



THE GRAND

2009 - 2010

ANNUAL

REPORT





Photo taken at The Grand's 2009 Annual Meeting

2009 - 2010 Grand Opera House Board of Directors

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A WORD FROM OUR CHAIRMAN

As Chairman of the Board of Directors for The Grand Opera House, I have been able to observe the remarkable transformation of The Grand from a unique perspective. From an architectural and historic viewpoint, The Grand has always been a vital touchstone for the community. But in recent years, we have seen it grow and evolve to become much, much more.

A presenter of diverse and entertaining touring artists from around the world, appealing to the many interests and tastes of our vibrant community. A home to treasured resident companies like the Grammy-nominated Delaware Symphony Orchestra, Opera Delaware, and First State Ballet Theatre, as well as a host to a wide range of community organizations and activities from concerts and recitals to business meetings and graduation ceremonies. And, a provider of much-needed arts education experiences for our region's children and families, including children's theater, music instruction, and after school programs.

We on the Board believe that Delaware is very fortunate to have a cultural resource such as The Grand, and we remain committed to ensure its success now and into the future. The dedicated volunteer members of the Board and the Grand Trustees have worked closely with the staff to do more than just preserve a valued piece of Wilmington history but rather to knit The Grand into the very fabric of the community. We have made great strides, but there's still much work to do. I thank you for your part thus far, and encourage you to continue working hard with us to fulfill the potential of this terrific facility into the future.

We ask our Board and Trustee members to volunteer to attend performances and greet patrons as they enter the building. I have done this on a number of occasions and I am always struck by the variety of people who cross our threshold: senior citizens with decades of fond memories of The Grand, young families bringing their children for their first experience of live entertainment, residents of downtown and nearby suburbs, people who travel for miles just to attend a show in the magical environment of The Grand. But one thing is consistent be it a classical, rock, folk, jazz or comedy performance, people love to come here and their faces light up when you say "Welcome to The Grand."

I often encourage both first-time visitors and long-time friends of The Grand to take a moment to look around when they come for a performance to appreciate the splendor of the venue and the richness of its history. By supporting this treasured theater through your financial contributions, your advocacy, and your time, you are helping to insure that generations of Delaware citizens will also have the opportunity to hear "Welcome to The Grand" and then to enjoy an extraordinary cultural experience right here in our own hometown. Thank you!



Francis J. "Skip" Pennella
Chairman



...AND FROM THE EXECUTIVE DIRECTOR

As my fourth year as the Executive Director of The Grand comes to a close, I have two very distinct impressions of the journey thus far. The first is that the time has gone by more quickly than any other four years of my life and the second is that the amount of change and the positive results from that change is nearly overwhelming. Everywhere I look I see the faces of staff, board members, trustees, volunteers and supporters who have faithfully encouraged and followed that path of change with a commitment to one result...to ensure the future of a cherished and vital community institution. It is as if destiny is more responsible for the gathering of this diverse and talented group of people than happenstance.

In these four years this group of people has labored to alter the short term fortunes of The Grand while working together to improve the long range prospect of a Grand that is supported by a broader segment of the community and the region. The institutional and financial stability of The Grand has steadily improved as a result of this commitment to change.

I am happy to say that, as defined by our mission, The Grand's service to the community in the area of children's educational and introduction to the arts programs has increased significantly without an increase in related expenditures. We are providing a more diverse selection of performances on the stage of The Grand to more accurately reflect the wonderful diversity of our community. Ticket sales have shown a two-year increase of just over 13% while national average sales figures continue to drop dramatically. Concessions sales have grown 37% and merchandise income is up an astounding 96% over the same two-year period. Income from rental of the various spaces in the complex has risen a total of 29% and continues to show substantial possibility for even more growth.

