

# YOUTH SINGERS OF CALGARY

## ANNUAL REPORT 2020 - 2021



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# ABOUT YSC

## MISSION

To provide an inclusive and engaged community which gives young people the opportunity to grow and express themselves through the performing arts.

## VISION

To be a vibrant performing arts company delivering exceptional comprehensive performing arts education and programming that encourages personal and artistic excellence.

## CORE VALUES

We are committed to:

- Artistic integrity
- Excellence
- Community building
- Inclusion
- Health and Safety
- Personal development
- Self-expression
- Life-long learning
- Leadership Development

# OUR IMPACT

YSC creates great performers on stage and in life. When a Youth Singer steps on stage, they give it everything they've got—their personalities, their dreams, their fears, and their excitement. Their true voices come tumbling out and their love of performing, of growing and succeeding shines through.

The tools we use to produce better performers allow us to develop people who feel better about themselves and who see that the sky really is the limit on their dreams. Every day, we create community leaders empowered by the experiences and personal growth they achieve through singing, dancing, and acting.

For more than 30 years, we have provided generations of young people with a chance to succeed through the performing arts. We nurture, mentor, guide, and celebrate every child who comes through our doors.



# MESSAGE FROM THE CHAIR OF THE BOARD

As Chair of the Board of Directors of the Youth Singers of Calgary, I submit this report on behalf of the Board. During this unusual year, all Board meetings were held virtually. It is a credit to this Board that, despite not meeting in person we were able to have excellent discussions and make progress with many important aspects of our work. Each member is committed to the organization and it shows in the execution of their responsibilities.



## ACCOMPLISHMENTS & HIGHLIGHTS

- Undertook a search for a new CEO and hired an amazing leader who will take YSC into the future!
- Developed a Diversity and Inclusion Statement and created a sub-committee of the Board to further this important work
- Undertook learning opportunities provided to not-for-profit Boards of Directors about how to manage during a Pandemic
- Updated the strategic plan to reflect the increased emphasis on health and safety
- Developed new policies in the areas of Funder Recognition and Gift Acceptance
- Began a review and update of the YSC By-laws
- Supported the HEARTS OUT at HOME Fundraiser

Special thanks to Board Members Laura Hambley and Jason Bergeron for their work on the HR Committee, to Shane Simmons, our Treasurer, and Cathy Inglis, Director of Finance, Operations and Development for working out the kinks in our new financial software, to Ernie Abbott for leading the work on the by-law update and to Eugene Beaulieu, Chair of the PAYC Committee, for his leadership working with the amazing HEARTS OUT at HOME committee.

The Board is committed to a balanced budget and recognizes the particular difficulties the organization encountered this year. We are grateful for the donations and contributions from individuals, foundations, and governments.

YSC would not have made it through this year without the amazing effort put forth by the Executive Leadership team who used their creativity and tenacity in figuring out how to manage the programming and organization during this difficult year. Critical to their overall success was the commitment to singers, and to each other, displayed by Directors, Choreographers, Production Team, and Volunteer Managers and their teams.

Each of you is remarkable!

*Catherine Barclay, CHAIR, YSC BOARD OF DIRECTORS*

**CHAIR**

Catherine Barclay

**VICE-CHAIR**

Ernie Abbott

**PAST CHAIR**

Eugene Beaulieu

**TREASURER**

Shane Simmons

**SECRETARY**

Rod Garossino

**DIRECTORS**

Renee Fagnou

J.P. Hermano

Jason Bergeron

Tanya Sharma-Moore

Laura Hambley Lovett

Catherine Clynch

Audrey Tesarski

Karri Quan



## MESSAGE FROM FOUNDER & CEO



It's difficult to believe this is my 32nd Youth Singers of Calgary (YSC) AGM Report. As the founder (in 1985), I could not be more proud of the accomplishments of this organization. In 1990 as the Artistic and Executive Director I assisted the choir in transitioning to a community arts organization. As CEO I've had the privilege of guiding its development into what it is today. It is a not for profit, charitable, volunteer, and inclusive organization. We are driven by a vision to develop strong, capable and contributing community citizens and leaders by empowering youth and giving them opportunities to grow and express themselves through the performing arts.

Very few if any organizations had planned what to do in the event of an international pandemic. The entire world turned upside down and all our efforts had to be focused on the ever-changing pandemic requirements. With technology upgrades led by Colin Lowe and John Hildebrand, our 15 divisions' programs, events, and activities pivoted to a virtual format.

The major revenue streams we had developed over 30+ years disappeared overnight. Everyone worked harder than ever to navigate through this hardship and keep our organization operating as efficiently and effectively as possible. All artistic and production leadership teams were in a program delivery learning curve. They relied on their creativity and flexibility as they faced a new teaching format for YSC.

