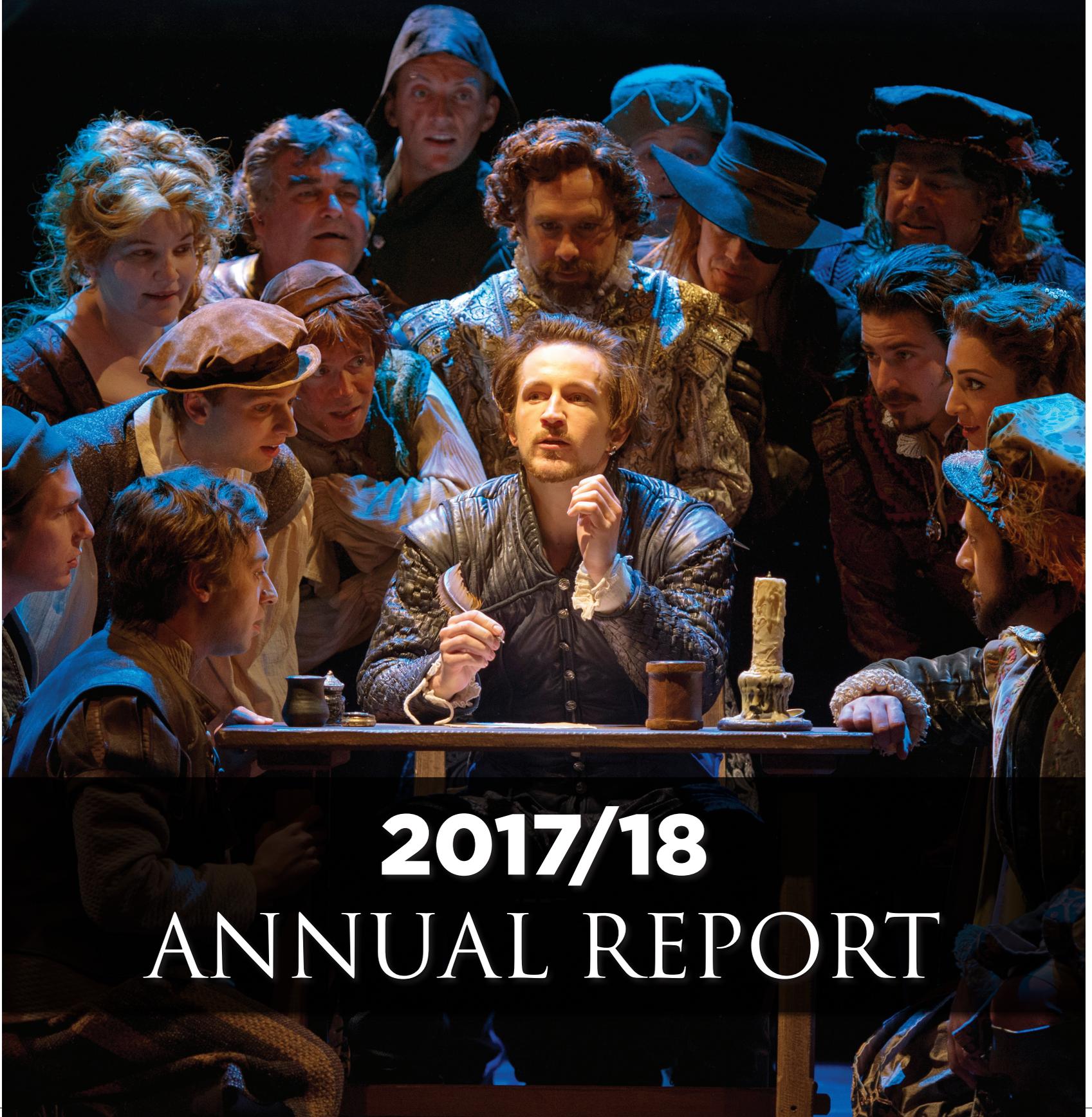




CITADEL THEATRE AND ACADEMY



2017/18
ANNUAL REPORT



Shakespeare in Love



Ubuntu (The Cape Town Project)



Hadestown



A Christmas Carol



The Humans



Empire of the Son



Mamma Mia!



