

March 2014

# Fredericton Playhouse Phase One Feasibility Study

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- B. Financial Review
- C. Community Survey
- D. Patron Survey
- E. Market Review
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## appendix a: study participants

## **List of Interviews**

Jeff Fevens, Technical and Facilities Director  
Jill Scaplan, Director of Communication  
Sally Goodwin, Patron Services Manager  
Mike Johnson, Production Manager  
Della Sheppard, Event Manager  
Tim Yerxa, Executive Director  
Wendy Caron, Box Office Manager  
Amani Wassef, Education and Community Engagement

Larry Durling, FP Board  
Jane Blakely, FP Board, City  
John Bliss, retired City Engineer, FP Board  
Germaine Pataki-Theriault, FP Board  
Patrick Flanagan, Board Chair  
Stephenson Wheatley, FP Board  
Patricia des Champs, Friends of the Playhouse  
Wayne Burley, Chair of Steering Committee, FP Board  
Don Harrington, FP Board

Leah Levac, City Council  
Tina Tapley, City Finance and Administration  
John Grandy, City Council  
Murray Jamer, City Engineer and Assistant City Administrator  
Dave Seabrook, Tourism Economic Development and Culture  
Susan Holt, NB Business Council  
Don Fitzgerald, Regional Service Commission  
Nathalie Dubois, Director Arts Development, Province  
Bob Powell, Mayor of Oromocto  
Dick Isabelle and Bill Jarratt, Town of Oromocto  
Brian McDonald, MLA for Downtown Fredericton  
Trina MacDonald, Business Fredericton North  
Alex Forbes, City of Fredericton  
Scott Brown, City of Fredericton  
Cathy Pugh, Fredericton Convention Center  
Ken Forrest, City of Fredericton

Brigitte Clavette, NB College of Craft and Design  
Dawn Russell, Pres., St. Thomas U  
Dr. Campbell, President, UNB  
Richard Hornsby, Director of Music, Dept. of Culture and Lang Studies, UNB  
Len Falkenstein, Notable Acts Theatre Company UNB  
Thierry Arseneau, Le Centre Communautaire Sainte-Anne  
Jason Cyrus, Cyrus Entertainment  
Caleb Marshall and Susan Ready, TNB

Gary Bartlett, NB Physique and Figure Association  
Amy Therault, Harvest Jazz & Blues Festival  
Katherine Moller, Music teacher and performer  
Susanne Alexander, Goose Lane Editions  
Adam Bowie, The Daily Gleaner  
Penny Ericson, Charlotte Street Arts Center  
Sam Arnold and Libby Cassidy, Fredericton Chamber Orchestra  
Mark Roberts, Astral Media  
Heather Dunham, Fredericton Marching Band and Choral Society  
Tom Hoyt, New Brunswick Country Showcase, Inc.  
Ronald LeBreton, Jeunesse Musicale Canada  
Brian Steeves, Fredericton Public Library  
Jennifer Grant, Symphony New Brunswick  
Marilyn Luscombe, New Brunswick Community College  
Norm Foster, Playwright  
James Boyle, Sonic  
Kelly Lamrock, Community Theater  
Janice Wright, New Brunswick College of Craft and Design  
Sean Dunbar, Picaroons  
Terry Oakes, Aitken Centre  
Joel Howe, Gilbert and Sullivan Society  
SG Lee, Imperial Theatre, St. John  
Marc Chouinard, Capitol Theatre Moncton  
Tony Merzetti, Filmmakers Cooperative  
Doug Motty, Enterprise Fredericton  
Brent Steuben, Harvest Jazz & Blues Festival  
David McTimony, Anglophone West School District

## appendix b: financial review

**Fredericton Playhouse Inc.**
**3-Year Review**
**REVENUE**
**Actuals**
**2011-12**
**Actuals**
**2012-13**
**Budget**
**2013-14**
*General Operations Income*

10	Box Office Fees	102,025	87,370	91,500
20	Ticketing Service Charges	43,433	41,309	41,000
25	Unredeemed Box Office Credits	19,849	36,236	22,000
30	Commissions - Merchandise	8,166	11,674	11,000
40	Concessions	52,695	62,815	62,000
50	Goods and Services - Procured	36,773	50,780	35,000
60	Personnel Fees	180,111	169,547	169,000
65	Promotional Considerations (gen. operations)	2,500	3,350	3,200
70	Rent - Basic	141,833	139,453	138,500
	<b>Total General Operations Income</b>	<b>587,385</b>	<b>602,534</b>	<b>573,200</b>

*Presentation/Programs Income*

110	Advertising (Programs)	13,459	10,420	8,000
120	Grants	63,086	69,991	67,800
130	Education/Enrichment Fees	10,282	18,541	17,000
140	Memberships	11,151	13,434	12,700
150	Sponsorships	78,588	93,404	77,200
155	Special Projects (Bricklin Production)	162,509	0	0
160	Ticket Sales	424,700	524,419	492,000
170	Travel Subsidies - Artist Selection	0	5,000	5,800
	<b>Total Presentation/Programs Income</b>	<b>763,775</b>	<b>735,209</b>	<b>680,500</b>

