

The background of the cover is a dark blue with a subtle, textured geometric pattern of overlapping triangles. A solid orange vertical bar runs down the left side of the page.

# **ANNUAL REPORT** 2024/25 SEASON

The logo for The Citadel Theatre is positioned in the lower right quadrant. It features the words 'THE', 'CITADEL', and 'THEATRE' stacked vertically in a white, bold, sans-serif font. A thin white horizontal line is placed above 'THE' and another below 'THEATRE'.

**THE  
CITADEL  
THEATRE**



# RECONCILIATION STATEMENT

At the Citadel Theatre, we believe in the power and importance of stories. We acknowledge the stories that have come before us since time immemorial - on this land just north of the river and under these skies and stars, on this stage, and in this building with you.

We live, work, and create in the place we share on Mother Earth. This area, Edmonton, is known to the Plains Cree as Amiskwaciwâskahikan – Beaver Hill House. It is the traditional and contemporary homeland for the Nehiyawak (Plains Cree) along with the Saulteaux (Plains Ojibwe), Stoney Nakoda, Haudenosaunee (Mohawk), Niitsitapi (Blackfoot), Inuit, Dene and Métis. We express deep gratitude for the knowledge that has long nurtured these lands.

Treaty No. 6 was created with the intention of fostering harmonious co-existence. The Citadel Theatre recognizes our role and responsibility in being an active participant in reconciliation. We commit to this work through the sharing of resources, ongoing training, the inclusion of Indigenous stories, histories, and experiences in our programming, and by fostering meaningful relationships with the community.

In the spirit of reciprocity and respect, we seek to uphold the original intent of the Treaty and strive to create a shared narrative that honors our responsibility to this land and to each other.

## MESSAGE FROM THE BOARD CHAIR

JENNIFER ADDISON  
CHAIR, BOARD OF DIRECTORS

As we enter the Citadel Theatre's 60<sup>th</sup> Anniversary Season, we celebrate both our rich history and the promise of the future. Founded in 1965 with the ambition to become "the theatre centre of this country," the Citadel has, by 2025, achieved national and international recognition as a hub for new work, a champion of emerging artists, and a space unafraid to explore bold and challenging themes.

The Board extends its heartfelt thanks to the Citadel team for their vision, dedication, and tireless work. The Citadel Theatre is a cornerstone of Edmonton's arts ecosystem, playing a vital role in bringing new works to the stage, advancing artistic innovation, and inviting the community into the arts through performances, classes, and special events. It is the people of the Citadel who make this possible, and the Board sincerely thanks each team member for their contributions in making the Citadel a truly remarkable place.

Our 2024/25 Season showcased the rewards of collaboration across Canada, with co-productions in Calgary, Winnipeg, and London, Ontario. Over the past decade, our New Play Development initiatives have produced 22 world premieres, more than half of which have gone on to further productions, bringing the Citadel and Edmonton to audiences across the country and around the world. Our international impact continues to grow. *Hadestown*, which played 24 performances on the Shctor stage in 2017, recently celebrated over 2,000 performances on Broadway, an extraordinary achievement made possible in part by the Citadel's visionary partnership.

The Board also wishes to acknowledge the Citadel Theatre's funders, donors, and sponsors. The Citadel is made special by your generosity, and your support is critical to its growth and continued success. To each of you, we extend our deepest gratitude for the impact you make on our work and our community. This year, we are especially grateful for Capital Power who have been integral partners at the Citadel for 15 years.

We look forward to welcoming you to the Citadel for our milestone 60<sup>th</sup> Anniversary Season in 2025/26.





# MESSAGE FROM THE ARTISTIC DIRECTOR

DARYL CLORAN

In 2024/25, the Citadel was everywhere! Our 2024/25 Season was full of fantastic productions at the Citadel, while also showcasing our work in cities across Canada.

Our Sterling Award-winning production of *The Play That Goes Wrong* was a hilarious way to spend the summer. After a very successful run at the Citadel, the production travelled on to Royal Manitoba Theatre Centre (Winnipeg) and Theatre Calgary. Next season it will play at the Grand Theatre in London, Ontario.

