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as of 7/31/2017

Annual Report designed by
 Amy Watson Bish



HIGHLIGHTS OF THE YEAR

EXECUTIVE

- It was a year of managing transitions
 - Helped facilitate the first transition in board leadership in eleven years;
 - Coordinated with new owners of Playhouse and new manager of the Hotel duPont to improve the patron experience and manage construction challenges; also worked with board members to negotiate more favorable lease rates and terms;
 - Participated on the transition team for the newly elected mayor, and continued direct and concerted involvement in major downtown revitalization efforts, including the Corridor Revitalization Fund, the Rodney Square Conservancy, and the IN Wilmington arts marketing campaign;
 - Reorganized the Marketing Department, clearly dividing responsibilities for Broadway, Music & Variety, and technology;
 - Replaced Director of Development and placed renewed emphasis on increasing contributed income;
 - And, initiated a restructuring of the Finance Department that is still ongoing.
- In addition, we strived diligently to recover from a weak programming season to book a significantly stronger Broadway and Music & Variety schedule in terms of both quality and volume of shows. We also worked to develop a collaborative relationship with Live Nation, the new manager of our concert-presenting neighbor down the street, The Queen.

DEVELOPMENT

- We secured Capital grants from the Presser and Marmot Foundations for a combined \$70,000 to update the structure and systems of The Grand.
- We have added Buccini Pollin Group and Chemours as Co-Producing Sponsors of our Broadway series, as well as Buccini Pollin Group as Producing Sponsor for our Music and Variety series, garnering over \$150,000 in new sponsorships in the form of rent offsets.
- The 2016 Grand Gala raised more than \$150,000 for arts education at The Grand, which surpassed our budget goal for this event.
- We increased total individual giving dollars by 14% but the number of individual donors decreased by 12%. This decline will be directly addressed in FY 2018.

COMMUNITY ENGAGEMENT/EDUCATION

- Stages of Discovery school matinees served 23,600 students, teachers, and families from across Delaware and neighboring states. The variety of shows, designed for students from pre-K through middle school, connect with core subjects including history, literature, social studies, science, and character education, providing a creative learning experience that comes to life on stage.
- Our new Discover Broadway outreach program introduced the touring casts of Broadway in Wilmington shows to students from Broesler School of Irish Dance, Cab Calloway School of the Arts, Delaware All-State Theatre, Wilmington Drama League, and patients at A.I. DuPont Children's Hospital.
- Summer Explorers entertained 4,000 kids, parents and caregivers with "pay-what-you-can" admission. Performances included: *Street Beat's Hip Hop Pizzazz*, *Doktor Kaboom*, *Pippi's Grand Adventure* with Delaware Children's Theater, and *Rapunzel* with Missoula Children's Theater and a cast of local students.
- Wilmington's fifth annual Summer in the Parks series, sponsored by the City of Wilmington, employed nearly 200 individual artists at 60 interactive arts events for children, camp groups, and families with 2,700 participants.
- Community partnerships created meaningful experiences for hundreds of students including: DanceWorks with First State Ballet, MLK Communication Contest with Christ Church Christiana Hundred and YWCA Delaware, Boysie Lowery Living Jazz Residency with Light Up the Queen Foundation, and the Warner Shortlidge Arts Alliance.
- Fun opportunities for adults to get involved in the arts included Grand Baile Latin dance nights, monthly artist exhibits in the Grand Galleries, "Wine, Cheese & Chat" with ETHEL, talent competitions for comedians and musicians through LOL@TheGrand, Musikarmageddon, and Musikarmageddon Solo, and even music lessons at the Arts Academy.

Front page photos: (clockwise): The Mavericks at Copeland Hall (credit Joe del Tufo); Lyle Lovett and Robert Earl Keen (credit Nancy Powell); Cast members from Broadway in Wilmington's CINDERELLA visit with patients at A. I. duPont Hospital for Children; DanceWorks! recital in the baby grand (credit Tisa Della-Volpe); and Summer in Parks participants.

HIGHLIGHTS OF THE YEAR

continued

MARKETING/BOX OFFICE

- Marketing and Box Office focused on several key efforts to capitalize on the exciting and diverse programming of our 2016–17 season
 - Focused more of our marketing efforts towards strategies that worked well for us, identified through our customers buying habits—with point of sale tracking through the Box Office and Google Analytics;
 - Spent the year coding and programming our new website that launched on September 20, 2017;
 - Crossed-trained both our Playhouse and Grand Box Offices to be able to sell and assist both Broadway or Music & Variety patrons which has enabled us to offer better customer service to patrons;
 - Changed our ticket stock and printing layout to help cut down on the confusion of which venue the performances are held at, helping patrons show up at the correct location for the show;
 - Engaged a consultant with national marketing experience to assist us with Broadway sales;
 - Reorganized the marketing department with two staff specifically tasked for Broadway and Music & Variety;
 - And, trained more staff on uses of the Tessitura ticketing system.

OPERATIONS

- The Grand's Volunteer Show Corps donated 23,722 hours during the 2016–17 season and has grown to over 220 members.
- In July, the Operations department started a few major renovation projects that includes, but not limited to, rehabbing and replacing the windows on the 3rd and 4th floors.
- We are having all three rotting cupolas on the roof rehabbed and/or replaced and having duct work on the Giacco building refinished.
- After these three projects are completed, we should see a reduction in cooling/heating costs, as well as the costs of repairs that stem from leaks and such from these troublesome areas.

TECH

- We completed full replacement of the failing dimmer system in Copeland Hall. This was a month long project, which was completed on schedule. This includes full dimmer replacement with state of the art dimmers and control systems, house light control upgrades, on stage work light control upgrades and new feeder cabling from the dimmers to the onstage circuits.
- Preparatory work was also done for upgrades to portions of the lighting system in the Baby Grand and Studio One.
- The proscenium plasma screens were remounted to make them more secure and more esthetically pleasing.

FINANCIAL SUMMARY

- Another clean audit! Belfint, Lyons and Shuman, P.A. were contracted as auditors for Fiscal Year 2016 after many years with Horthy & Horthy, P.A. Fieldwork for the Fiscal Year 2017 audit is scheduled to begin October 30th.

WHERE THE MONEY COMES FROM:

65%	Over 97,000 ticket buyers who attend our shows
20%	Individuals, Sponsors, Grants and Special Events
8%	Local business and community organizations who use our facilities for their own events
7%	Interest Income from Endowments

WHERE THE MONEY GOES:

48%	Keeping the shows you love on our stages
18%	Providing the best possible communication and service to our loyal customers
13%	Preserving and maintaining our historic theaters
12%	Ensuring sound financial management and overall stewardship of this community asset
5%	Fundraising
4%	Serving our community with arts education and outreach programs

FY2017 Results (Unaudited):

Total Operating Income: \$7,949,329 | Total Operating Expenses: \$8,155,937 | Net Operating Deficit: \$206,608

The financial report for the 2016-17 season is subject to a final audit. A copy of the FY16 audit can found on our website: <http://bit.ly/GOH16Audit>