

THE  
**PLAYHOUSE**  
Fredericton

ANNUAL REPORT 2016-2017



Machine de Cirque  
February 2017

## OUR VISION

We create meaningful experiences through the power of live performance, making the Fredericton Playhouse indispensable to the quality of life, health and economic vitality of the community.

## Our Values

Fredericton Playhouse Inc. is committed to managing our business based on five core values:

**Quality of Experience:** We provide enriching and valued live performance experiences.

**Inclusivity:** We encourage and support broad access to our programs, services and facilities.

**Diversity:** We embrace diversity in personal attributes and cultural backgrounds throughout our organization.

**Integrity:** We employ business practices that are professional, progressive, accountable and fiscally responsible.

**Environmental Responsibility:** We endeavour to minimize our impact on the environment.

## Our Mission

We deliver programs, services and facilities to provide the community with enriching live performance experiences.



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## Letter from the President

As the President of the Board of Directors of Fredericton Playhouse Inc., I am proud to present to you the organization's 2016-2017 annual report. Along with the Playhouse's dedicated staff and volunteers, we work to provide patrons, partners and the community with meaningful performing arts experiences. This has been a hugely successful year from the perspective of our volunteer board.



The Fredericton Playhouse saw continued growth in its audience this year, and our audience has expressed high levels of satisfaction through our recent patron survey. The organization also attracted more "Friends" to our philanthropy program this year. I believe these results reflect the vital role the Playhouse plays in the cultural life of greater Fredericton and the value citizens recognize in our work.

The Board of Directors continues to work toward developing a new performing arts centre to serve our region. As you will read in this report, the need for this facility continues to grow, and it remains a significant priority. We look forward to many significant developments in the months ahead.

On behalf of my board colleagues, I wish to thank you for your ongoing support and interest in the Fredericton Playhouse.

Susan Holt  
President, Board of Directors

## Letter from the Executive Director

I'm pleased to report that 2016-2017 was a successful year at the Fredericton Playhouse, with increased activity levels, as well as high levels of fundraising and participation in community outreach programs.

It was another busy season – the main stage was in use a total of 201 days for 141 performances of 109 different offerings, up 14 per cent from our previous season. We issued an impressive 50,335 tickets over the course of the year.

Another highlight was a successful Friends of the Fredericton Playhouse fundraising campaign, which raised an impressive \$60,000 to support community programs. Our signature fundraising event, the Backstage Bash, raised an additional \$8,000 for these programs.

We also saw high levels of participation in our Arts are for Everyone program, which seeks to reduce barriers in participating in the performing arts by working in partnership with local agencies, including the Fredericton Food Centre and the Multicultural Association of Fredericton. In total, 405 individuals redeemed tickets through this program.

While our organization has continued to thrive over the past year, the Playhouse facility itself is at capacity, and is in a progressively deteriorating state. Developing a new performing arts centre to replace the existing building remains a top priority for our organization. As you'll see in this report, we have made strides toward that goal over the past year, with the City of Fredericton designating the parking lot behind City Hall as a potential site for the new performing arts centre. We hope to gain greater momentum in moving this project forward in the year ahead, as the current facility has reached the end of its useful life, and needs to be replaced as soon as possible.

It is an honour to serve the Fredericton Playhouse as its Executive Director. We have an amazing team that works hard to deliver on our promise to “provide the community with enriching live performance experiences.”

Special thanks to our staff, board, volunteers and all of the funders, donors, sponsors and partners who continue to provide the community with an organization and a facility that punches far above its weight in achieving these goals.

Yours in great performance,  
Tim S. Yerxa  
Executive Director



## Board Members

Ms. Susan Holt	President
Mr. Wayne Burley	Past President
Mr. Greg MacFarlane	Vice President
Mr. Shawn Bringloe (from January 1, 2017)	Treasurer
Ms. Germaine Pataki-Thériault	Secretary
Ms. Anne Baldaro (to December 31, 2016)	
Ms. Lily Chen	
Ms. Giselle Goguen	
Mr. Don Harrington	
Mr. Ian Howey	
Mr. Murray Jamer	
Mr. Paul MacNabb	
Mr. Duncan Matheson	
Ms. Shae McCarthy (from January 1, 2017)	
Ms. Diane Morrison	
Ms. Julia Ramirez (from January 1, 2017)	
Ms. Kate Rogers (to December 31, 2016)	
Ms. Kim Schnarr	
Mr. Bob Scott	Chair, Capital Campaign (ex-officio)

## Staff Members

Bonnie Barlow	Janitorial
Melissa Cameron	Ticketing Supervisor
Wendy Caron	Ticketing and Administration Manager
Wylie Casey	Patron Services Supervisor
David Cook	Head of Sound
Alexandra Davis	Communications Director
Jeff Fevens	Technical Director
Sally Goodwin	Patron Services Manager
Jonathan Harpur	Head of Lighting
Valerie Hillier	Director of Programming
Judy Joe	Head Technician
Charity MacDonald	Ticketing Supervisor
Christina Nicoll	Development Director
Della Shepherd	Accounts and Operations Manager
Corey Wilson	Technician
Tim S. Yerxa	Executive Director

## Strategic Plan

Over the course of 2015-2016, the Fredericton Playhouse management team continued to work toward goals outlined in a strategic plan developed in early 2015. The strategic plan contains five strategic goals to be achieved between 2015-2018, including:

**Develop audiences and programs** – Fredericton Playhouse Inc. remains committed to developing its audience base ... our priorities for 2015-2018 relate to “diversification” (attracting those segments that are currently not participating). Most notably, our special areas of focus will be youth and cultural diversity. In terms of youth, it is important to note that this market segment is broken down further to reflect the demographic range from children to young adults.