Besides operating, funding challenges became the focus of our administrative team. We took advantage of every possible revenue generating opportunity. Our talented staff remained with YSC and we were able to meet their financial contracts, as well as operating expenses and ended the year in a positive financial position. This outcome was a true miracle! In spite of this difficult season, we have a strong foundation upon which to slowly rebuild revenue streams, enrolment, events, programs, touring, camps, volunteer initiatives etc. Our flexibility, stamina, perseverance and creativity was definitely tested! There was no time to stop and become discouraged, rather, only to positively move forward.

Season highlights include staff retention, a successful HEARTS OUT at HOME led by Eugene Beaulieu, a consistently strong Board of Directors with Catherine Barclay as Chair, growth in the early childhood KIDS & MUSIC Divisions, outstanding three episodes of *On with the Show* virtual productions which included not only a video but also the first album in many years. Our greatest highlight was maintaining YSC performers' morale and enthusiasm through online program delivery. We are thankful and remain awestruck to have ended this challenging season with a small surplus.

Tricia Penner, who had transitioned as the YSC Artistic Director several years ago, together with Alida Lowe and the artistic team, shifted all programming to a unique virtual on-line format. Megan Emmett, assisted by Alida Lowe and Cathy Inglis, managed the entire pandemic organization response through the daily ever-changing government restrictions. I, together with the whole of the administrative team and Board of Directors, led the financial and funding challenges to a positive outcome. Keith Heilman and Bryan Clarke skillfully managed all the facility and equipment upgrades needed for members and staff to safely utilize the studio spaces.

If YSC can successfully manage a season such as 2020–2021, I believe the organization can achieve whatever may face them in the future. We are so grateful to our faithful donors who support our mission.

We did not allow the pandemic to delay our next step in leadership succession. As of July 1st, 2021, Megan Emmett will transition to the CEO position and I will support YSC by continuing in the Chief Development Officer (CDO) role.

Thank you to each and every member, staff, family, friend, and more than 10,000 current and alumni performers of the YSC organization for your passion and commitment to this worthwhile cause. This has been the most amazing and rewarding journey any human could have the privilege of experiencing!

Thank you to my husband, Don McLean for his unconditional support and encouragement!

*Shirley Penner, FOUNDER & CEO*



2020-2021 Season Image

# 2020-2021 HIGHLIGHTS

Throughout the season, Youth Singers faced the ongoing challenges that COVID-19 presented. Singers, families, volunteers and staff, all forged ahead to complete one of the most historic years in YSC history.

5 TB

storage required to store all the digital content submitted in the 20-21 season



65+

virtual performances produced since April 2020



Every singer recorded individual vocal tracks on their devices, to then be edited & mixed into the full choir recordings

The On With The Show web series, sponsored by ATCO, was filmed, produced and streamed in three, 1-hour episodes on the YSC onDemand channel

700+

hours of *On With The Show* viewed on-demand

On With The Show

4000

video files submitted to make all three episodes of *On With The Show*

1500+

hours spent editing all of our virtual choir performances

45+

youth enrolled & supported by the YYC (Yes You Can!) Bursary Fund

YSC Board of Directors developed an Inclusion and Diversity statement which declares, in part, "that our words, actions, music choices and programs be a reflection of the justice, fairness and loving acceptance we wish to see in the world."



7300+

square feet of green screen fabric used by singers for at-home and in-studio filming



\$100,000+

was spent on equipment and building upgrades and additional cleaning and sanitizing to ensure a safe, engaging experience for singers



ONCUE, YSC's a cappella ensemble, released a digital four-song EP, *ONCUE Christmas: Keep Shining On*, available on major streaming platforms



The *On With The Show* Album was released; the first YSC album in many years



160 masks sewn by our wardrobe volunteers and provided to singers

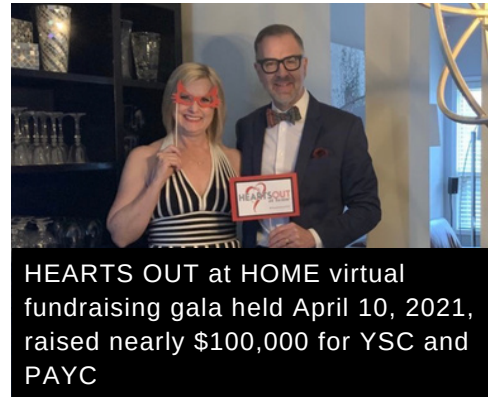


100+ households around the city (and further!) were re-configured into at-home filming studios when restrictions prohibited in-studio filming

Our largest company number of the 20–21 season, featured in Episode 3, had 130 singers on screen in the same song



100+ hours spent on zoom as staff connected with each individual singer to assist in their at-home filming process



HEARTS OUT at HOME virtual fundraising gala held April 10, 2021, raised nearly \$100,000 for YSC and PAYC



Launched the *In The Loop* newsletter with 3 issues mailed to 1600+ YSC alumni and supporters.