We have continued to trim the budget and the current fiscal year reflects a total reduction of over 20% as a result of an aggressive energy conservation program (in excess of \$100,000 savings), a multi-year salary and benefit freeze and a restructuring of staff through lay-offs and consolidation. Many of the things that we've done, although necessary, have been difficult and the decisions painful, but we have managed to keep The Grand vibrant and exciting while we've worked to build a stronger base of support.

The Grand that we see today is not entirely The Grand that we envision for the future and as we move forward we would like to bring back some of the traditional, classical programming that was curtailed during recent years of financial uncertainty. These programs, though cherished by many, had fallen into a pattern of low patron support and yet high artistic fees, and could not be justified in a more austere budgeting strategy.

Longtime supporters often ask when they will see the great touring orchestras of the world again grace the stage of The Grand and my reply is always the same. As stronger support is achieved through our annual giving campaign and through our major fund raising efforts, we will again offer these programs and encourage our classical patrons to help ensure that funding support is strong enough in the years ahead to sustain these programs. We are confident enough of that support to have scheduled The Royal Philharmonic Orchestra with Pinchas Zukerman conducting and performing on January 14, 2012. We hope to mark this event as a return to this type of programming and also as the end of a very successful fund raising drive.

The "Imagine Your Grand Tomorrow" fundraising campaign is the logical next step in this four year cycle of strategic change. As a community owned and supported institution, The Grand has positioned itself well to gather and grow the support needed to continue its mission to educate, entertain and enrich those we strive to serve. With over seventy deeply committed people, including many of you, serving on various committees connected to the campaign I am confident that our message is strong and that our fund raising goal is attainable. All of us at The Grand feel a deep sense of gratitude for your efforts, your support and your obvious love for "The Grand Old Lady of Market Street."



Stephen M. Bailey
Executive Director & CEO

THE GRAND DIVERSIFIES ITS LINEUP WITH BOTH CLASSIC AND MODERN ARTISTS

Angélique
KIDJO



MARCH 28 - The gifted world musician performed at The Grand a week before the release of her critically-acclaimed album *Öyö*.



Brian Setzer
ORCHESTRA

DECEMBER 5 - The former Stray Cat lit up The 2009 Grand Gala with his 18-piece big band.

<<< **OCTOBER 5** - A sold-out house greeted this raucous singer-songwriter in his first Delaware performance.

"The Steinway piano at the historic Grand Opera House in Wilmington probably isn't used to being pounded, thrashed, and rocked, but Ben Folds certainly pays no mind to typical opera house protocol." - Lauren Savoie, *The Review*

>>> **SEPTEMBER 3** - A packed crowd welcomed this rising alt-country star.



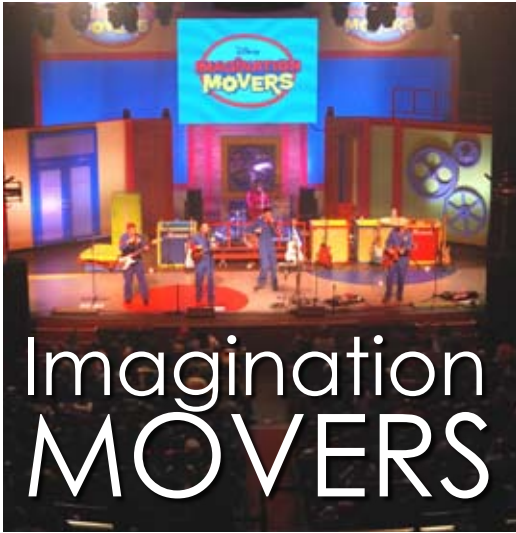
Esperanza
SPALDING

JANUARY 31 - This young jazz phenom brought her seminal talents to Wilmington for the first time, fresh off her performance at the Nobel Peace Prize ceremony in Oslo.

"The freshness and excitement of her approach has led to her being called the 'new hope for jazz.'"
- *The New Yorker*



Eric
CHURCH



Imagination MOVERS

NOVEMBER 18 - Disney's popular band visited The Grand during their debut tour for two sold-out children's shows.