**Contribute to local arts community** – While Fredericton Playhouse Inc. enjoys a very positive public image and makes effort to be a regional leader in delivering live performance experiences, we want to ensure we remain connected to our local performing arts community. It is important to us that we leverage our assets both in providing opportunities to emerging performing artists/arts groups to utilize our facility, as well supporting their offerings through our program and audience development expertise.

**Achieve financial sustainability** – Fredericton Playhouse Inc.’s continued approach to its fiscal management is to maintain an accumulated surplus and to budget its general operations on a break-even basis while making strategic investments from restricted funds. We have experienced recent operating deficits and must ensure that such position is an anomaly. Sustainability of general operations is even more critical as we seek to develop a performing arts centre. We want to pursue infrastructure development within the context of strong core financial operations.

**Develop a performing arts centre** – In 2013, Fredericton Playhouse Inc. undertook phase one of a feasibility study addressing its infrastructure deficit. The study concluded that the current facility does not meet the requirements of the organization’s or community’s current and future needs. Phase two of the feasibility study, completed early in 2015, has recommended definitively that a new (augmented) facility should be constructed and has indicated that the organization is in a strong position to move forward. Thus, central to FPI’s 2015-2018 Strategic Plan is the execution of an infrastructure development strategy.

**Strengthen organizational positioning** – Although Fredericton Playhouse Inc. is already viewed as a critical community asset, we are desirous of expanding our profile on a regional basis. We want to be known as an innovative sector leader. We also believe it will be advantageous to better define FPI’s direct and indirect impact as we move to deepen the value proposition associated with the development of a performing arts centre. By fulfilling a leadership role we are able to develop a general appreciation of the performing arts and the public becomes more aware of FPI’s role in the community. This results in garnering greater support for the organization which is of particular importance as we seek infrastructure development including a supporting capital campaign.

# Facility Usage/Operations

The core business of the Fredericton Playhouse is to provide facilities and services for the presentation of live performance. The facilities include one main stage auditorium and related service amenities including dressing rooms, support spaces, technical facilities and equipment, food and beverage, ticketing and marketing and communications support.

During 2016-2017, levels of facility usage remained high. The Playhouse stage was in use a total of 201 days, a 14 per cent increase over the previous season. In addition, the gallery and meeting rooms were in use for a variety of receptions, meetings and other functions.

Approximately 72 per cent of the Playhouse’s activity comes from renting the facility to local, regional and national promoters, presenters, festivals, producers and non-profit organizations. Playhouse-sponsored programs (presentations) account for the remainder.

**Stage was in use 201 days in 2016-17**

**141 ticketed performances**

**109 different offerings**

**18 non-ticketed events**

The Playhouse hosted 141 ticketed performances featuring 109 different offerings, and hosted 18 non-ticketed events using the main stage (school, corporate or free events). Users included:

- Animaritime
- Asian Heritage Society
- Atlantic Ballet Theatre of Canada
- B.C. Fiedler Management
- Blind Faith Productions\*
- Bonnie Kilburn Dance
- Bounty Enterprises
- Buddywasiname & the Other Fellers
- Capital Arts Support\*
- Chinese Cultural Assoc.
- Conservation Council of NB
- Dance Fredericton
- Entertaining Elm City
- EVENKO
- Filipino Canadian CommUnity\*
- Fredericton District Soccer Assoc.
- Fredericton Symphony Orchestra
- Harvest Jazz & Blues
- Hubcap Comedy Festival
- Hypnotist Cyrus
- Irish Canadian Cultural Assoc.
- Katherine Moller
- Leo Hayes High School Musical
- LHHS - Safe Grad
- NB College of Craft and Design
- NB Country Showcase
- NB Physique & Fitness Assoc.
- Nostalgic Entertainment
- NotaBle Acts
- Paquette Productions
- Paquin Entertainment
- Rocklands Talent & Management
- Ruben Fogel Productions
- Saint John Theatre Company
- Shantero Productions
- Sonic Concerts
- Stanford School of Irish Dance
- Starvox Entertainment
- Symphony NB
- Thane Dunn
- Theatre New Brunswick
- UNB Rock & Ice Club
- UNB Varsity Reds Athletics
- Walrus Foundation of Canada
- Xtreme Dance

\*Assistance was provided to these organizations for their use of the Playhouse as strategic initiatives



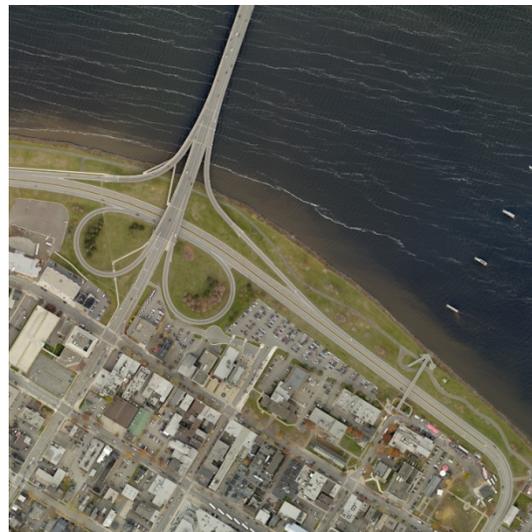
**Sonic Concerts presented City and Colour in May, 2017.**

## Strategic Priority: Developing a New Performing Arts Centre

Addressing the aging physical infrastructure of the Playhouse has been a strategic priority for Fredericton Playhouse Inc. for several years. In 2016-2017, Fredericton Playhouse Inc. worked with the City of Fredericton toward developing the “preferred option” as described in a feasibility study released in 2015 – an 850-seat main hall and a 300-seat flexible performance space with shared lobbies, amenities and backstage functions.