The first phase of an outdoor classroom project was complete in time for our 2021 summer campers to enjoy an inviting space to move, learn, and get some fresh air

Properties and Wardrobe volunteers undertook the massive task of organizing and thinning out almost 35 years worth of fabric, supplies, costumes, and props. Every item that left the building was donated to a charitable cause or repurposed

# MESSAGE FROM THE ARTISTIC DIRECTOR



*On with the Show* was not only our season theme but our daily motivation. We are in awe of the creativity, ingenuity, and resiliency that was evident in our staff, singers and their families.

We are so proud of our original 3-episode series: *On With The Show*. Our performers learned many new skills as they engaged in learning and performing remotely. Never, ever did we think that restrictions would become stricter as the year progressed. We were able to be responsive as the year progressed by expanding the use of technology in order to reach our goals. What an accomplishment to release our *On With The Show* Album to celebrate the (hopefully) once in a lifetime season.

Because of our amazing staff, we were able to move so many of our programs online to keep our families and alumni engaged in the arts and in community. We filled people's living rooms with music, joy, and hope. A huge thank you to our Artistic Staff for sharing their talents from their homes to our homes.

Throughout the 2020–2021 season, one thing that never wavered was our commitment to providing our singers and families with the best performing arts experience possible—we continued to create, achieve, and inspire; we reached for the stars!

*Tricia Penner, ARTISTIC DIRECTOR*



2020-2021 Season Images

## PRODUCTION & PROGRAM

The 2020–2021 season kicked off with virtual fireworks: a livestreamed Canada Day Virtual HUB (wrapping up the HUB at Home series that ran through spring 2020), the release of the 2020 season finale, and the announcement of the 2020–2021 season. Most importantly, we announced that the season would go ahead, regardless of what it looked like. On July 1, 2020, we embarked on an adventure that would take us to places we never dreamed.

In September, we found a way to begin rehearsals in person! Three metres distanced, masked, and in groups of fewer than 20 people—but we were together, and we could even sing a bit (following specific health guidelines)! Singers were delighted to see each other after 6 months apart and we embarked on the year bursting with creative potential and hope for a season that would move through stages of progressively less restrictive measures. Instead, our year was a roller coaster of policy changes and public health measures that moved programming entirely back online for much of the season.

Before that happened, however, each of our four core divisions enjoyed an outdoor workshop at Camp Chestermere, which ended up being the only time the whole division was together all year. All divisions rehearsed at PAYC (albeit in small groups, with singers alternating weeks between online and in-person) until the end of November, laying a foundation that carried through the year, even when they couldn't be together in person.

Rehearsals this year included small, distanced groups in person; staff teaching simultaneously from different studios at PAYC; staff members teaching from home; and everything in between. In the spring, some divisions had the chance to meet again for a few weeks; others never returned to in-person rehearsals after the November pivot to online.

What we accomplished together was nothing short of incredible. Each week, all 20 classes and rehearsals ran as scheduled. December's special-edition HUB at Home brought Christmas



music to YSC homes across Canada. Over a dozen events were professionally livestreamed on a variety of platforms, both free and ticketed. We produced a web series with hour-long episodes in December, March, and June, each of which included not only a dozen virtual choir performances, but also three distinct theatre arts segments. Every non-core division was featured in at least one video performance and our team took the concept of a virtual choir into the realm of legitimate film production. When we wrapped the 2020–2021 season, we had released over 65 songs as virtual choir performances.

The year was not easy, and the circumstances we faced everywhere brought new struggles and challenges. While Youth Singers was a lifeline for many of our singers, we also recognize the immense amount of emotional and practical labour that went into making it so. There are too many people to name individually, but we give our heartfelt thanks to YSC’s artistic, creative, technical, and administrative teams; the artists and experts we contracted for individual projects; our production volunteer force; and the singers and their support networks.

We programmed a whole season without a single live performance or whole-group rehearsal, while still maintaining our educational goals, exciting performances, and sense of community. The creativity, talent, and vision that went into this year—and the product we achieved at the end of it—is something that we can be proud of for years to come.

This year we answered the question, “How does a choir keep going when in-person singing is considered a high-risk activity?” We knew that the arts sector would feel the strain of this pandemic hard—first to close, last to open. However, we were determined to provide community and artistic experiences to our singers, to keep as many of our Artistic Team employed as we could, and to celebrate what we could do, rather than mourn what we couldn’t. Achieving our lofty goals took all of us pooling our various skills and learning some new ones, working as a team, and putting in long, hard hours; but most of all, we required the trust of our staff and singers, which they generously gave.

## HOW WE DID IT

Each song began with a vision from the division’s artistic staff, imagining what they might see on screen. Next, the Creative Team developed a storyboard and technical breakdown, often happening simultaneously with the teaching and rehearsal process. For each song, we determined how many shots were required from each singer, where it would be filmed, what the wardrobe would be, and any other details that needed to be established before the performance was filmed.