Children of God



Undercover



The Silver Arrow: The Untold Story of Robin Hood

THE YEAR IN REVIEW

Artistic Director Daryl Cloran



The 2017/18 Season was my first season of programming as Artistic Director of The Citadel. We took some bold artistic risks and are very happy to report it turned out to be the most successful season of productions in the Citadel's history. We welcomed many new patrons to the Citadel, many who had not attended a Citadel production before. Our vision is for the Citadel to be: *Innovative, Inclusive, and International* in our programming and practices. This new artistic focus excited Edmonton audiences, and got the Citadel international attention, including a profile article in the New York Times. We're off to a good start!

Executive Director Chantell Ghosh



This past season has been one of transition and reflection. Having stepped into the role mid-season, I focused on getting to know the theatre family and all those who support us. With our artistic programming at full throttle under the guidance of Daryl, we worked on strategy on how best to engage our current and future patrons, stakeholders, and team. This led to our rallying cry. Regardless of whether you are a team member, subscriber, donor or a funder, we want you to feel *Excited, Connected and Invested* in the Citadel, the work that goes on here, and the community we serve. We will work always with this in mind, and we know you will feel the difference.

Board Chair Wendy Dupree



Our 2017/18 Season was a triumph, our most successful ever in terms of revenue from both casual and subscription ticket sales. Clearly, our audiences, whether long-time patrons or new theatre-goers, have been captivated by the Inclusive, Innovative and International art Daryl has brought to our stages. With the addition of Chantell as our Executive Director, our new leadership team is complete and is demonstrating what a dynamic duo they are, creating fresh and exciting experiences both on and off our stages. Many thanks to the Citadel staff and leadership for their dedication and hard work in attaining this success, and in continuing to make our theatre Edmonton's artistic heart.

THE ACADEMY

Foote Theatre School

Foote Theatre School classes were enjoyed by over 1,000 children and adults throughout the year. We provided classes for students of all ages, experience levels and needs, teaching skills in acting, musical theatre, improvisation, and more. I Can Pretend!, our class for children with autism, has become a success after a number of years. We continue to create partnerships with other theatres and artists and offer new and exciting classes throughout the year.



Young Companies

Last season, we welcomed 31 young artists in our four companies who spent a year training with and being mentored by industry professionals. The students took core classes, depending on their disciplines, in acting, voice, auditioning, movement or dance, playwriting or theatre production, then a series of workshops on a variety of topics. The Acting and Musical Companies performed an audition showcase for the public and the season ended with performances and staged readings in The Club. Several of our students were accepted into prestigious post-secondary arts training programs including The National Theatre School, Sheridan College, Ryerson University, MacEwan University and the BFA Acting Program at the University of Alberta.



Citadel/Banff Centre Professional Theatre Program

The 2017/18 Season marked the 10th anniversary of the Citadel/Banff Centre Professional Theatre Program. Twelve actors and two intern directors trained for four weeks at the Banff Centre, lead by 11 esteemed instructors from across Canada. The program involved training in Chekhov and Shakespeare scene studies, fight, movement, Viewpoints, voice, text, improvisation, and aerial arts. The intern directors each directed a short project featuring the acting participants that was presented on the Maclab stage to a public audience. The program culminated in the hugely successful world premiere production of *The Silver Arrow: The Untold Story of Robin Hood*, written by Miekko Ouchi and directed by Citadel Artistic Director Daryl Cloran.

BEYOND THE STAGE

The 2017/18 Beyond the Stage Series featured four outstanding presentations – all of which were innovative, contemporary, genre-defying collisions of different art forms, created and performed by some of the most exciting musicians, choreographers, and theatre-makers from across North America.