In 2016-2017, we continued to make strides toward achieving this goal:

- We continued to engage with regional communities on financial participation.
- With the help of the City of Fredericton, we were able to identify a site for the facility. In 2016, the parking lot behind City Hall was announced as the future location of the new performing arts centre.
- Ongoing public awareness and communications were made around the project, including the development of an FAQ to answer common questions, a series of commentaries in the Daily Gleaner to address misconceptions and concerns, and a lobby display with up-to-date information about the project.
- Fredericton Playhouse Inc. continued to advocate to both provincial and federal governments for financial support.



Aerial view of the York Street site.

Work continues on securing funding and resources to realize this strategic goal and the ongoing effort on the part of board members, staff and our partners will continue to be crucial in the year ahead.

## Programs

### Spotlight and Kidstage Series

The Fredericton Playhouse's flagship program, the 2015-2016 Spotlight Series featured professional, world-class performers in music, theatre and dance. In total, there were 34 performances in the Spotlight and Kidstage Series:

- Joe Ink
- Sloan
- The Nylons' Farewell Tour
- Tanya Tagaq
- The Once
- Gavin Crawford: "FRIEND" "LIKE" #ME
- Roots: A Journey Through India
- Las Migas
- Classic Albums Live: Abbey Road
- Symfunny Orchestra
- Danny Michel and Fortunate Ones
- Hank Williams Live 1952
- Out Innersapce
- Sharron's Christmas Party
- Còig
- 'Twas the Night Before Christmas
- Brett Kissel
- Machine de Cirque
- Le Patin Libre
- ECMA Songwriters Tour
- Ballet BC
- Moon Mouse: A Space Odyssey
- Vienna Boys Choir
- The Who's Tommy: A Bluegrass Opry
- Immortal Chi
- Classic Albums Live: Hotel California
- Stephen Fearing
- Guy Davis' Routes of the Blues
- Jake's Gift
- Roller Derby Saved My Soul
- This is That LIVE
- Home Free
- BOOM
- Swingin' with Oscar

The total attendance for Spotlight Series and Kidstage shows in 2016-2017 was 8,149.



Some highlights included a new partnership with the Indo-Canadian Association to present *Roots: A Journey Through India* as a special celebration of Diwali, the Hindu festival of lights. This partnership will continue in the 2017-2018 season.

The season included two sold-out country music shows – Canadian artist Brett Kissel and American group Home Free. Polaris Prize-winning Inuit artist Tanya Tagaq gave an unforgettable performance incorporating throat singing with electronic, industrial and metal influences. The season also included several fringe theatre performances – *"FRIEND" "LIKE" #ME*, *Jake's Gift* and *Roller Derby Saved My Soul*.

The Playhouse once again offered two successful Pay What You Will performances – a total of 828 tickets were issued for *Moon Mouse: A Space Odyssey* and *Jake's Gift*.

## Experience More!

The Experience More! program is a series of innovative workshops and activities held in conjunction with the Fredericton Playhouse Spotlight Series, intended to further enrich patrons' experiences. In 2016-2017, the Playhouse offered a total of 19 Experience More! activities.



Special highlights of the season's Experience More! activities included a sold out Traditional Newfoundland Dinner offered in association with The Once's performance, and a popular Bollywood Dance Workshop, presented as part of Roots: A Journey Through India.

Other activities included several post-show conversations with Spotlight Series artists, a number of other dance workshops, two wine tastings, a Hank Williams Open Mic, a Public Skate with Le Patin Libre and a Songwriters Workshop with Stephen Fearing.

In total, 498 people participated in Experience More! events during the 2016-2017 season.

## Other Enrichment Programming

In September of 2016, the Playhouse once again participated in Doors Open Fredericton, providing public tours of the building.

The Playhouse hosted a week-long March Break Rock Camp for the fourth year in a row, led by Moncton-based band the Motorleague. The week ended in final performances by newly formed rock bands on the Fredericton Playhouse stage.



## Local Artist Development Residency

In July of 2016, local group Solo Chicken Productions performed *A Record of Us* in the Playhouse's backstage studio space. This performance was the culmination of a residency at the Playhouse earlier in the year, and was done as part of Fredericton Playhouse Inc.'s strategic initiative to contribute to the local arts community. This residency and performance was funded in part by a grant from Arts NB.

## School Field Trips

In 2016-2017, the Playhouse offered four school shows featuring a variety of artistic genres, and intended for a number of age ranges: *Moon Mouse: A Space Odyssey* from Lightwire Theater; *Jabber*, a play by Geordie Productions; musician Guy Davis' *Routes of the Blues*; and Julia Mackey's play *Jake's Gift*.

The Playhouse continued to offer a bus subsidy to help schools with the cost of attending matinee shows, as well as an access grant (funded in part by the Fredericton Community Foundation), which allowed 800 students to attend a performance free of charge. In total, 2,645 students participated in School Field Trips at the Playhouse during the 2016-2017 season.

This program is funded, in part, by the Friends of the Fredericton Playhouse.



## Arts are for Everyone

The core Arts are for Everyone ticketing program partnered with community agencies that work on behalf of clients or residents to provide tickets, 195 of which were redeemed. Some of the organizations the Playhouse worked with in 2016-2017 included: Autism Connections, the Women's Disability Network, Family Friends program at the YMCA, Family Enrichment & Counselling Services, Multicultural Association of NB and OPAL Family Services.



The Playhouse also provided a special complimentary performance by Hank Williams performer Joe Matheson through the Arts are for Everyone program, bringing him to York Care Centre and the hospitals' Veteran's Unit to perform for elderly residents.

In May of 2017, the Playhouse piloted a new program called the Intergenerational Project. We paired residents from the Shannex Parkland Fredericton retirement home with students from Theatre New Brunswick's Theatre School, and invited them to attend a show together. We introduced them during a pre-show reception, giving them the chance to chat and get to know one another. Then, they attended the play *BOOM*. The project was considered a great success, and we look forward to continuing to expand the Intergenerational Project next season.