Staff supported their singers at every step of the process. The choral team recorded vocal guides: every voice part; every song. The choreography team filmed guides for each dance part. Artistic staff provided one-on-one Zoom sessions outside of rehearsals to help singers gain confidence in their vocal and visual performances, as we pushed many performers out of their comfort zones to perform independently.

Most of the season's filming was done individually. Each episode faced different restrictions, creating a few variations, but with very few (mostly outdoor) exceptions, each singer performed alone to the camera with virtual support from their staff, using the guide videos provided. In Episodes 1 and 2, most filming took place in our studios, which were outfitted with green screens or practical sets, lights, and professional cameras. Staff supported their singers either via Zoom from a different room or through a window, so that the singers could safely unmask and perform, without worry about COVID transmission.

When we reached Episode 3, new restrictions meant that we were unable to even do that PAYC, so singers were provided with green screens at home, along with detailed setup tutorials and one-on-one Zoom staff support. Family members filmed on phones, lit the shots, cleared dance floor space, and cheered on their performers at home.

At times, singers were asked to scout locations and film outdoors or in a practical location. All vocal recordings took place outside of PAYC—singers recorded and uploaded all their vocals at home, using the resources provided by our staff. Our homes and neighbourhoods became our studios.

Once every vocal and visual performance was uploaded, we moved to post-production. Every one of the 4000+ files was reviewed and approved by the artistic staff to shape the original creative vision into the final product. Vocal recordings were compiled and sent to John Hildebrand, who turned singers' individual submissions into choral performances. Colin Lowe edited thousands of video performances, taking the singers from the green screen and putting them on stages, runways, circus tents, and in space, to name just a few of the creative visual treatments of the music.

Finally, the completed songs, theatre arts segments, and transitions were pieced together in show order and the final episode file was output, usually finishing just in time to start streaming the show for a live audience. From rehearsing, filming, and recording to watching each episode of this awesome show with our families, it all came full circle to be experienced in our homes from beginning to end!

# OUR PROGRAMS



# PERFORMING ARTS FOR ALL AGES

YSC is a vibrant performing arts company and education program of choral singing, dancing, and theatre arts for children, teens, and adults. We offer year-round programming, musical theatre camps, and classes for those with cognitive delays.

## CREATIVE TEAM

Tricia Penner	ARTISTIC & CREATIVE DIRECTOR, AND EXECUTIVE PRODUCER
Alida Lowe	DIRECTOR OF PROGRAM, PRODUCTION, AND TOURING
Chris Thompson	ASSISTANT PRODUCER & ARTISTIC CONSULTANT
Jocelyn Jones	SCRIPT WRITER & ARTISTIC CONSULTANT

## KIDS & MUSIC (PRE-K TO GR 2)

PROGRAM DIRECTOR & INSTRUCTOR

Kathy Neuland

SENIOR CHOREOGRAPHER & INTERIM  
INSTRUCTOR

Lisa Ryan

INTERIM INSTRUCTOR

Emily Dallas

Lisa Ryan and Emily Dallas launched the season, and our new director, Kathy Neuland, joined the team in February, 2021. Children learned alongside puppets Manal the Macaw, Dexter the Fuzzy Green Friend, Felix the Horse, and Dubbie the Puppy. Rehearsals moved outdoors to the front of our building in the Spring and we sang for the whole neighborhood; once we were even visited by a deer! KIDS & MUSIC's final video production, Let the Fun Begin, featured 9 songs and an interview with Founder Shirley Penner.

## KIDAZZLE (GR 3)

DIRECTOR

Deanna Henderson-McDade

ASSOCIATE DIRECTOR

Megan Emmett

RESIDENT CHOREOGRAPHERS

Lauren Thompson & Kirsten Williams

KIDAZZLE performed two mini video shows: "Popcorn!" and "Best Self, Best Work, Best World", and joined KIDZXPRESS in "Better When I'm Dancin'" in Episode 3. The whole team is so proud of KIDAZZLE and the fantastic learning they accomplished.

## **KIDZXPRESS (GR 4-6)**

### DIRECTOR

Deanna Henderson-McDade

### ASSOCIATE DIRECTOR

Megan Emmett

### RESIDENT CHOREOGRAPHERS

Lauren Thompson & Kirsten Williams

### ACCOMPANISTS

Rebecca Reese (Episode 1), Kathy Seibel (Episodes 2, 3)

KIDZXPRESS embraced independence, perseverance, trust, and enthusiasm. The Creative Team and their Artistic Team designed and delivered an incredible vision to keep KIDZXPRESS moving, grooving, singing, and learning all year long. The Artistic team appreciated the online format for the ability to hear singers one at a time, and singers loved filming with a set for “Let It Grow.”