Acclaimed American folk singer/songwriter Anais Mitchell, creator of the powerful new musical *Hadestown*, provided an intimate concert experience for BTS patrons. *Freedom Singer*,

a documentary theatre musical created by Juno-nominated singer-songwriter Khari Wendell, proved a powerful musical journey along the Underground Railroad. Choreographer Crystal Pite and actor/playwright Jonathon Young stormed the Shoctor stage in their utterly riveting dance-theatre hybrid *Betroffenheit*, produced by Kidd Pivot and Electric Company Theatre. The BTS season concluded with the inspirational theatrical musical hybrid *Old Stock: A Refugee Love Story* by Hannah Moscovitch and Christian Barry, and starring the remarkable Ben Caplan.



NEW PLAY DEVELOPMENT

2017/18 saw several major events for New Play Development. It was the inaugural season of The Lab, consisting of four playwrights: Belinda Cornish, Marty Chan, Malcolm Azania, and Kenneth T. Williams. Led by Rachel Peake, the four playwrights met throughout the season, developing their new scripts which culminated in a week-long workshop and public presentation in July 2018.

Another major event was the development of *The Silver Arrow: The Untold Story of Robin Hood*, a new adaptation by local playwright, Mieko Ouchi. In October 2017, there was a week-long workshop with Hawksley Workman and Mieko Ouchi to develop original songs. In February 2018, there was a two-day workshop in Banff involving the participants of the Citadel/Banff Centre Professional Theatre Program. *The Silver Arrow* continued development throughout March and April as the show went into rehearsals, making its world premiere on April 26, 2018. New Play Development also partnered with the Young Company to develop a number of original Micro-Performance Pieces on the theme of “the story behind the fairy tale” to be performed at the Opening Night VIP event for *The Silver Arrow*. They were written by Young Company playwrights and performed by Young Company actors.

In January 2018, the Citadel hosted a four-day workshop of an adaptation of Ann-Marie MacDonald's novel *Fall On Your Knees* in Toronto in partnership with Mirvish Productions. Noted

Canadian playwright Hannah Moscovitch is writing the adaptation, and Alisa Palmer, artistic director of the National Theatre School, is directing.

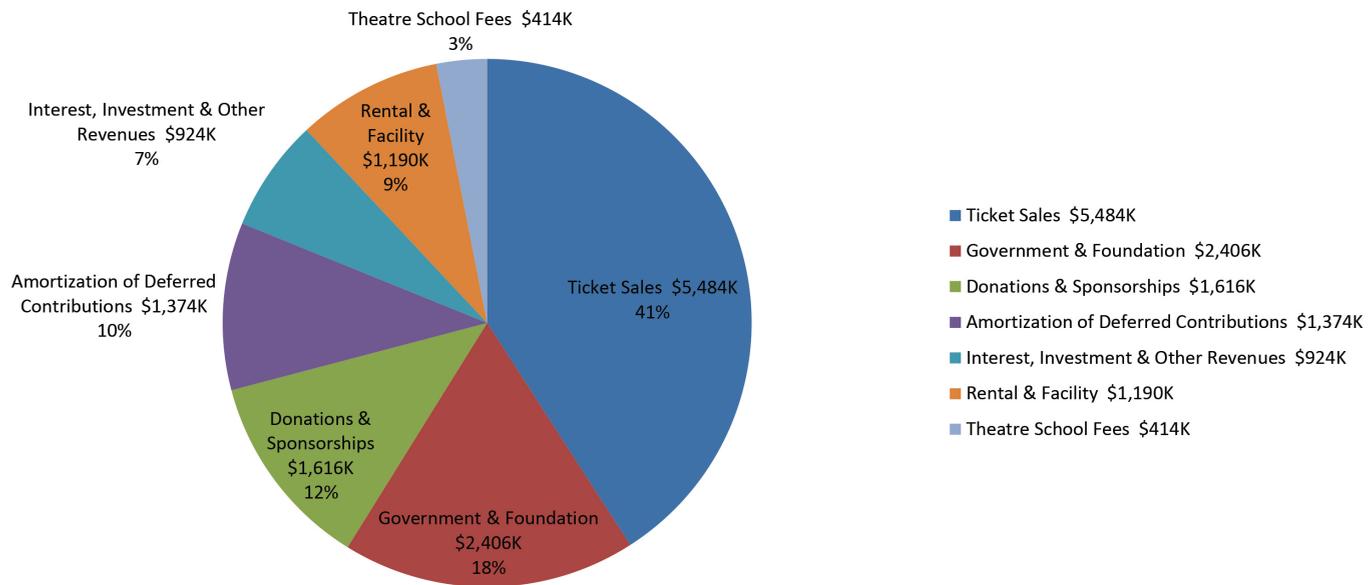
The Citadel is supporting the development process of Indigenous playwright Tara Beagan on her new work, *It's Always You*. The Citadel also teamed up with Musical Stage Company in Toronto to support development of a new musical entitled *Monoceros*. In May 2018, the Citadel signed a living treaty agreement with playwright Kim Harvey and the Arts Club Theatre Company at a talking circle ceremony in Vancouver for her new work, *Break Horizons*. This agreement is an alternative to our usual form of commissioning contract, and represents a blend of Indigenous living agreements with the traditional commissioning contract. This event represented the first time major Canadian theatre companies have entered into this kind of treaty with an Indigenous artist, and was seen as a historical event, with both the Artistic Director and the Managing Director of the National Arts Centre Indigenous Theatre in attendance. Kim began writing in late May 2018.