### Food for the Soul

The Food for the Soul ticketing program continued this year through the Fredericton Food Centre. Playhouse staff visited the food bank when clients came to pick up hampers, and offered ticket vouchers to shows in the Spotlight Series. An additional 16 tickets were redeemed through this program.

### Making Connections

The Playhouse ran the Making Connections program once again in partnership with the Multicultural Association of Fredericton. This program gives newcomers in ESL classes an opportunity to understand how to navigate a performing arts centre, from finding information on upcoming events, to purchasing tickets, to attending a performance. The Playhouse offered a series of in-depth tours in early 2016, and also provided ticket vouchers to each participant. In total, 27 tickets were redeemed. For many, this was their first experience taking in a live performance at the Fredericton Playhouse.

**195 tickets redeemed through Arts are for Everyone**

**16 tickets redeemed through Food For the Soul**

**27 tickets redeemed through Making Connections**

This program is funded, in part, by the Friends of the Fredericton Playhouse.

## Playhouse Honours

Playhouse Honours is a program that honours individuals' involvement in the performing arts in Fredericton. The purpose of this program is to foster a deeper appreciation of the value that individuals make to community life through their work in the performing arts (music, theatre, dance, spoken word, multidisciplinary arts).

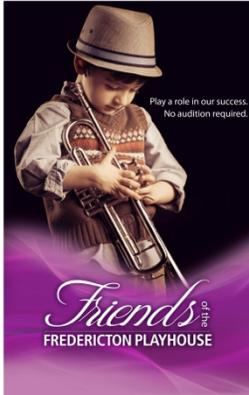
In 2016, actor, director, writer and producer Peter Pacey was named the recipient of the Playhouse Honours recognition. Pacey is one of the most recognized theatre personalities in Fredericton and has many accomplishments within his field, but perhaps his greatest contribution to the city of Fredericton is his work with the Calithumpians Theatre Company. Over the past 35 years, Pacey has shaped the lives of hundreds of young theatre students through his work with the Calithumpians, a treasured tradition in Fredericton. Since its inception in 1979, the Calithumpians have combined education and entertainment to give the gift of free, live theatre and historic walking tours to more than 400,000 locals and tourists.



The Playhouse Honours recipients received their award during a private ceremony at the Fredericton Playhouse with their family, friends and collaborators, and Pacey's name and photograph were added to a permanent display in the west gallery of the Playhouse recognizing the honourees.

## Fund Development

### Friends of the Fredericton Playhouse



The *Friends of the Fredericton Playhouse* is the private donor program of the Fredericton Playhouse. Donations made through *Friends of the Fredericton Playhouse* play a large role in ensuring that education and outreach initiatives are made available to the community. These initiatives include: Arts are for Everyone, School Field Trips and Experience More!

Although donations are accepted year-round, a targeted campaign took place during the months of October and November 2016

Two short promotional videos highlighting the primary beneficiaries of the *Friends* program – Arts are for Everyone and the School Fields Trips series were updated to be shared via social media and were also shown prior to select

Spotlight Series performances.



During the 2016-2017 season, 284 individual donors contributed a total of nearly \$60,000.

## Backstage Bash

The Enbridge Backstage Bash is the sole fundraising event held by the Fredericton Playhouse in support of education and outreach initiatives.



Taking place backstage at the Playhouse, guests enjoyed a fantastic evening of incredible music and great food. High energy disco group the Boogie Wonder Band performed from a specially constructed stage that sat over the seats in the theatre, allowing guests to dance the night away onstage and backstage.

The 2017 Backstage Bash was a sell-out, with 226 tickets sold. The fantastic support of ticket buyers, and sponsors allowed us to raise more than \$8,000.

The event was enhanced through the support of a number of partners and sponsors:

Enbridge  
 National Bank  
 Edwina's Catering  
 Exclusive Events  
 Holiday Inn Express Fredericton  
 WestJet  
 Picaroons  
 Fredericton Convention Centre  
 Assante Capital Management  
 Gallery 78 Fine Art  
 S&S Tire & Auto Service  
 The Medicine Shoppe  
 Teed Saunders Doyle & Co.  
 Bringloe Feeney

## Grants, Funders and Sponsors

The Fredericton Playhouse receives generous support from many funders and partners. In 2016-2017, they included:

### Funders:

**Canadian Heritage** – provided a grant in support of the Spotlight Series and the purchase of specialized equipment.

**Province of New Brunswick** – provided a grant in support of *A Journey Through India*; support for professional development; and provided a joint grant with the Province of Quebec in support of Le Patin Libre.

**Province of Quebec** – provided a joint grant with the Province of New Brunswick supporting Le Patin Libre.

**City of Fredericton** – provided grants to support the Spotlight Series-Youth & Kidstage; and support for *A Journey Through India*.

**Fredericton Community Foundation** – provided support for our School Field Trips Accessibility Program.

**TD** – provided funding for TD Student Rush ticket access program.

**Arts NB** – provided funding for Solo Chicken Productions' *A Record of Us*.

### Partners:

Andrew Craik

Atlantic Mediaworks

Bell Media (Radio)

CBC Radio

Creative Juices

Crowne Plaza Fredericton Lord Beaverbrook

Hotel

Downtown Fredericton

Daily Gleaner

Delta Fredericton

Eaglewood Specialty Products

Jensen's Powertrain

Kiers Marketing

Newcap (Radio)

Pepsi

Picaroons

Taylor Printing

Valley Graphics

Audiocorp

Ignite Fredericton

Business Fredericton North

## Communications

The Fredericton Playhouse employs a number of marketing strategies to reach out to existing audiences and to develop new ones. During the 2016-2017 season, the Playhouse continued to use digital tools to spread messages about upcoming performances, events, programs and other general information about the facility. The Playhouse regularly uses Facebook, Twitter, YouTube, Wordpress, Instagram and a dedicated app to engage online users, and offer additional contests and other content.