## **JUNIOR HI (GR 7-9)**

### DIRECTOR

Kathryn Parrotta

### ASSISTANT DIRECTOR

Dean Lauderdale

### RESIDENT CHOREOGRAPHER

Jessica Eckstadt

### ASSISTANT CHOREOGRAPHER

Alicia Ward

### CHOREOGRAPHY COACH

Nathan Snyders-Blok

### ACCOMPANIST

Kathy Seibel

JUNIOR HI singers flexed their creativity and musical accomplishments in pieces like “The Walker,” where everyone was a superhero, and “When I Set Out For Lyonesse,” an original composition by director Kathryn Parrotta. Singers and families persevered and trusted the process. Staff and singers felt connected and proud, and singers felt accomplished, important, and special. In the words of a JUNIOR HI parent, “it was a year no one will forget, but one that brought many together. It was a year of love.”





### **SENIOR HI (GR 10-12)**

DIRECTOR  
Dave Morton

ASSOCIATE DIRECTOR & ACCOMPANIST  
Kathy Seibel

RESIDENT CHOREOGRAPHER  
Donald Jones

ASSISTANT CHOREOGRAPHER  
Serena Mazil

SENIOR HI knocked it out of the park filming an entire circus at home for “The Greatest Show” and highlighting their choreography in “Make the World Move”. Grade 9 boys stepped up to support the tenor and bass sections, and staff were proud that singers were willing to try anything! The SENIOR HI Grade 12 Council worked together to help the rest of the division keep up to date with changes, help with questions, be a support for newcomers, led by example, and help the directors relay important information to the rest of the group.

### **ACT3 (YOUNG ADULT)**

DIRECTOR  
Jason Erhardt

ASSOCIATE DIRECTOR & ACCOMPANIST  
David Holoboff

RESIDENT CHOREOGRAPHER & CO-LEAD  
CREATOR  
Jeffrey Diodati

CO-LEAD CREATOR  
Katherine Burrowes

ACT3 welcomed alumni singers from other cities and provinces—a great benefit of the hybrid and online rehearsals! Artistic highlights included filming on a fashion show runway set for “Born This Way” and coming to life as paintings in “Who Wants To Live Forever.” ACT3 volunteers stole the show during HEARTS OUT at HOME, and together the staff, singers, and council supported each other during a trying time for many.



## SHINE & ONCUE (ENSEMBLES)

SHINE CO-MANAGER & PRODUCER  
Donald Jones

SHINE VOCAL DIRECTOR  
Kathryn Parrotta

SHINE CO-MANAGER  
Kirsten Williams

SHINE CHOREOGRAPHER  
Katherine Burrowes

ONCUE DIRECTOR  
Dean Lauderdale

ONCUE MANAGER  
Alida Lowe

ONCUE and SHINE each continued working together as ensembles, supporting the artistic needs of *On With the Show* and developing their skills. ONCUE recorded and released a Christmas EP, featuring four Christmas favourites. That accomplishment, in addition to filming, recording, mixing, and mastering six additional non-Christmas tunes this year, kept the team's morale going. SHINE filmed an original video for each episode, highlighting tour memories in "I Lived" and channeling the Brady Bunch in "Handclap." Both divisions participated in company songs, continuing to be an integral part of those mass numbers.

## ENCORE (ALUMNI & FRIENDS)

DIRECTOR  
Jason Erhardt

ACCOMPANIST  
Brent Krawchuk

RESIDENT CHOREOGRAPHER  
Alicia Ward

ENCORE MANAGER  
Megan Emmett

Singers engaged in real time online rehearsals thanks to Frank Zeritsch who volunteered running and supporting a Jamulus server. Virtual projects "Smile" and "Cheek to Cheek" were fun to share after a year of singing and seeing each other online.

## **SECOND CHANTS (ADULT RECREATION)**

DIRECTOR  
Kathy Seibel

ASSISTANT DIRECTOR  
Lloyd Anderson

RESIDENT CHOREOGRAPHER  
Alicia Ward

ACCOMPANIST  
Brent Krawchuk

ASSISTANT CHOREGRAPHER &  
PRODUCTION ASSISTANT  
Dez Jones

Singers in SECOND CHANTS enjoyed the social connection and the opportunity to continue learning through this year. This group was able to maintain a sense of community, and rehearsals remained a positive and jovial experience whether online or in person. The year culminated with a 4-song virtual show, *Detour*, complete with SECOND CHANTS' signature brand of theatre arts and exuberant performances. Thank you to Frank Zeritsch for sound editing and Jory Rusnak for video production.

## **STAR (SPECIAL TALENTS IN ARTS AND RECREATION)**

CO-DIRECTORS & INSTRUCTORS  
Dave Morton & Jen Morton

ASSISTANT INSTRUCTORS  
Ashley Miller & Jesse DeHaan

STAR's enrollment in 2020–2021 remained at nearly the same level as the previous year, which was significant in this unusual year. The online format worked particularly well for many STAR families, providing inclusive connection and activity for even those with medical complications that limited other activities. STAR ended the year with a virtual performance of "Old Time Rock 'N' Roll", which they watched together to celebrate.