The Citadel participated in Canada's first festival of live and digital arts, the foldA festival. Working with Spiderwebshow Performance, we presented a live performance of *Certified*, written and performed by Jan Derbyshire, on the Shoctor stage on June 21, 2018. This is an exciting advancement in digital theatre in Canada and the Citadel is proud to be a part of it.

REVENUE AND EXPENSES

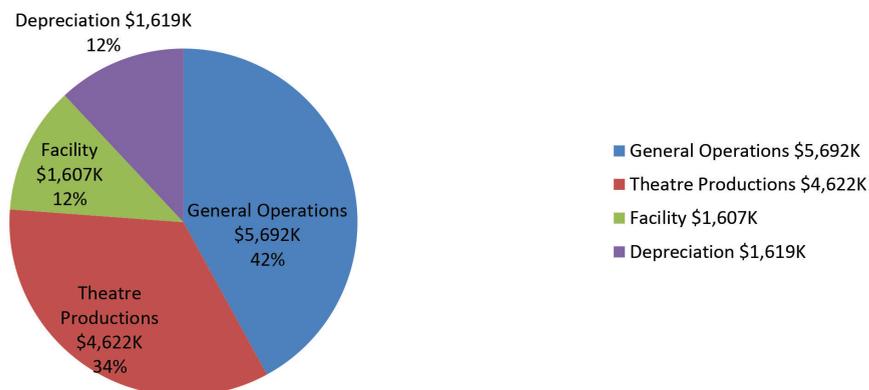
| | Revenue | 17/18 | | 16/17 | | 15/16 | |
|--|----------|------------|-----|------------|------|------------|------|
| Ticket Sales | \$5,484K | 5,484,079 | 41% | 5,203,086 | 40% | 4,847,792 | 39% |
| Government & Foundation | \$2,406K | 2,405,991 | 18% | 2,297,398 | 18% | 2,315,662 | 19% |
| Donations & Sponsorships | \$1,616K | 1,616,484 | 12% | 1,441,474 | 11% | 1,450,564 | 12% |
| Amortization of Deferred Contributions | \$1,374K | 1,373,724 | 10% | 1,376,910 | 11% | 1,453,062 | 12% |
| Interest, Investment & Other Revenues | \$924K | 923,911 | 7% | 963,615 | 7% | 716,238 | 6% |
| Rental & Facility | \$1,190K | 1,189,784 | 9% | 1,244,736 | 10% | 1,300,995 | 10% |
| Theatre School Fees | \$414K | 414,471 | 3% | 414,410 | 3% | 376,782 | 3% |
| | | 13,408,445 | | 12,941,628 | 100% | 12,461,094 | 100% |