Philly BLOCO

JANUARY 23 - Brazilian samba came to Wilmington just in time to heat up January in The Grand's first dance concert.



Lucinda WILLIAMS

SEPTEMBER 30 - The legendary country rocker made her debut at The Grand.

"Her live performances, like her meticulously crafted records, illustrate an artist in control."
- Michael Pollock, *Out & About*

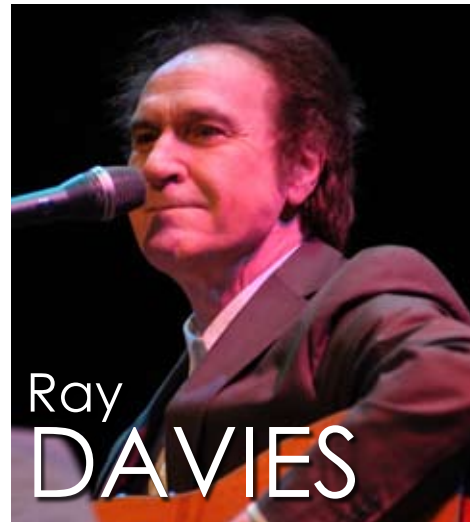


KEB' MO'



Arlo GUTHRIE

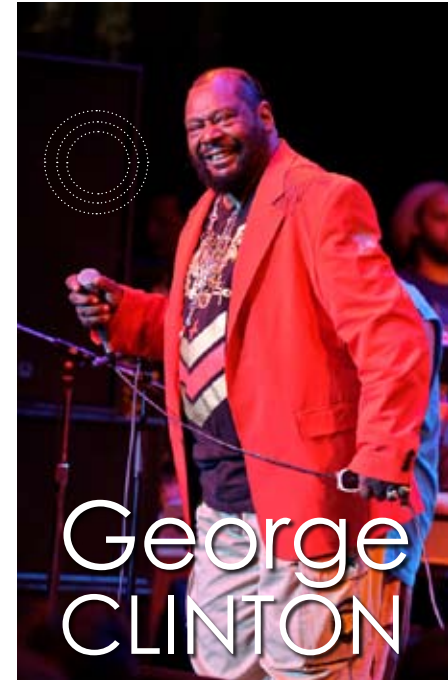
FEBRUARY 23 - The folk legend brought the whole family along for his show at The Grand.



Ray DAVIES

MARCH 3 - The rock legend delivered an exciting retrospective on his music, including many hits by The Kinks

<<< NOVEMBER 8 - "Keb' Mo' is fearless." - Peter Bothum, *The News Journal*



George CLINTON

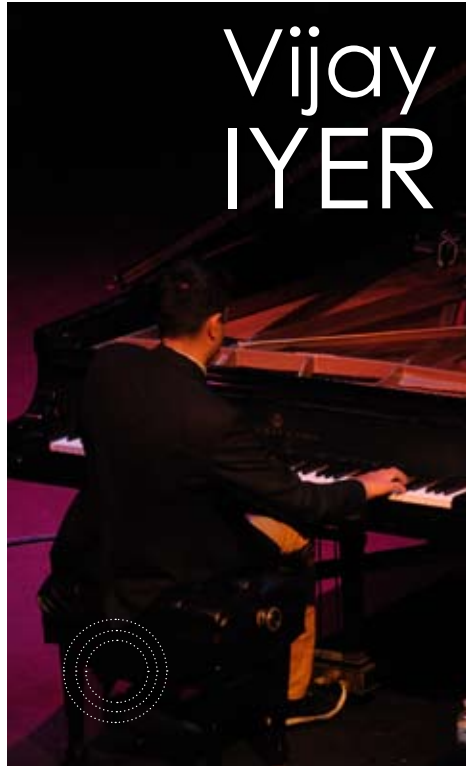
JUNE 14 - The funk pioneers arrived for a warm summer night concert at The Grand.

live @ the baby grand **OFFERS AN
INTIMATE HOME FOR DIVERSE PERFORMERS**



Jonatha
BROOKE

<<< **OCTOBER 1** - The gifted alt-folk performer arrived at The Grand showcasing her new album, *The Works*.