## **SHOWBIZ KIDS (CAMPS & SCHOOL RESIDENCIES)**

DIRECTOR & INSTRUCTOR  
Dean Lauderdale

RESIDENT CHOREOGRAPHER  
Alicia Ward

SHOWBIZ KIDS Summer Camp went online. Campers received a hand-delivered box with music and materials, and camp culminated in a live streamed play on Zoom!

## **THEATRE ARTS**

THEATRE ARTS LEAD  
Jeffrey Diodati

THEATRE ARTS ASSOCIATE  
Heather Laubenstein

THEATRE ARTS ASSISTANT  
Emily Dallas

The Theatre Arts team worked with three separate teams of performers to tell the story of *On With the Show*. Auditions were self-taped, which is an important skill for all our performers to learn, and the work on camera this year developed valuable skills. The web series cast included hosts; documentary subjects, recording their year in real time; a character-driven serial storyline; and reporters, guests, and interview subjects. Despite the cast never rehearsing or performing together in person, the characters had incredible chemistry and real connections were made between actors. Their performances gave the episodes their form and were engaging, heartwarming, and professional.

## **THE STUDIO BY YSC**

In the first semester, we launched a new program: The STUDIO by YSC, a menu of classes and lessons outside of YSC's regular programming that singers could access for a single subscription fee. While this idea had great merit and could provide both training for our members and contract work for our staff, the timing wasn't right. After a 3-month trial, The STUDIO folded for the time being.

# TOURING

The touring program remained on hiatus through the entire 2020–2021 season. The planned 2021 tour to Disney World and the Bahamas was cancelled in April 2020, and the realities of COVID provided no opportunity to change that this season.

Preliminary plans for the 2022 tour picked up at the end of the season, beginning to work toward a spring tour within Canada for singers in JUNIOR HI, SENIOR HI, and ACT3. As we reached the spring of 2021 and could see a way forward for domestic travel within the next year, we began to work with the Culture Path team to craft a shorter, safe tour; however, planning, registration, and the tour itself will happen entirely during the 2021–2022 fiscal year.

Two full seasons without touring was never in Youth Singers' plans, but will make it even sweeter when we're able to take our show on the road once more.



YSC SENIOR HI, ACT3 Divisions with Caleb Chapman's Soundhouse in Omiš, Croatia - on the Adriatic Sea (July 2019).



YSC SENIOR HI, ACT3 Divisions performance in Makarska, Croatia (July, 2019).

## VOLUNTEER PROGRAM

Youth Singers' volunteer program engages parents and families in supporting their singer's experience, through leadership on councils, to production and rehearsal support, to gaming, fundraising and special events. In a year without many in-person rehearsals, and only virtual performances, volunteers got involved in different ways. "Zoom Support" was added as an entirely new volunteer department! Every family had to volunteer hours at home to support their singers in recording vocal as well as visual tracks. Sometimes that meant rearranging lighting and bringing every lamp in the house to light their child! Volunteers also ensured the success of HEARTS OUT at HOME, through the Silent Auction and Sponsorship drives, and supported Youth Singers by working virtual bingos.

Councils assisted with communications and supporting new families. Small but mighty teams kept the structures in place to be ready to rebuild in the 2021-2022 season.

Thank you to all volunteers, and to the council and department leadership for being ready to support whenever called upon, in new and creative ways.



# VOLUNTEER STAFF & MANAGEMENT TEAM

## PRODUCTION/PERFORMANCE

YSC Program Director; Production & Tour  
YSC Technical Production/Equipment Mgr  
Production Manager  
Hospitality Manager  
Music Library Manager  
Gig Support  
Set Design Co-Manager  
Set Design Co-Manager  
Wardrobe Manager  
Properties Manager

Alida Lowe  
Colin Lowe  
TBD  
TBD  
Jan Rubak  
Bryan Clarke  
Heath Kai  
Wayne Gosche  
Bonnie Inglis  
Kristin Miller

## DIVISION COUNCIL LEADERSHIP

YSC Director of People and Education  
YSC Manager, Volunteer Services  
KIDZXPRESS President  
KIDZXPRESS Volunteer Coordinator  
KIDAZZLE Liaison  
JUNIOR HI President  
JUNIOR HI Volunteer Coordinator  
SENIOR HI President  
SENIOR HI Volunteer Coordinator  
ACT3 President  
ACT3 Vice-President  
SECOND CHANTS President  
ENCORE Interim President  
Heritage & Archives Manager

Megan Emmett  
Vacant  
Tamara Sampson  
Linda Peters  
Kim Watkinson  
Kara Johnson  
Kim Bercsenyi  
Tracey Abbott  
Tessa Mason  
Victoria Hutton  
Danica Strocen  
Rob Eckstadt  
Lois Mafrica-Slaney  
Jennifer Bridle

## GAMING

YSC Finance Director  
Bingo Captain Grey Eagle Bingo  
Bingo Co-Captain Bingo Barn  
Bingo Co-Captain Bingo Barn  
Casino Chair