Other marketing initiatives for the year included a poster campaign, e-blast, press release and blog post for each Spotlight Series performance, as well as targeted newspaper and radio ads on select shows. Holiday performances were highlighted in a special blog post, and shows and gift certificates were promoted during a Christmas gift giving campaign that included a blog post, social media and radio ads. A number of performances, events and initiatives received media coverage over a variety of platforms.



This year, the Playhouse adopted a new Bilingualism Policy, intended to guide management and the board in its decisions on what facilities, services and materials should be delivered in both official languages. Implementation of this policy will begin in the year ahead, with specific action items incorporated into the Playhouse's operational plan.

## Patron & Demographic Survey

In May of 2017, the Playhouse conducted its annual demographic and biennial patron survey. A total of 1,244 responses were collected using Constant Contact, and the results were compared primarily with results from the 2015 and 2013 surveys, with some comparisons to 2010, 2008 and 2006 results.

It also made some comparisons with the 2016 Demographic Survey, which was created to contribute to one of the strategic priorities in Fredericton Playhouse Inc.'s current strategic plan. The priority is to develop audiences and programs, which includes focusing the organization's energy on broadening, deepening and diversifying audiences. Specifically, a demographic survey was identified as a tool to measure increased cultural diversity and youth participation over time.

This section of the report provides insight into:

- Patrons' attendance and interest in specific types of Playhouse performances
- Patrons' interests and hobbies other than attending Playhouse performances
- Patrons' demographic makeup, including age, gender, marital status, household income, cultural background, language(s) spoken, educational background and employment status

Generally, the Patron survey questions showed that Fredericton Playhouse patrons are satisfied with the facility, the service of box office and event staff, and their overall experience at the Playhouse, with

scores remaining similar between 2015 and 2017. While ratings remain high in 2017, it is worth noting, as we work toward the development of a new performing arts centre, that the percentage of patrons who feel the facility is very good/excellent has declined by 8.9 per cent over 11 years.

Percentage of respondents who rated each category very good or excellent:

	2006	2008	2010	2013	2015	2017
Facility	95.9%	93.3%	92.1%	89.0%	87.0%	87.0%
Box Office	96.6%	96.1%	96.8%	95.0%	96.0%	96.0%
Event Staff	92.6%	93.0%	96.8%	88.0%	87.6%	88.0%
Bar & concessions staff	NA	NA	NA	NA	83.0%	83.0%
Usher & greeter volunteers	NA	NA	NA	NA	92.0%	97.0%
Coat check volunteers	NA	NA	NA	NA	86.0%	84.0%
Technical	90.3%	96.1%	96.8%	95.0%	93.0%	96.0%
Online ticketing	NA	NA	NA	80.0%	81.0%	84.0%
Overall Experience	97.0%	97.4%	96.3%	97.0%	96.0%	97.0%

Other notable findings from the survey included:

- Social Media, the Playhouse website and weekly e-news/promotional e-mails emerged as the main ways our patrons learn about Playhouse activities, while newspapers and radio advertising have experienced a decline.
- Overall, the quality of advertising and communications was rated highly, with 85 per cent of respondents rating the quality good or excellent, up from 82 per cent in 2015.
- Awareness of education and community engagement programs delivered by the Playhouse has risen slightly since 2013, from an average of 2.2 out of 5 in 2013, to 2.7 in 2015, to 2.8 in 2017.
- Reasons for not attending more Playhouse events were (in order) (1) time constraints, (2) financial constraints, and (3) lack of interest in what else is offered. In both 2015 and 2013, financial constraints emerged as the top deterrent to attendance.
- Eighty-three per cent of respondents rated the available selection of performances either very good (4) or excellent (5), up from 78 per cent in 2015, and 82 per cent in 2013. Eighty-three per cent of respondents rated the overall value of Playhouse ticket prices as very good or excellent, which is a significant increase over the 76 per cent of respondents who gave those ratings in 2015, and 77 per cent in 2013.
- In general, respondents had many positive comments about their Playhouse experience, expressing appreciation for the variety of programming, the cleanliness of the facility, friendly and helpful staff and volunteers, and the high caliber of technical production. However, a number of respondents provided negative feedback about certain aspects of the facility, such as lack of parking, difficulty accessing the bar area or washrooms, uncomfortable seating, and issues with sound quality.
- The survey revealed that only 1.7 per cent of respondents typically use the Playhouse app to purchase tickets, up from 0.1 per cent in 2015. Online ticketing use continues to rise, and has increased by 52.4 per cent over 11 years. Factors that prevent patrons from using online ticketing included online fees, and finding the website confusing to navigate. 2017 marks the first time in-person ticketing has experienced a slight increase, up to 21.7 per cent this year, from 20.2 per cent in 2015.

## Volunteers

The Fredericton Playhouse depends heavily on a team of 67 volunteers to provide a high level of service to patrons at each public and private function. Volunteers fill the roles of usher, greeter and coat check attendant at each performance, and they occasionally perform additional tasks, like wine pouring, envelope stuffing and assisting at off-site events. In addition, volunteers play an integral role in the event of an emergency evacuation or power outage.

**67 volunteers in total**

**Volunteers contributed 4,980 hours**

**Volunteer turnover rate of 15%**

During the 2016-2017 season, Playhouse volunteers contributed an impressive 4,980 hours. Marg Demerson was named Volunteer of the Year – she contributed 187 hours,

and a total of 21 volunteers contributed more than 100 hours each. Twenty-two per cent of Playhouse volunteers are bilingual.