Vijay
IYER

APRIL 30 - The critically-acclaimed world pianist used the intimate baby grand theater to showcase his new collaboration, *Tirtha*.



Maurice Brown
EFFECT

MARCH 20 - Electric jazz trumpeter Maurice Brown brought his quintet to Wilmington.



Bill
BLAGG III

NOVEMBER 22 - One of the country's most critically-acclaimed magicians created a "Night of Magic" live at the baby grand.

VALUED COMMUNITY PARTNERSHIPS HELP TO EXPAND THE GRAND'S REACH THROUGHOUT THE BRANDYWINE VALLEY AND ENHANCE THE AUDIENCES' EXPERIENCES...

The Grand continued to forge stronger ties with our main resident companies: **Delaware Symphony Orchestra, Opera Delaware, and First State Ballet Theatre.** Their performances were included in The Grand's season brochure, on our ticketing website, and in MyChoice series for ticket buyers.

Season shows and community events were co-presented with: **American Cancer Society, Arden Concert Guild, Brandywine Friends of Old Time Music, Christina Cultural Arts Center, Green Willow Folk Club, Jewish Federation of Delaware, and University of Delaware's Music Department.**



CLIFFORD BROWN YEAR ROUND (CBYR), a new series presented in partnership with the City of Wilmington's DuPont Clifford Brown Jazz Festival and the Christina Cultural Arts Center, was launched with five dynamic jazz artists on the season schedule.

Several Grand artists helped engage the community, too! As part of CBYR, performers were asked to join in "Chords and Conversations," a brief chat with the audience between sets. **Point Blank** with Gerald Chavis, **Maurice Brown Effect**, and **Tirtha** each talked with the audiences during their shows. **Streb: Raw** (the extreme action company) and **Cashore Marionettes** also participated in Q&A sessions. Maurice Brown and Tirtha invited students to attend their sound checks, and **AbbaMania** had the **McKean High School Women's Ensemble** sing with them onstage.

ARTS IN CRISIS: A KENNEDY CENTER INITIATIVE – Michael Kaiser, president of the Kennedy Center, embarked on a national tour to share his strategy through arts management symposia in all 50 states, Puerto Rico, and the District of Columbia. On March 16, The Grand hosted his Delaware visit, and – as the second smallest state in the U.S. – attracted one of his largest audiences with over 200 people registered. Among those in attendance were Delaware's Secretary of State Jeffrey Bullock; Paul Weagraff, Director of the Delaware Division of the Arts; and Delaware's First Lady, Carla Markell.



THE GRAND CONTRIBUTES TO A THRIVING DOWNTOWN WILMINGTON BY PARTICIPATING IN THESE FUN AND FABULOUS EVENTS...

ARTFEST ON MARKET (AUGUST 14, 2009) – An art-themed street festival featured local and regional artists, live entertainment, a wearable art contest, and a choreographed light show on The Grand's façade.

ART ON THE TOWN (SEPTEMBER 2009–JULY 2010) – Monthly exhibits were featured in The Grand Galleries, highlighted by Monique Rollins' *BoaConstrictor*, a large-scale oil painting created especially for the baby grand gallery and featured in the February edition of *Brandywine Signature* magazine.

FRINGE WILMINGTON FESTIVAL (SEPTEMBER 30–OCTOBER 4, 2009) – Wilmington's inaugural celebration of unconventional and experimental art.

DOWNTOWN FALLFEST (NOVEMBER 7, 2009) – Five blocks of family fun on Market Street. The Grand presented a historical revue on the main stage, a Family Fun Center in the baby grand lobby, face painting and a karaoke stage on Market Street. More than 5,000 people attended!