*Other Income*

310	Bank Interest	5,259	4,986	5,000
320	City of Fredericton (operating stipend)	404,622	410,700	470,700
330	City of Fredericton (services in kind)	236,418	176,988	182,000
340	Contributions (Donations)	38,061	36,446	43,000
350	Other Grants	12,981	6,297	8,200
360	Fundraising Events	23,181	27,413	28,500
370	Miscellaneous	6,467	2,045	5,800
	<b>Total Other Income</b>	<b>726,989</b>	<b>664,875</b>	<b>743,200</b>

<b>TOTAL REVENUE</b>	<b>2,078,149</b>	<b>2,002,618</b>	<b>1,996,900</b>
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**Cost of Goods Sold**

410	Concessions - Goods	25,646	29,421	30,000
420	Procured Goods and Services	33,163	42,323	29,500
	<b>TOTAL COGS</b>	<b>58,809</b>	<b>71,744</b>	<b>59,500</b>

<b>GROSS OPERATIONS PROFIT</b>	<b>2,019,340</b>	<b>1,930,874</b>	<b>1,937,400</b>
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**EXPENSES**
*Administrative Expenses*

2010	Bad Debts	565	93	0
2020	Board / committee meetings	3,105	1,574	1,600
2030	Marketing (general)	17,981	17,185	8,500
2040	Fundraising (annual campaign/general)	5,139	5,180	7,200
2050	Fundraising Events	22,927	21,314	22,000
2060	Memberships / Licenses	4,511	3,654	3,800
2070	Miscellaneous	13,379	5,337	5,500
2080	Office Equipment	6,507	6,314	6,100
2090	Office Supplies	4,000	3,809	4,000
2100	Postage & Delivery	1,463	1,852	1,900
2110	Professional and Audit fees	7,500	7,302	7,200
2120	Professional Development	26,160	16,050	13,000
2130	Salaries and Benefits -- Management	477,647	506,717	469,000
2140	Service Fees	2,633	3,176	3,200
2150	Information Technology	15,699	29,826	30,500

**Fredericton Playhouse Inc.**
**3-Year Review**

	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>
	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
2160 Consultant Fees	4,200	2,850	2,400
2170 Telephone	24,323	22,378	23,000
2180 Travel and Meetings	2,980	3,636	2,500
<b>Total Administrative Expenses</b>	<b>640,719</b>	<b>658,247</b>	<b>611,400</b>

**Building and Operations Expense**

2210 City of Fredericton - Heat & A/C (In Kind)	54,842	58,312	60,000
2220 City of Fredericton - Maintenance (In kind)	115,761	59,928	62,000
2230 City of Fredericton - Power (In kind)	58,613	47,001	48,000
2240 City of Fredericton - IT Services (in-kind)	90	0	0
2250 City of Fredericton - Insurance/water (In kind)	7,112	11,747	12,000
2260 Credit Card/POS Fees	39,145	41,462	42,400
2270 Facility Maintenance	21,176	29,079	25,000
2280 Patron Services	4,124	5,826	4,600
2290 Janitorial Supplies	6,716	6,489	6,600
2310 Refuse Collection	1,575	1,500	1,600
2315 Storage -- off site	2,096	4,831	3,300
2320 Technical Supplies & Expenses	4,796	12,526	13,000
2330 Ticketing System & Supplies	21,635	22,116	22,500
2340 Wages, Salaries & Benefits - Ticketing	57,663	53,248	68,400
2350 Wages, Salaries & Benefits - Technical	241,143	211,033	216,300
2360 Wages, Salaries & Benefits - Patron Services	25,443	24,827	25,400
2370 Wages, Salaries & Benefits - Janitorial & Maintenance	47,973	46,623	46,500
<b>Total Building &amp; Operations Expense</b>	<b>709,903</b>	<b>636,548</b>	<b>657,600</b>

**Presentation/Programs Expenses**

2410 Advertising & Communications	138,694	137,148	123,000
2415 Promotions & Audience Development	0	3,908	4,000
2420 Artists' Fees	232,452	329,765	308,500
2430 Block Booking Commissions	3,750	3,550	2,600
2440 Production & Artistic - <i>Christmas @theplayhouse</i>	55,684	54,245	55,000
2450 Hospitality, Meals, Per Diems	5,579	8,629	7,500
2470 Outreach and Education	25,621	36,372	20,300
2475 Playhouse Honours	7,028	7,511	7,500
2480 SOCAN	7,821	6,695	6,300
2490 Sponsor Expenses	1,246	3,411	1,700
2495 Artist Selection	13,080	15,148	12,500
2500 Technical Expenses (rentals, services)	11,054	19,459	17,500
2510 Travel and Accomodations - Artists	25,660	26,937	24,000
2520 Technical Personel Fees (internal)	33,760	42,791	36,500
2530 Wages, Salaries & Benefits - Programs	0	0	31,500
2540 Special Projects (Bricklin Production)	150,829	0	0
<b>Total Presentation Expenses</b>	<b>712,258</b>	<b>695,569</b>	<b>658,400</b>