Our production of *A Streetcar Named Desire* was stunning. Audiences loved the production and the outstanding performances. *The Ballad of Johnny and June* was an exciting partnership with the La Jolla Playhouse in California directed by Tony Award-winning Des McAnuff. And, of course, we celebrated the holidays with our beautiful, annual production of *A Christmas Carol*.

*Disney's Frozen: The Musical* was a huge success and it was thrilling to see the audience packed with children every night (wearing princess and snowman costumes!) *A Midsummer Night's Dream: The '70s Musical* was an audience favourite, with many audience members returning multiple times for "the funniest show they had ever seen". We co-produced the innovative *Heist*, by Albertan playwright Arun Lakra and we ended our season with a lovely production of *Little Women*, adapted by Canadian playwright, Jordi Mand.

Our Highwire productions, *Bear Grease* and *Goblin:Macbeth* both smashed all previous Highwire box office records. Audiences loved the hilarious blending of Shakespeare, improv and Goblins in *Goblin:Macbeth*. *Bear Grease's* Rez-reimagining of the beloved musical was so popular with audiences that we've invited the show back again next season. And we're thrilled to report that this locally-grown, Indigenous sensation had a run off-Broadway this summer!

Our very popular House Series (in the Rice Theatre) included four unique shows: comedian Ali Hassan's solo performance, *Does This Taste Funny?*; cabarets *It Takes Two* and *We Are Family*; and the magic of *Lucy Darling in Indulgence*.

And elsewhere in Canada, audiences were treated to Citadel productions in Calgary (*A Streetcar Named Desire* and *The Play That Goes Wrong*), Vancouver (*Three Musketeers*), London (*As You Like It* and *Heist*), Saskatoon (*Made in Italy*), Winnipeg (*The Play That Goes Wrong*) and Mirvish Productions in Toronto mounted a commercial run of *Made in Italy*.

The 2024/25 Season was also very busy with New Play Development activities. Our Playwrights Lab hosted three playwrights who were continuing their work for a second year on new large-scale adaptations. Citadel commissions *Vinyl Cafe: The Musical* and Jessy Arden's adaptation of *Cyrano de Bergerac* both move to production in the 2025/26 Season, while *Truthfully*, *Jackie* and *And Then There Was One* continue their development, joined by a new commission of *The Great Gatsby* adapted by Erin Shields. The Collider Festival of New Work (June 20-22, 2025) once again drew its largest houses to date for in-person programming which included five readings and two workshops.

Our Education & Outreach department provided learning opportunities for over 1,000 students in the Foote Theatre School's camps and classes. New to the roster of classes were our Performance Labs which provided 60 youth and teens the opportunity to perform in *Disney's Frozen Jr.* and *Disney's Frozen KIDS* as part of their summer camp experience. Following a full season of intensive training in Performance and Production, our Young Company participants presented a highly successful run of *String*, a contemporary pop musical, performed and designed entirely by them. We also welcomed over 650 students to the Citadel through Students Club, a program which offers pre-show workshops and artist talkbacks for each mainstage production.

It was a great season that celebrated the incredible work and the incredible reach of the Citadel. We are starting our 60<sup>th</sup> Anniversary Season in 2025/26 with great optimism and great thanks for all of the incredible staff and artists who made this season such a success.



# MESSAGE FROM THE EXECUTIVE DIRECTOR

JESSIE VAN RIJN

This past season at the Citadel has been one of renewal, reconnection, and momentum. Our building has been alive with audiences, artists, students, and community members who remind us daily of the power of gathering together to share stories. From the excitement of sold-out performances to the laughter of Theatre School students discovering their creative voices, the Citadel has been brimming with life.