WILMINGTON GRAND PRIX AND BIKE SUMMIT (MAY 21-22, 2010) – Thousands showed up to experience the excitement of a USA national cycling event and street festival.

THE GRAND MAKES UNIQUE OPPORTUNITIES AVAILABLE FOR AREA PERFORMERS AND NONPROFIT ORGANIZATIONS TO SHOWCASE THEIR WORK...



MUSIKARMAGEDDON, the area's biggest battle-of-the-bands, presented in collaboration with *Out and About*, concluded with its final head-to-head competition in the baby grand on October 10. Over 160 people attended; a panel of judges and audience members voted for their favorite local band and the winner, American Buffalo, was offered the chance to perform live @ the baby grand.



IN THE SPOTLIGHT, The Grand's regional talent competition, hosted four preliminary rounds throughout the year. The finals took place on April 25, and sixteen contestants – 1 poet, 2 bands, 4 comedians, 8 singers, and 1 singing/dance troupe – got the

rare chance to perform on The Grand's legendary main stage while vying for the title and valuable prize packages.

The grand prize went to **Scott F. Mason as "Dame Edna"** who charmed the audience and judges with his locally focused, off-beat humor. Scott was rewarded with \$300 cash, a feature article in *Out and About* magazine, and a night to perform live @ the baby grand. Our 2009 IN The Spotlight winner, comedian M Dickson, headlined her own show on May 15, 2010. Special thanks to our partners: City of Wilmington IN Campaign, *Out and About*, and Aztec Printing.

The Grand welcomed a variety of local artists and organizations in salon showcases, including: **Green Willow, WVUD, McHugh School of Irish Dance,** and **Owltalker Trio.**

THE SUMMER SALON SERIES offered Market Street pedestrians a lovely sidewalk café with live entertainment each week. Performance highlights included the **Imagination Players**, a song and dance troupe of more than 40 local kids (ages 7 to 18), and the **Arts Academy at The Grand JAMI!**, featuring students and faculty from our music school.



THE GRAND IS PROUD TO OFFER A VARIETY OF OPPORTUNITIES FOR STUDENTS OF ALL AGES TO LEARN MORE ABOUT MUSIC, DANCE, AND THEATER...

THE 2009-10 STAGE OF DISCOVERY SCHOOL MATINEES had its most successful season since returning to The Grand in 2007. With five full houses out of nine performances, attendance totaled 7,814 school children – a 56% increase over last year's 5,012. Each performance offered an educational study guide with age-appropriate lesson plans, and Education Manager Briana Feinberg visited several classrooms during the year to facilitate student activities. We also launched a bus subsidy program, with seed funding provided by AstraZeneca, which supported four local schools and enabled nine busloads of children to attend these performances.

THE ARTS ACADEMY AT THE GRAND enrolled 64 students during 2009-10, providing music lessons for all ages (from 5 to 70) and skill levels. The Arts Academy offers tailored instruction in a variety of genres with a professional faculty of working musicians and educators, plus inspiration from historic surroundings and unique performance opportunities throughout the year. We also provide financial assistance through reduced fees or free lessons to qualified applicants. In 2009-10, The Grand supported 39 students (61% of enrollment) with financial aid valued at over \$24,000.

Despite a looming snowstorm on February 5, Harry Spencer and four of his saxophone students were happy to entertain audiences in the Sarah Bernhardt Salon preceding our main stage show with Dr. John and the Neville Brothers; Harry and the remainder of his sax studio played on March 20 before the Maurice Brown Effect. Also in March, Leslie Carey's piano studio gave a class recital in the baby grand.



On June 18, twenty Arts Academy students performed nearly two hours of music in a year-end recital. It was a wonderful display of talent, professionalism, and style on our very own baby grand stage. During the summer, several students and faculty joined outside on Market Street to perform in The Grand's Summer Salon Series.