Cathy Inglis  
Marge Rusnak  
Tracey Abbott  
Joelle Callaghan  
Jennifer Bridle

## PAYC

PAYC Co-Manager  
PAYC Co-Manager; Rentals & Bookings  
Logistics Manager  
Facility Support  
Wardrobe Support  
Donor Recognition Chair

Keith Heilman  
Bryan Clarke  
Jesse Charlton  
Lorne Lillico  
Vaughan Lillico  
Brigitte Moore

## FUNDRAISING/SPECIAL EVENTS

YSC Founder & CEO  
YSC Marketing Manager & Dev Associate  
YSC Special Event Liaison  
HEARTS OUT Board Lead  
HEARTS OUT Event Chair  
HEARTS OUT Silent Auction Chair

Shirley Penner  
Lauren Thompson  
Jocelyn Smith  
Eugene Beaulieu  
Audrey Tesarski  
Stacey Schaub Szabo



# YOUTH SINGERS STAFF

## ADMINISTRATIVE STAFF

Shirley Penner (FT)	CEO & Founder
Cathy Inglis (FT)	Director; Finance, Development & Operations
Alida Lowe (FT)	Director; Program, Production & Touring / Creative Team
Megan Emmett (FT)	Director; People & Education
Lauren Thompson (FT)	Marketing Manager & Fund Development Associate
Jocelyn Smith (FT)	EA / Registrar / Marketing & Special Events Liaison
Keith Heilman (PT)	Manager; PAYC Facility
Bryan Clarke (PT)	Manager; PAYC Bookings
Janice Schneider (PT)	Fund Development Associate
Colin Lowe (PT)	Manager; Technical Production & Equipment / Music Coord.
Chris Thompson (PT)	Marketing & Communications Associate / Art Design / Creative Team
Alicia Ward (PT)	SHOWBIZ KIDS Administrator
Kathy Seibel (PT)	Admin Assistant

## PROGRAM STAFF (SUPPLEMENT TO DIVISIONAL STAFF LISTED ABOVE)

Kim Janse	CBE Educational Liaison High School Credit Program
Katherine McConnell	CCSD Educational Liaison High School Credit Program
Joe Slabe	Arranger
Reid McLean Wiest	Arranger
Kristian Alexandrov	Arranger / Sequences
John Hildebrand	Technical Director/ Recording Engineer/ Sound Designer
Kris Mish	Lighting Designer
Dean Lauderdale, Dave Morton, Kathy Seibel	Additional Sound Editing
Evan Lauderdale, Alida Lowe	Additional Video Editing



# HEARTS OUT AT HOME

## CREATING A HOME, ONE SONG AT A TIME

Even in a pandemic year we found a way to celebrate! HEARTS OUT at HOME was attended by over 300 guests in their own homes. It was an exceptional and successful event raising nearly \$100,000!

Attendees took home gourmet boxed meals from Bonterra Trattoria and Market Basket YYC, as well as beer, wine, and single-serve cocktails from local vendors. Along with their food, attendees received fresh floral centerpieces, party favours, photo booth props, and more! The 4-hour live-streamed gala was hosted live and included messages from supporters and local dignitaries, interactive trivia and games, virtual choir performances, and a live sing-a-long led by Dave Morton and Dean Lauderdale.



Entire families dressed to the nines and flooded our social media with selfies. Thank you to our incredible Honourary Chairs Eugene Beaulieu and Catherine Barclay and all committee volunteers. The event surpassed all expectations with the silent auction proceeds alone equaling that of previous years.



# PERFORMING ARTS YOUTH CENTRE

## A HOME FOR YSC & THE COMMUNITY

The Performing Arts Youth Centre (PAYC) was truly the cornerstone of the 2020–2021 season. From renovations to make the lobby more spacious, upgrades to the building’s HVAC system, complete virtual streaming setups in each studio, increased internet connectivity, to physical distancing markers throughout the hallways and studios, the space and flexibility of PAYC allowed Youth Singers to pivot quickly and confidently.

Technology upgrades ensured our rehearsals could take place under almost any circumstance. Every studio was outfitted with cameras, mics, screens, and computers, among other technology upgrades, to facilitate two-way streaming from home and filming in the studio. We invested in a professional video camera, green screen dance floor and backdrop, lights, hundreds of metres of cabling, and many other hidden upgrades. The investments were used almost daily through the year and will continue to be an important part of how PAYC supports our teaching and learning even after the pandemic no longer directly impacts our day-to-day work.