2017/18 Revenue



| | Expenses | 17/18 | | 16/17 | | 15/16 | |
|---------------------|----------|------------|------|------------|------|------------|------|
| General Operations | \$5,692K | 5,692,199 | 42% | 4,981,166 | 39% | 5,118,770 | 41% |
| Theatre Productions | \$4,622K | 4,621,834 | 34% | 4,410,012 | 35% | 4,431,390 | 32% |
| Facility | \$1,607K | 1,607,233 | 12% | 1,644,609 | 13% | 1,664,993 | 14% |
| Depreciation | \$1,619K | 1,619,106 | 12% | 1,593,487 | 13% | 1,633,991 | 13% |
| | | 13,540,373 | 100% | 12,629,273 | 100% | 12,849,144 | 100% |

2017/18 Expenses



FUND DEVELOPMENT

The 2017/18 Season brought many exciting changes to the Citadel Theatre, and the Fund Development department was no exception. Staffing changes and reorganization led to the incorporation of the Sponsorship portfolio, previously part of Marketing, into the Fund Development department to ensure the team was working cohesively to best serve the individuals and businesses that choose to support to the Citadel.

While the Fund Development department has had success in retaining donors and sponsors with stewardship efforts to maintain a low attrition rate, there is room for improvement in soliciting and acquiring new donors and sponsors.

In an effort to reach new audiences, the Fund Development department launched two acquisition campaigns: our Passport to Possibilities Campaign in the fall of 2017 and our Hearing Loop Campaign in the spring of 2018. From these two campaigns, the team was able to evaluate the best way to reach

our audiences and is looking forward to picking up the Hearing Loop Campaign again in the spring of 2019 during the run of *The Tempest*.

With the arrival of new Executive Director Chantell Ghosh, the focus was put on bringing in new sponsors and businesses into the Citadel to help grow and elevate our reach into the community; with increased emphasis placed on tailoring how and who we creatively approach to partner with us.

The following pages acknowledge all of our Annual Supporters and our ENCORE Campaign Supporters. We would like to extend our heartfelt thanks to all of our donors, whose generosity, loyalty, and commitment play crucial roles in ensuring our community has the opportunity to experience the joy of the performing arts. All of our donors have a profound and lasting impact on the quality, accessibility, and relevance of the Citadel's productions, facility, and educational offerings.

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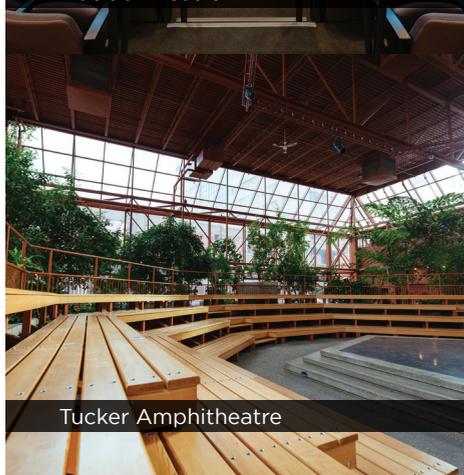
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The Club



Tucker Amphitheatre



Zeidler Hall

The Citadel Theatre is one of the largest not-for profit theatres in North America, drawing patrons from a large geographic region that includes the greater Edmonton area, as well as central and northern Alberta. We have approximately 7,000 regular subscribers, a total audience of 130,000 each season, and an annual operating budget of \$13M.

In addition to the full season of Mainstage plays and the Beyond the Stage Series presented and produced by Citadel Theatre, we also are currently home to three resident companies: Catalyst Theatre, Rapid Fire Theatre, and Theatre Yes.

The Citadel is made up of five separate performance spaces: Shoctor Theatre, Maclab Theatre, Zeidler Hall, The Club (Rice Theatre), and the Tucker Amphitheatre. We also are fortunate to have a full indoor tropical garden in the Lee Pavilion, a welcome respite from winter for many downtown Edmontonians.



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Box Office: 780.425.1820

DARYL CLORAN, ARTISTIC DIRECTOR • CHANTELL GHOSH, EXECUTIVE DIRECTOR

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