This year, the Playhouse switched to an online volunteer system to help streamline the scheduling process.

The Fredericton Playhouse values its volunteers strongly, and strives to develop the volunteer program as a robust, successful and appealing enterprise for current members and future members in the community. The Playhouse engages in active recruitment throughout the year, with a special focus on youth and diversity.

## Box Office/Ticketing

In 2016-2017, the Fredericton Playhouse box office issued 57,219 tickets in 18,856 individual orders. A total value of \$1,588,765 was processed.

In addition to providing ticketing services for Playhouse events, the organization also provides ticketing services for event organizers using other venues in Fredericton. In 2016-2017, the Playhouse serviced 37 other events in various venues including:

- Oromocto Pioneer Days
- Theatre New Brunswick's Open Space Theatre
- FHS Tom Morrison Theatre
- Wilmot United Church
- Willie O'Ree Place

**57,219 tickets issued**

**18,856 individual orders**

**Total value of \$1,588,765 processed**

The box office employs two full-time ticketing supervisors and several casual ticketing agents who provide an exceptional level of service as evidenced by the 2017 Patron Survey.

An analysis of rental and program performance tickets sold through the box office demonstrates a wide range of different price points, with the majority of shows in 2016-17 falling in the \$20-\$39 category.

Under \$20	12
\$20-\$39	67
\$40-59	17
\$60-\$79	2
\$80+	1
Pay What You Will	2
Free	10
Offered Student/ Youth/Child pricing	56

## Financial Results

Audited financial statements can be found in Appendix 1.

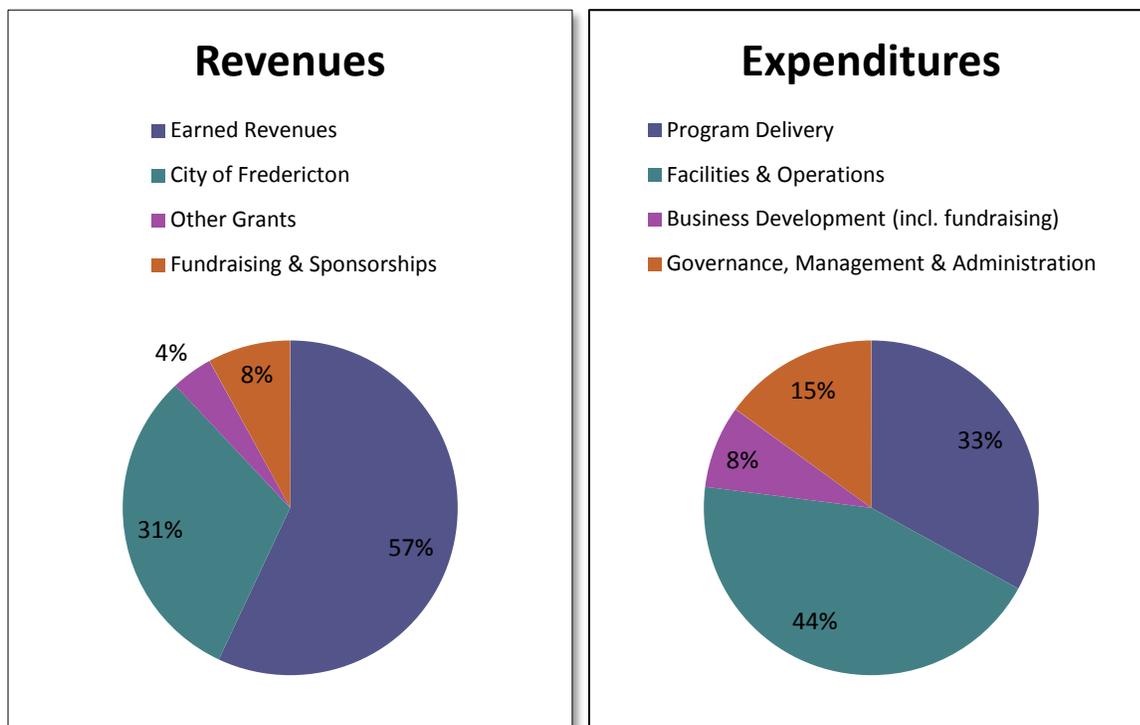
Balance Sheet Summary:

<b>Assets</b>	1,814,202
<b>Liabilities</b>	1,536,915
<b>Net Assets</b>	277,287

FPI's operations were a \$2.0 million concern in 2016-17.

The company posted an excess of revenue over expenses for the year in the amount of \$9,510. It represents less than 0.5 per cent of the annual budget.

The following illustrates the source of income and general areas of expenditure of the Playhouse operations (not including non-cash items such as amortization and adjustments):



Fredericton Playhouse Inc. remains in a stable financial position with reasonable levels of working capital and no debt or financing requirement.

Appendix 1

**FREDERICTON PLAYHOUSE INC.**

**Financial Statements**

**Year Ended June 30, 2017**

FREDERICTON PLAYHOUSE INC.

Index to Financial Statements

Year Ended June 30, 2017

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## INDEPENDENT AUDITOR'S REPORT

To the Members of Fredericton Playhouse Inc.

We have audited the accompanying financial statements of Fredericton Playhouse Inc., which comprise the statement of financial position as at June 30, 2017 and the statements of operations, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Fredericton Playhouse Inc. as at June 30, 2017 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Teed Saunders Doyle*

Fredericton, New Brunswick  
September 12, 2017

CHARTERED PROFESSIONAL ACCOUNTANTS

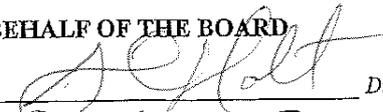
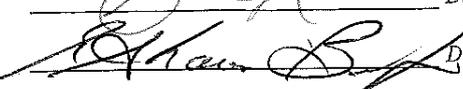
FREDERICTON PLAYHOUSE INC.