# THE 2024/25 SEASON

## MAINSTAGE



SEP 21 - OCT 13, 2024

By Tennessee Williams  
Produced in Association  
with Theatre Calgary  
SHOCTOR THEATRE



NOV 9 - DEC 8, 2024

Book by Robert Cary  
and Des McAnuff  
Music and Lyrics by Johnny Cash,  
June Carter Cash and others  
The La Jolla Playhouse Production  
presented by The Citadel Theatre  
SHOCTOR THEATRE



FEB 1 - MAR 2, 2025

Music and Lyrics by  
Kristen Anderson-Lopez  
and Robert Lopez  
Book by Jennifer Lee  
Produced in Association  
with The Grand Theatre  
SHOCTOR THEATRE



FEB 22 - MAR 23, 2025

By William Shakespeare  
Adapted by Daryl Cloran  
and Kayvon Khoshkam  
MACLAB THEATRE



MAR 22 - APR 13, 2025

By Arun Lakra  
Produced in Association  
with The Grand Theatre  
SHOCTOR THEATRE



MAY 3 - 25, 2025

Based on the books  
*Little Women* & *Good Wives*  
by Louisa May Alcott  
Adapted for the stage  
by Jordi Mand  
SHOCTOR THEATRE

## SEASONAL SPECIALS



JUL 6 - AUG 4, 2024

By Henry Lewis,  
Henry Shields & Jonathan Sayer  
Produced in Partnership with  
Theatre Calgary and Royal  
Manitoba Theatre Centre  
SHOCTOR THEATRE



NOV 23 - DEC 24, 2024

By David van Belle  
Based on the novella  
by Charles Dickens  
MACLAB THEATRE

One of the most meaningful strides forward this year has been in accessibility. Thanks to the generous support of the Edmonton Community Foundation, we were able to present a full season of Accessible Performances, building on the success of our very first Relaxed Performance the year before. These performances have created pathways for new audiences to experience live theatre, welcoming individuals and families who may not have felt included in traditional theatre settings. The response has been profound, and we are committed to continuing to remove barriers so that everyone in our community can feel at home here.

We also advanced a major initiative that will guide our future: the creation of our new Strategic Plan. In partnership with centrepont, we engaged in a year of reflection and visioning, asking ourselves what the Citadel represents to our staff, artists, audiences, and the wider community. This process has been about more than setting priorities. It has been about listening closely, repairing connections, and defining a shared purpose that can carry us forward. The plan provides a roadmap to stabilize our operations and grow in a sustainable way. It focuses on strengthening relationships within our organization and throughout the city, ensuring that the Citadel remains a place where artists, audiences, and partners all feel a sense of belonging. With this framework in place, we are better prepared to navigate challenges, embrace opportunities, and secure a healthy future for the theatre.

A healthy Citadel also depends on the people who bring it to life each day. Over the past year, we have continued to strengthen the internal systems that support our staff, refining communication across departments and creating more opportunities for collaboration and growth. This commitment to our team ensures that the Citadel remains a workplace where creativity, care, and community thrive, just as much behind the scenes as they do on stage.

For me personally, this year has been defined by gratitude and reconnection. I have had the privilege of reaching out to long-time subscribers, donors, partners, and community members who had not heard from us in far too long, in some cases not since before the pandemic. Saying "thank you," rebuilding trust, and mending relationships has been some of the most important and rewarding work of the year. Those conversations have reminded me how much the Citadel means to Edmonton, and how deeply people want to see it thrive.

As we look ahead, we are preparing to celebrate the Citadel's 60<sup>th</sup> Anniversary. This milestone invites us to honor the legacy of those who built and sustained this theatre, while also embracing the new opportunities and journeys that lie ahead. It is a moment to reflect on how far we have come and to imagine what the next sixty years will hold. With the dedication of our staff, the vision of Artistic Director Daryl Cloran, the guidance of our Board of Directors and Board of Governors, and the passion of the artists who fill our stages, the Citadel is poised to move forward with both respect for our history and excitement for the future. Most of all, we are grateful to you, our audiences, supporters, and community, for standing with us, sharing in our stories, and helping us shape the Citadel's next chapter together.



# THE 2024/25 SEASON

HOUSE SERIES HIGHWIRE



OCT 17 - 27, 2024

A LightningCloud Production  
MACLAB THEATRE



JAN 11 - FEB 2, 2025

A Spontaneous Theatre Creation  
by Rebecca Northan  
and Bruce Horak  
with Ellis Lalonde  
RICE THEATRE



FEB 6 - 9, 2025



MAR 6 - 9, 2025



APR 3 - 6, 2025



APR 30 - MAY 4, 2025

127,119 Tickets  
Sold to Citadel Events

258 Theatre  
Artists Contracted

60  
Teaching  
Artists

150  
IATSE  
Technicians

284  
Performances

# STRATEGIC PLAN

Citadel's last strategic plan expired in 2023, and Jon Duschinsky / centrepont were hired by Citadel in late 2024 to lead work on the creation of a 2025-2030 strategic plan. Citadel chose to embrace a process for creating its 2025-2030 strategic plan that focused heavily on engagement, both of its community stakeholders and its internal teams. The stated purpose was not just to create a compelling strategy but to generate a newfound sense of clarity and alignment across the team, building confidence.