The Grand continued its partnership with First State Ballet Theatre through **DanceWorks!** – a series of weekly dance classes offered free-of-charge to area schools. The 120 participating youngsters performed in a year-end recital on May 19. "Kids Performing for Kids" was enthusiastically received by a standing-room only crowd in the baby grand.

THE 2010 SUMMER CHILDREN'S THEATER had another successful year with 6,600 audience members representing 75 groups (daycares and summer camps) and hundreds of families. Community partnerships continued with productions by **City Theater Company** and **Ritz Theatre Company**, while the **Missoula Children's Theater** returned to Wilmington for local auditions and featured 54 children from the area in two live performances of *The Frog Prince*.

2010 SUMMER STEEL gave participants from the Latin American Community Center the opportunity to learn how to play steel drums in an ensemble setting with instructor Colvin "Atiba" Fields.

The Grand launched a new collaboration with **We Kids Rock!** and began an exciting family program that introduces music to infants and toddlers up to age 5. The summer session had a successful start and will continue in the fall of 2010.

The Grand was delighted to host student interns from **Howard High School**, **Delaware Futures**, and **University of Delaware**, as well as five teachers who participated in professional development externships through **Delaware's Business, Industry, Education (BIE) Alliance**.



Statement of Activity
August 1, 2009 - July 31, 2010

	Operating	Capital Campaign	Total
Income			
Gross Ticket Revenue	1,333,295		1,333,295
Other Earned Income	917,444		917,444
Total Earned Income	2,250,739	-	2,250,739
Contributed Income			
Contributed Income	551,712	314,682	866,394
Fundraising Events	326,909		326,909
Grants & Foundations	126,190	1,150,000	1,276,190
Endowments	773,877		773,877
Total Contributed Income	1,778,688	1,464,682	3,243,370
Total Income	4,029,427	1,464,682	5,494,109
Expense			
Salary & Other Employment Costs	1,908,694	3,200	1,911,894
Artist Fees	1,060,217		1,060,217
Administration	150,697		150,697
Box Office	87,024		87,024
Development	203,977	185,891	389,868
Community Engagement	38,897		38,897
Facilities	577,690		577,690
Marketing	291,086		291,086
Other Production	75,202		75,202
Total Operating Expense (before Interest)	4,393,484	189,091	4,582,575
Operating Surplus/(Deficit) (before Interest)	(364,057)	1,275,591	911,534
Interest Expense	159,750	-	159,750
Operating Surplus/(Deficit)	(523,807)	1,275,591	751,783

(Financial Information is reported pre-Audit)

2009-10 By The Numbers

Although The Grand ended the fiscal year with an operating deficit, that shortfall was covered with a loan from the Delaware Performing Arts Center account, our own endowment fund. Nonetheless, this year's deficit figure shows dramatic and consistent improvement in the fiscal health of the institution over the last four years, decreasing the annual structural shortfall from nearly \$1.4 million in FY 2007. This was accomplished with significant reductions in expenses (most notably artist fees, insurance, and building costs). We have also seen improvement in several areas of earned income through expansion and diversification of programming, as well as growth in concessions, merchandise, and rental income.

We believe that we have now established a much more effective business model for The Grand, which will continue this positive trend, especially as we seek to eliminate the ongoing burdens of deferred maintenance, residual construction debt, and undercapitalized endowments.

DEVELOPMENT REPORT

Individual Giving	\$283,084
Corporate Support	\$251,126
Foundation Grants	\$62,300
Government Grants	\$110,920
Summer Children's Theater	\$16,817
Grand Gala	\$328,360
In-Kind Donations	\$22,584
Total	\$1,075,190

THANK YOU!

To all of the individuals, corporate and business donors, foundations and government agencies that made it possible for The Grand to accomplish everything reported in this publication, thank you for your meaningful support!

SPECIAL THANKS TO OUR 2009-10 SPONSORS



These programs are made possible, in part, by grants from the Delaware Division of the Arts, a state agency dedicated to nurturing and supporting the arts in Delaware, in partnership with the National Endowment for the Arts.