Statement of Financial Position

June 30, 2017

	2017	2016
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 596,315	\$ 553,220
Accounts receivable	11,455	29,681
Inventory	11,742	10,463
Prepaid expenses	62,586	92,376
	<u>682,098</u>	<u>685,740</u>
PROPERTY AND EQUIPMENT (Note 4)	<u>1,132,104</u>	<u>1,261,023</u>
	<u>\$ 1,814,202</u>	<u>\$ 1,946,763</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable (Note 8)	\$ 192,289	\$ 173,949
Unearned revenue	382,983	428,011
	<u>575,272</u>	<u>601,960</u>
DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT (Note 5)	<u>961,643</u>	<u>1,077,026</u>
	<u>1,536,915</u>	<u>1,678,986</u>
<b>NET ASSETS</b>		
Invested in property and equipment (Note 6)	170,461	183,997
Internally restricted (Note 7)	82,454	34,754
Unrestricted	24,372	49,026
	<u>277,287</u>	<u>267,777</u>
	<u>\$ 1,814,202</u>	<u>\$ 1,946,763</u>

ON BEHALF OF THE BOARD

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director

**FREDERICTON PLAYHOUSE INC.**

**Statement of Changes in Net Assets**

**Year Ended June 30, 2017**

	Unrestricted	Internally Restricted	Invested in Property and Equipment	2017	2016
NET ASSETS - BEGINNING OF YEAR	\$ 49,026	\$ 34,754	\$ 183,997	\$ 267,777	\$ 235,051
EXCESS OF REVENUE OVER EXPENSES	84,744	-	(75,234)	9,510	32,726
TICKET SURCHARGE	(103,094)	103,094	-	-	-
BUILDING IMPROVEMENT EXPENDITURES	55,394	(55,394)	-	-	-
INVESTED IN PROPERTY AND EQUIPMENT	(61,698)	-	61,698	-	-
NET ASSETS - END OF YEAR	\$ 24,372	\$ 82,454	\$ 170,461	\$ 277,287	\$ 267,777

**FREDERICTON PLAYHOUSE INC.**

**Statement of Operations**

**Year Ended June 30, 2017**

	2017	2016
<b>REVENUE</b>		
Amortization of deferred contributions related to property and equipment	\$ 115,383	\$ 131,426
Box office services	166,545	154,099
City of Fredericton grant - in-kind	181,496	178,151
City of Fredericton grant - operations	479,000	474,800
Concessions and commissions	56,334	58,534
Miscellaneous	131,138	124,145
Other grants	23,530	21,861
Presentations - admissions	408,073	361,024
Presentations - contributions	141,578	138,353
Presentations - other earned	23,432	26,331
Rentals	222,071	232,307
Ticket surcharge	103,094	102,132
	<u>2,051,674</u>	<u>2,003,163</u>
<b>EXPENSES</b>		
Administrative overhead	118,993	112,392
Amortization	190,618	221,971
Building operations	148,934	148,125
Credit card charges	34,835	32,416
Faculty advertising	22,150	20,414
Memberships	3,595	4,348
Miscellaneous (including bad debts)	6,218	5,196
Presentations	512,232	438,403
Professional fees	12,562	6,180
Repairs and maintenance	90,038	84,536
Salaries and wages - administration	175,476	174,961
Salaries and wages - operations	661,955	642,807
Supplies	39,275	50,781
Ticketing system maintenance and supplies	23,776	24,580
Travel	1,507	3,327
	<u>2,042,164</u>	<u>1,970,437</u>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<u>\$ 9,510</u>	<u>\$ 32,726</u>

FREDERICTON PLAYHOUSE INC.

Statement of Cash Flow  
Year Ended June 30, 2017

	2017	2016
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses	\$ 9,510	\$ 32,726
Items not affecting cash:		
Amortization	190,618	221,971
Amortization of deferred contributions related to property and equipment	<u>(115,383)</u>	<u>(131,426)</u>
	<u>84,745</u>	<u>123,271</u>
Changes in non-cash working capital:		
Accounts receivable	18,226	(13,151)
Inventory	(1,279)	2,239
Prepaid expenses	29,790	(17,949)
Accounts payable	18,339	29,204
Unearned revenue	<u>(45,028)</u>	<u>(78,142)</u>
	<u>20,048</u>	<u>(77,799)</u>
	<u>104,793</u>	<u>45,472</u>
<b>INVESTING ACTIVITY</b>		
Purchase of property and equipment	<u>(61,698)</u>	<u>(128,440)</u>
<b>FINANCING ACTIVITY</b>		
Deferred contributions related to capital assets	<u>-</u>	<u>46,230</u>
<b>INCREASE (DECREASE) IN CASH</b>	<b>43,095</b>	<b>(36,738)</b>
<b>CASH - BEGINNING OF YEAR</b>	<u>553,220</u>	<u>589,958</u>
<b>CASH - END OF YEAR</b>	<u>\$ 596,315</u>	<u>\$ 553,220</u>

# FREDERICTON PLAYHOUSE INC.

## Notes to Financial Statements

Year Ended June 30, 2017

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### 1. OPERATIONS

Fredericton Playhouse Inc. (the "Theatre") is a registered charity incorporated under the New Brunswick Companies Act and its principal business activities include providing a venue for presentation and enjoyment of the arts in general and in particular the arts of the theatre and music. As a registered charity the Theatre is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO)

#### Cash and cash equivalents

The Theatre considers cash on hand, short-term deposits and balances with banks, net of overdrafts as cash or cash equivalents. Bank borrowings are considered to be financing activities.

#### Economic dependence

The Theatre is economically dependent on the City of Fredericton (the "City") for annual operating and in-kind grants, which represent a significant portion of the Theatre's revenue.