Citadel's 2025-2030 Strategic Plan therefore seeks to not just outline a series of key priorities but also provide answers to more fundamental questions about its purpose and vision in addition to clear five-year plans from each department.

**The strategic planning process included (but was not limited to) the following steps:**

- Comprehensive document review (finance, strategy, income generation) as well as a public domain analysis (positioning, branding, perception).
- 17 stakeholder interviews with 20 individuals (donors, artists, patrons, community members, and other stakeholders).
- A situational analysis carried out with Citadel leadership.
- A collaborative and creative workshop and review process with the Lead Team (Executive Director, Artistic Director and Board Chair) and the Full Team (all Department Directors) to establish the Foundational Elements.
- Workshops and coaching sessions (in-person and remote) with all Department Directors and Managers to determine organizational priorities and then create specific 5-year plans for each department.
- Purpose-driven leadership training for both Full and Lead Teams to strengthen alignment and build team confidence and capacity.
- Ongoing engagement with Citadel's governance and community stakeholders throughout the process.

This process has also laid the foundation for the creation of a case for support and the acceleration of efforts around community engagement, philanthropic development and strategic partnerships.

The stakeholder interviews revealed the following key learnings, mapping the perceptions of Citadel:

**Community Engagement & Exclusivity** - Interviewees strongly emphasized Citadel's role as a vibrant hub for community engagement, inclusion, and storytelling. There was a clear desire to see Citadel both broaden and deepen its reach, creating more meaningful relationships with existing patrons while also engaging historically underserved audiences.

**Artistic Excellence and Risk-Taking** - Stakeholders understood the financial importance of flagship shows while also expressing a strong desire for Citadel to continue to prioritize bold, challenging, and thought-provoking theatre. Artistic risk-taking was widely supported, seen as vital for cultivating a compelling theatre environment.



**Sustainability and Financial Health** - It was felt that Citadel's financial sustainability would benefit from strengthening relationships with corporate sponsors and high-net-worth individuals and engaging Board members more actively in fundraising.

**Physical Space and Downtown Revitalization** - There was consensus both on Citadel's role as a cornerstone of Edmonton's downtown revitalization and the fact that its spaces are underutilized and that it needs to do more to live up to its potential as a vibrant, dynamic hub.

**Legacy and Future Vision** - Every person interviewed expressed hopes and aspirations that Citadel would continue to grow and thrive, with many wanting it to become more of a national and international cultural leader.

This strategic planning process has enabled Citadel to ask some big and often uncomfortable questions. Not just questions about what it does and why it does it, but why it exists in the first place, why anyone else should care, and the change it wants see in the world. This work has been collaborative, creative and inclusive and has generated excitement and alignment from the team members involved.

The Citadel Theatre 2025-2030 Strategic Plan will be released Fall 2025. As we prepare for its launch, we're excited to share a first look at our organizational manifesto and strategic objectives:

## CITADEL THEATRE: A VISION OF OUR FUTURE

We are the Citadel, a home for compelling stories, thriving connections and big dreams.

We believe in the transformative power of bold choices.

We believe in what's possible when we take a leap together—into our creativity, into the unknown, into our shared humanity.

In an uncertain world, we are committed to creating outstanding theatre that sparks a gasp and meets the moment.

And with open arms, we invite you into your home in the heart of the city - a truly vibrant gathering place where we can all reveal and explore our own human potential, together.

## ORGANIZATIONAL OBJECTIVES

- OBJECTIVE 1** The Citadel has a balanced and stable funding model that generates annual surpluses (ticket sales, non-production revenues, voluntary income).
- OBJECTIVE 2** The Citadel is a vibrant gathering place for arts-focused programming.
- OBJECTIVE 3** The Citadel as an organization is thriving.
- OBJECTIVE 4** The Citadel is celebrated locally, nationally and internationally.