2020-2021 Season Image

# FINANCIAL OVERVIEW

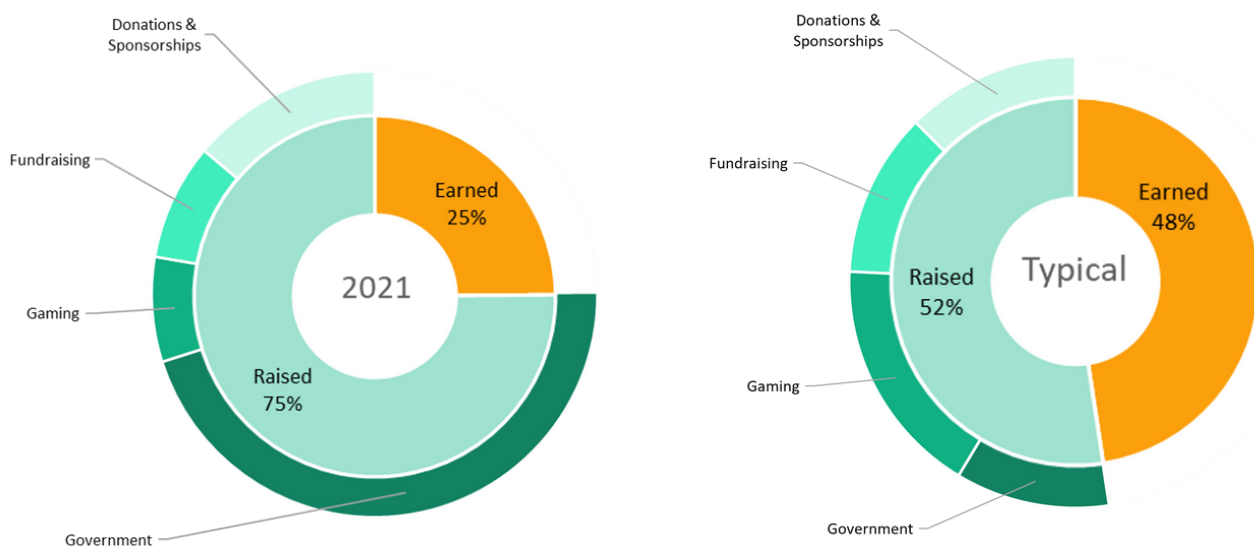
Just as in all other aspects, Fiscal 2021 was like no other in the history of YSC. The COVID-19 emergency funds received in Q4 of fiscal 2020 provided a solid cushion on which to begin what we thought would be a year of getting back to normal, But, alas, “normal” never happened.

In 2021 most traditional revenue streams were decimated. Enrolment was half that of a typical year prior to COVID, and facility rental and ticket sales revenue were both near zero. Gaming revenue, which typically comprises nearly 25% of YSC’s revenue stream, was one third of normal. Despite all of this, YSC managed to end the year with a very slight deficit—essentially breaking even. As can be seen in the charts presented here, this was due to substantial pandemic based government support. A typical year sees YSC revenue split about equally between earned revenue (primarily program fees) and raised revenue (gaming, donations, sponsorships and fundraising). Clearly, it was this Government funding along with the generosity of YSC Alumni and friends that made the difference.

YSC had a successful year due to the incredible efforts of its artistic staff, parents, volunteers, and the admin team. Being able to weather the storm of 2020–2021 is a testament to the strength of YSC’s current membership, and to the foundation that 35 years of history brings to bear.

The audited financial statements are available on request.

## REVENUE SOURCE COMPARISON



# CRESCENDO CAPITAL CAMPAIGN

Mrs. Margaret Southern, a founding patron and life-long supporter of the YSC, has faithfully attended over 30 years of our performances and was the Honourary Chair of our 2017 HEARTS OUT fundraising gala held at the National Music Centre. We are thrilled that Mrs. Southern's major contribution launched YSC's purchase of the Performing Arts Youth Centre. Her contribution will be recognised in the coming year by re-naming the building.

Youth Singers is very grateful for the Calgary Foundation's Impact Investment program which, along with a private investor, financed the balance of funds required for the purchase of the building. (Loans are due Dec. 31, 2023.)

We had raised \$1.7m of our \$3.1m campaign goal when the pandemic hit and regrettably the campaign activity was put on hold. The Crescendo Capital Campaign and unveiling of the new name are planned for the fall of 2021. We need the support of many to raise the balance of \$1.4m during the two-year time frame of 2022 and 2023.

WE INVITE YOU TO INVEST IN YOUTH AND THE PERFORMING ARTS CENTRE!

Thank you! Eugene Beaulieu & Shirley Penner

## THANK YOU TO OUR MAJOR SUPPORTERS



### EXECUTIVE PRODUCERS (\$25,000+)

Anonymous  
Canadian Avatar Investments Ltd  
Marg Southern

### DIRECTOR'S CIRCLE (\$10,000+)

FP Canada  
Howard & Janet McLean  
Shirley Penner & Don McLean  
Prosser Charitable Foundation  
Claudette Tremblay  
Werklund Foundation

### CREATIVE COMPOSERS (\$5,000+)

ATB Financial  
Eugene Beaulieu & Catherine Barclay  
Calgary Children's Foundation  
Louise Fernandes



Scan/click for a complete list of our donors