#### Financial instruments policy

The Theatre considers any contracts a financial asset, liability, or equity instrument as a financial instrument, except in certain limited circumstances. The Theatre accounts for the following as financial instruments:

1. Cash and cash equivalents
2. Trade and other receivables
3. Payables and accruals

A financial asset or liability is recognized when the Theatre becomes party to contractual provisions of the instrument.

The Theatre initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions.

Financial assets or liabilities obtained in related party transactions are measured in accordance with the accounting policy for related party transactions except for those transactions that are with a person or entity whose sole relationship with the Theatre is in the capacity of management in which case they are accounted for in accordance with financial instruments.

The Theatre subsequently measures its financial assets and financial liabilities at cost or amortized cost less any reduction for impairment.

The Theatre removes financial liabilities, or a portion of, when the obligation is discharged, cancelled, or expires.

*(continues)*

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2017

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition

Revenue from operating activities is recognized when the services are provided,

The Theatre follows the deferral method of accounting for contributions, which includes donations and government grants. Restricted contributions are recognized as revenue in the year during which the related expenses are incurred.

Operating grants are recorded as revenue in the period to which they relate. Grants approved but not received at the end of the accounting period are accrued. Unearned revenue is comprised of advance ticket sales, sponsorships, advertising sales, deposits on rentals and gift certificate sales relating to future activities, and in is recognized as revenue in the period during which the related event is held.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received is reasonably assured.

In-kind sponsorships and grants are recorded as both revenue and expenses at fair market value.

Government assistance towards the acquisition of capital assets is deferred and amortized over the same period as the asset to which it relates. Government assistance relating to operating activities is recorded as revenue.

Property and equipment

Property and equipment is stated at cost or deemed cost less accumulated amortization. Property and equipment is amortized over its estimated useful life on a straight-line basis at the following rates:

Building	4%
Equipment	20%
Office equipment	30%

The Theatre regularly reviews its property and equipment to eliminate obsolete items.

Contributed materials and services

Contributed materials and services are recognized in the financial statements at fair market value. During the year the Theatre recorded in-kind City of Fredericton grants of \$181,496 (2016 - \$178,151) in exchange for building operations expenses. The Theatre also recorded in-kind sponsorship revenue of \$41,603 (2016 - \$46,869) in exchange for various presentation expenses.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Significant estimates include useful lives of property and equipment. Actual results could differ from these estimates.

Employee future benefits

The Theatre has a defined contribution pension plan for its permanent employees. Contributions to this plan are recognized on an accrual basis. During the year, the Theatre expensed an amount of \$26,291 (2016 - \$20,933) for this plan.

**FREDERICTON PLAYHOUSE INC.**

**Notes to Financial Statements**

**Year Ended June 30, 2017**

**3. FINANCIAL INSTRUMENTS**

The Theatre is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Theatre's risk exposure and concentration as of June 30, 2017.

**Credit risk**

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Theatre is exposed to credit risk in connection with accounts receivable.

**Liquidity risk**

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Theatre is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, contributions to the pension plan, and accounts payable.

**Currency risk**

Currency risk is the risk to the company's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Theatre is exposed to foreign currency exchange risk on cash held in U.S. dollars. The company does not use derivative instruments to reduce its exposure to foreign currency risk.

**4. PROPERTY AND EQUIPMENT**

	Cost	Accumulated amortization	2017 Net book value	2016 Net book value
Land	\$ 345,000	\$ -	\$ 345,000	\$ 345,000
Building	1,800,000	1,224,000	576,000	648,000
Equipment	1,651,848	1,453,181	198,667	253,943
Office equipment	191,690	179,253	12,437	14,080
	<u>\$ 3,988,538</u>	<u>\$ 2,856,434</u>	<u>\$ 1,132,104</u>	<u>\$ 1,261,023</u>

**5. DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT**

Deferred contributions related to property and equipment represent the unamortized and unspent amount of donations and grants received for the purchase of capital assets. Amortization of capital contributions is calculated on the same rates and the related capital assets and is recorded as revenue in the statement of operations.

	2017	2016
Balance, beginning of year	\$ 1,077,026	\$ 1,162,222
Add: current year funding received	-	46,230
Less: amounts amortized to revenue	<u>(115,383)</u>	<u>(131,426)</u>
Balance, end of year	<u>\$ 961,643</u>	<u>\$ 1,077,026</u>

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2017

6. INVESTMENT IN PROPERTY AND EQUIPMENT

	<u>2017</u>	<u>2016</u>
a) Investment in property and equipment is calculated as follows:		
Property and equipment, net	\$ 1,132,104	\$ 1,261,023
Amounts financed by deferred contributions	<u>(961,643)</u>	<u>(1,077,026)</u>
	<u>170,461</u>	<u>183,997</u>
b) Changes in net assets invested in property and equipment is calculated as follows:		
Amortization of deferred contributions related to property and equipment	115,384	131,426
Amortization of property and equipment	<u>(190,618)</u>	<u>(221,971)</u>
Excess of expenses over revenue	<u>(75,234)</u>	<u>(90,545)</u>
Net capital assets acquired	61,698	128,440
Amount funded by deferred contributions	<u>-</u>	<u>(46,230)</u>
	<u>61,698</u>	<u>82,210</u>
Total change	<u>(13,536)</u>	<u>\$ (8,335)</u>

7. INTERNALLY RESTRICTED NET ASSETS

The Board of Directors (the "Board") has appropriated net assets for building improvement purposes. Increases and decreases from the appropriation are at the discretion of the Board. The Board currently appropriates a ticket surcharge for this purpose.

8. GOVERNMENT REMITTANCES PAYABLE

As of June 30, 2017, accounts payable includes government remittances payable of \$47,553 (2016 - \$49,116).