# HEART & HUB PROGRAM

The Citadel Theatre's Heart & Hub Program represents an evolving effort to enhance collaboration within Edmonton's arts community through resource sharing. By working closely with other arts organizations, the program seeks to offer essential support through resources such as accessibility materials (sensory kits, quiet room materials, teleprompters, mannequins, hearing assists) and reduced-cost access to Citadel spaces. This initiative aims to build stronger connections with our arts community, and provide meaningful opportunities for creative exchange, with hopes of growing and expanding its impact as it continues to develop.

## 2024/25 HEART & HUB ACTIVITIES

- Edmonton Opera accessed a reduced-cost rental for their production of *Die Walküre*, including rehearsal space in the Bentley Salon and performances in the Maclab Theatre. This arrangement provided approximately 260 hours of access to our spaces and technical crew at a reduced rate, and we were thrilled to support their creative work and be a part of their artistic journey.
- Other 2024/25 Heart & Hub partners included Catalyst Theatre, Fringe Theatre Adventures, Teatro Live!, SkirtsAfire Festival, Azimuth Theatre, NextFest, Small Matters Productions and multiple independent artists and collectives.

13,314  
Ice Creams Sold

61 Rental  
Events

54,231 Beverages  
Sold (including 2,085  
Signature Cocktails)