The Grand also thanks all contributors to The Cawley Fund for Performing Arts at The Grand, which was established in 2006 in honor of Julie and Charlie Cawley with the mission to perpetuate Charlie Cawley's vision for The Grand Opera House. The Fund provides important support for The Grand's diverse programming; the work of its artistic partners; the Delaware Symphony Orchestra and Opera Delaware; and the continued success of its arts education programs.

Additional support for arts education programs provided by AstraZeneca, Laffey-McHugh Foundation, and National Endowment for the Arts.

SPECIAL GIFTS AND GRANTS

ArtCO, Artesian Water Company, Boyd's Flowers, Christmas Shop Foundation, The City of Wilmington, Delaware Performing Arts Centers, Inc., Delaware Today, Estate of William C. Drinkard, Estate of Ralph H. Earle, Jr., Gannett Foundation, Laffey-McHugh Foundation, Longwood Foundation, Marmot Foundation, Minster's Jewelers, National Park Service, Louise H. Poole Trust, TSN Publishing, Nellie B. Walrath Trust, Welfare Foundation, Wilmington Flower Market



GRAND GALA

The Grand Gala has become the definitive concert experience in Wilmington and the 33rd Annual Grand Gala on Saturday, December 5, 2009 exceeded all expectations under the leadership of Co-Chairs Sherrie and Don Kirtley and Penny and Chris Saridakis. Over 950 patrons experienced a moving video presentation, "Reliving a Grand Idea," honoring the legacy of the Grand Pioneers, the visionary men and women who, in the 1970s, prevailed in an ambitious restoration of The Grand Opera House to its former glory. Then a spectacular performance by the Brian Setzer Orchestra was followed by an elegant after party at the Hotel DuPont, complete with several live bands in different rooms, open bar, and dancing. The event netted \$87,000 for The Grand's outreach and education programs that touched close to 20,000 children and families with the life-changing experience of live performances.

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as of July 31, 2010



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Jenny Anderson
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Tracy Bailey
Charlotte Baker
Carole Bremer
Edith Brennan
Earl and Linda Brosius
Watson and Sonja Brown
Marty Budd
Joy Burke
Emmett Calhoun
Eileen Cantoni
Margaret Catts

Mary Chisholm
Geraldine Cochran
Michael Connair
Olga Crowther
Charlotte and Richard Daum
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Robert Dennis
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as of July 31, 2010



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Mark Fields, *Managing Director*

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Kristin Allard, *Administrative Associate*
Nancy Powel, *Director of Finance*
Ismay DaCosta, *Finance Manager*
Teresa Crawford, *Finance Associate*

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Nina Wright, *Box Office Supervisor*
Dana Brown, *Box Office Representative*
Nafeisha Brown, *Box Office Representative*
Peter Delaney, *Box Office Representative*
Tomika Dunn, *Box Office Representative*
Cornelius Jones, *Box Office Representative*
Melissa Leatherbury, *Box Office Representative*

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Julie Shanahan, *Campaign Manager*
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Melissa Joy Hart, *Community Events Manager*
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Beverly Alexander, *Supervisor of Ushers*
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Barbara Winkler, *House Manager*

Robert Myers, *House Manager*
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Solomon Fraiser, *Maintenance Crew*
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Atiba Colvin Fields, *steel drums*
Fa Fields, *voice*
A.J. Malme, *drums*
Dwight McIntosh, *piano*
David Poland, *violin and fiddle*
Chris Sherlock, *drums*
John Southard, *piano*
Harry Spencer, *saxophone and clarinet*
Mark Unruh, *guitar, five-string banjo, mandolin, electric bass*
Janina Williams, *voice*

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The Grand's 2009-10 season was dedicated to Tatiana and Gerret Copeland for their extraordinary generosity to and support of The Grand Opera House and its programs.