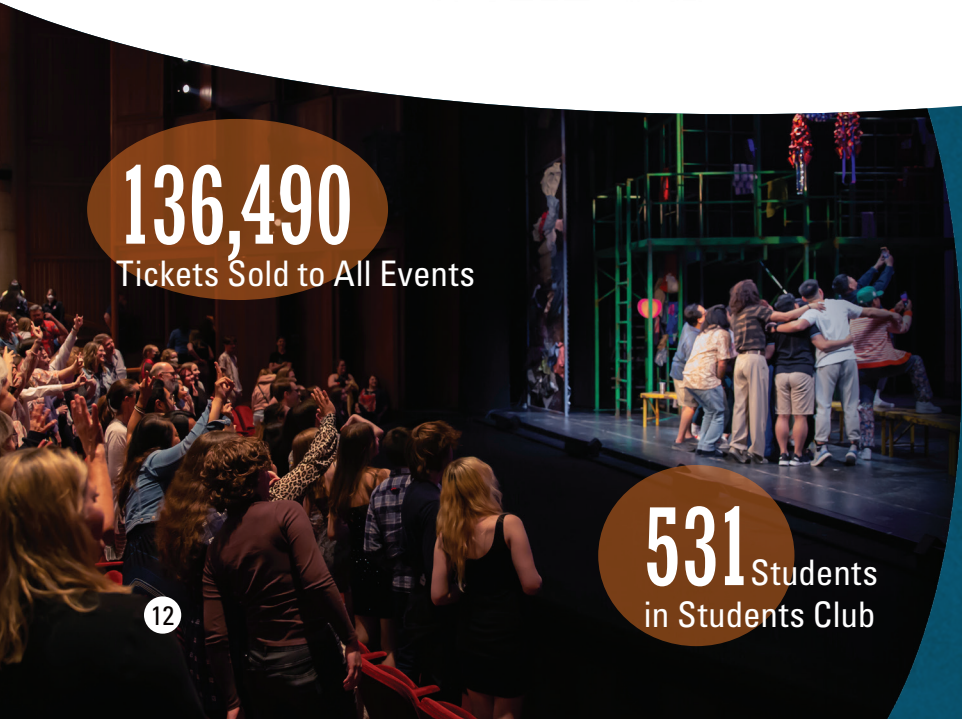
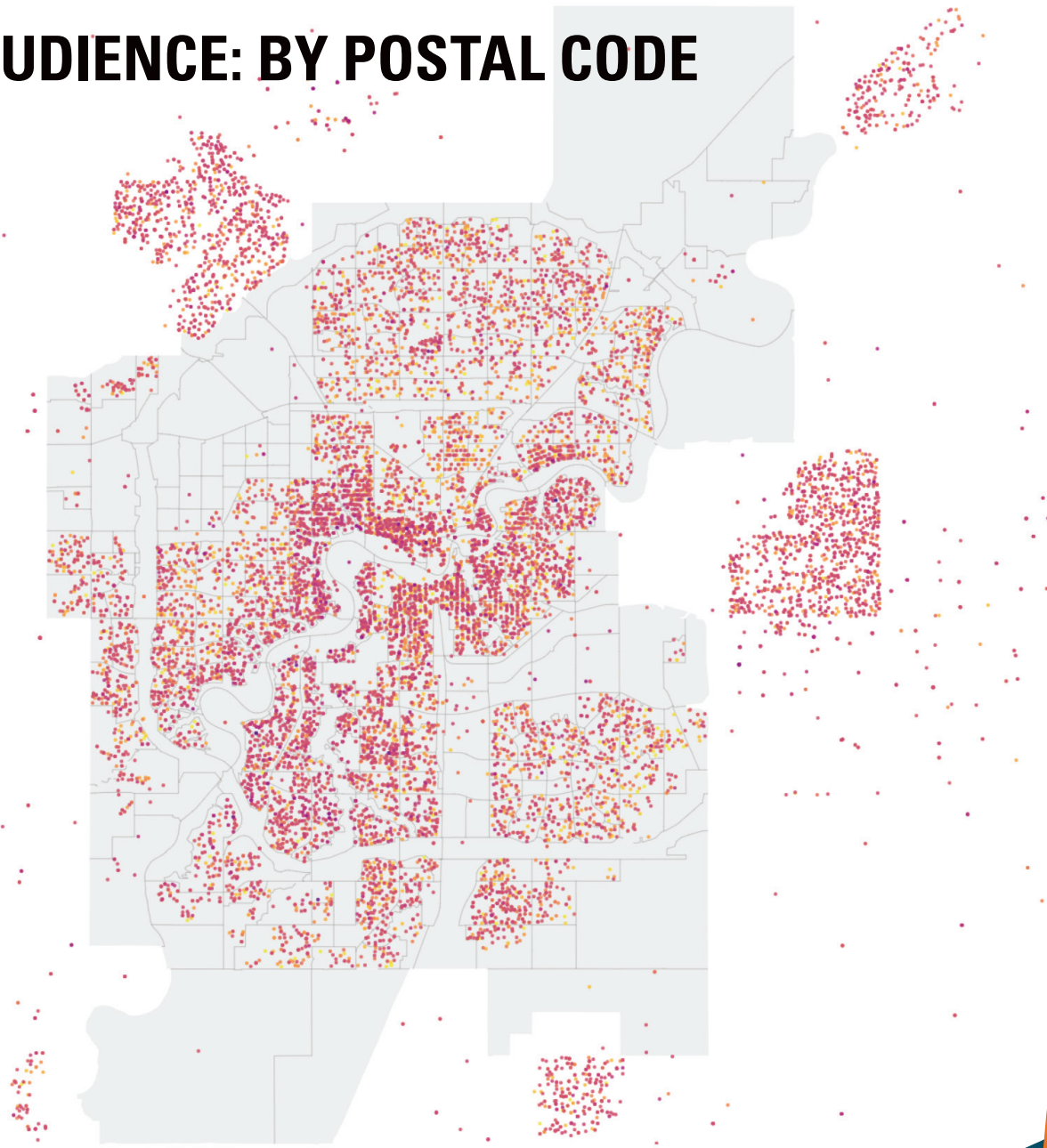
19  
Weddings  
Hosted

42,231 Disposable  
Cups Saved Thanks to the  
Citadel Sippy Cup Program





# OUR AUDIENCE: BY POSTAL CODE



136,490  
Tickets Sold to All Events

8,862  
Tickets Sold to  
Student Matinees

531 Students  
in Students Club

1,099 Foote  
Theatre School/Young  
Companies Students

# REVENUE

Dollar values are in thousands



- Ticket Sales (48.6%)
- Government & Foundation (24.5%)
- Rental, Facility & Hospitality (8.8%)
- Donations & Sponsorships (5.3%)
- Investment and Other Income (5.2%)
- Amortization of Deferred Contributions (4.8%)
- Theatre School Fees (2.9%)

Revenue	24/25		23/24		22/23		21/22		20/21		19/20		18/19	
Ticket Sales	7,874	49%	7,917	48%	5,168	36%	3,527	25%	314	4%	4,599	36%	4,958	36%
Government & Foundation	3,960	24%	3,018	18%	3,555	25%	4,629	33%	3,388	38%	3,309	25%	3,058	23%
Rental, Facility & Hospitality	1,426	9%	1,027	6%	870	6%	568	4%	108	1%	754	6%	1,100	8%
Donations & Sponsorships	850	5%	1,161	7%	1,201	8%	1,326	10%	766	9%	1,318	10%	1,699	13%
Investment and Other Income	838	5%	1,038	6%	1,411	10%	1,569	11%	2,072	24%	1,247	9%	831	6%
Amortization of Deferred Contributions	769	5%	1,902	12%	1,968	14%	2,035	15%	1,910	22%	1,499	11%	1,508	11%
Theatre School Fees	470	3%	393	2%	325	2%	247	2%	258	3%	410	3%	381	3%
Total Revenue	16,187	100%	16,457	100%	14,497	100%	13,900	100%	8,816	100%	13,136	100%	13,535	100%

# EXPENSES

Dollar values are in thousands



- General Operations (42.7%)
- Theatre Productions (42.3%)
- Facility (10.2%)
- Depreciation (4.9%)

Expenses	24/25		23/24		22/23		21/22		20/21		19/20		18/19	
General Operations	6,953	43%	5,945	38%	5,897	39%	5,139	38%	3,133	46%	4,940	40%	5,923	43%
Theatre Productions	6,883	42%	5,863	37%	5,449	36%	4,472	33%	590	9%	4,315	35%	4,411	32%
Facility	1,654	10%	1,706	11%	1,646	11%	1,590	12%	1,001	15%	1,456	12%	1,708	12%
Depreciation	798	5%	2,129	14%	2,190	14%	2,251	17%	2,073	30%	1,674	13%	1,664	13%
Total Expenses	16,288	100%	15,644	100%	15,182	100%	13,453	100%	6,797	100%	12,384	100%	13,707	100%



# ANNUAL DONORS

The Citadel Theatre received gifts from over 800 donors in the 2024/2025 season, generously providing over \$372,000 in individual donations. This number does not include corporate sponsorships, donated tickets, or grants from foundations.

We sincerely thank our annual donors for enabling us to continue achieving theatre excellence.

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Jane Clerk	Jill & Charlie Doiron	Linda Foss	Audrey Groeneveld
Rhonda Coates	Karen & John Donahoe	Lisa Katherine Foss	Trina Grosse
Timothy William Coates	Margaret Dorey	JP Fournier & Sharon Busby	Ali Grotkowski
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Ruth Collins-Nakai	David Dorward	Julie Freigang	Nermeen Haddadin
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	Sylvia Duffus	Amy Gaucher	Mike Harding & Don Zeman
	Douglas Bruce DuVal		
	Karen Dyberg		
	Nathan Ebbers		



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OCT 2024 TO SEPT 2025

The Citadel Theatre extends its deepest gratitude to all those who contributed to the success of our 2024/25 season. The dedication, passion, and creativity of our staff continue to shape the heart of our organization, bringing life to every performance and positively impacting our theatre’s ongoing growth and success.

We are also immensely appreciative of the remarkable work done by our partners at Bee Clean Services and Alberta Crowd Management. Their unwavering commitment to ensuring our facility remains a safe and welcoming environment has been instrumental in creating a space where both artists and audiences can thrive.

Thank you to everyone who has played a role in making the Citadel Theatre not just a place to work, but a community where creativity, collaboration, and innovation flourish.

Kris Aasen	Russell Ault	Janessa Barron	Samantha Bingham
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*We have proudly listed the names of the staff who worked with us throughout the year. Every effort has been made to recognize and acknowledge the contributions of our entire team. If, however, we have inadvertently missed anyone, please know that your hard work and commitment have not gone unnoticed, and we sincerely thank you for your invaluable contributions.*

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