<b>TOTAL OPERATIONS EXPENSE</b>	<b>2,062,880</b>	<b>1,990,364</b>	<b>1,927,400</b>
<b>OPERATIONS SURPLUS (DEFICIT) before transfers &amp; FX</b>	<b>(43,540)</b>	<b>(59,490)</b>	<b>10,000</b>

<b>TRANSFER FROM (TO) RESTRICTED FUNDS</b>	45,000	50,000	(10,000)
<b>FOREIGN EXCHANGE REVENUE (EXPENSE)</b>	1,723	5,174	0
<b>UNRESTRICTED SURPLUS/(DEFICIT) after transfers &amp; FX</b>	<b>3,183</b>	<b>(4,316)</b>	<b>0</b>

**RESTRICTED FUNDS SUMMARY**

3010 Capital Improvement Fees (CIF Surcharge)	107,962	106,196	106,000
3020 Grants and Contributions	100,255	60,000	32,000
3030 Transfers from/(to) Unrestricted (Operating)	(45,000)	(50,000)	10,000
3040 Disbursements	(151,963)	(123,785)	(208,600)
<b>RESTRICTED FUNDS SURPLUS (DEFICIT)</b>	<b>11,254</b>	<b>(7,589)</b>	<b>(60,600)</b>

## appendix c: community survey



FREDERICTON URBAN - 2ND QUARTER 2013  
- Fredericton Playhouse Tables -

TABLE FP1:

Thinking of yourself, how important are live performing arts events such as concerts, plays, and cultural performances in terms of contributing to your quality of life? Are they...?

	OVERALL %	COMMUNITY			GENDER		AGE			EDUCATION				INCOME		
		Fred. North	Fred. South	Other	M	F	18-34	35-54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	< \$50K	\$50K- \$74.9K	\$75K +
Very important	21	25	29	10	22	20	22	17	25	9	12	30	23	17	16	27
Important	20	19	20	20	21	19	18	21	19	6	22	16	22	16	15	25
Moderately important	24	19	28	23	21	26	25	22	25	21	20	29	24	21	28	25
Somewhat important	24	26	16	31	21	27	28	28	17	36	30	12	24	32	27	16
Not at all important	10	10	7	14	14	7	5	12	12	18	14	12	8	10	13	7
Don't know/No response	1	1	1	2	1	1	3	0	1	11	1	1	0	4	0	0
WEIGHTED SAMPLE SIZE (#)	400	120	143	136	187	213	121	146	133	28	65	58	246	120	77	156
UNWEIGHTED SAMPLE SIZE (#)	400	119	144	137	191	209	77	163	160	28	63	53	252	108	81	165
% Very/important	41	44	48	30	43	39	40	39	44	15	35	46	45	33	31	52
% Not at all/ Somewhat important	34	36	23	45	35	34	33	40	29	54	44	24	31	42	40	24
MEAN	3.2	3.2	3.5	2.8	3.2	3.2	3.2	3.0	3.3	2.5	2.9	3.4	3.3	3.0	2.9	3.5

Answers of Don't know/No response were removed from the mean score.

FREDERICTON URBAN - 2ND QUARTER 2013  
- Fredericton Playhouse Tables -

**TABLE FP2:**

Thinking of the community as a whole, how important is access to live performing arts events such as concerts, plays and cultural performances in terms of contributing to Greater Fredericton's quality of life? Is it...?

	OVERALL %	COMMUNITY			GENDER		AGE			EDUCATION				INCOME		
		Fred. North	Fred. South	Other	M	F	18-34	35-54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	< \$50K	\$50K- \$74.9K	\$75K +
Very Important	36	39	43	26	37	35	40	31	38	15	31	52	36	31	34	38
Important	31	26	33	32	26	34	29	36	26	16	35	15	35	25	32	38
Moderately Important	20	24	15	21	21	19	17	19	23	27	16	19	20	19	21	19
Somewhat important	11	10	7	16	12	10	14	10	9	37	16	10	7	21	8	5
Not at all Important	2	1	2	4	3	2	0	3	3	6	3	3	1	2	5	1
Don't know/No response	0	0	1	0	1	0	0	1	1	0	0	1	0	1	1	0
WEIGHTED SAMPLE SIZE (#)	400	120	143	136	187	213	121	146	133	28	65	58	246	120	77	156
UNWEIGHTED SAMPLE SIZE (#)	400	119	144	137	191	209	77	163	160	28	63	53	252	108	81	165
% Very/Important	67	66	75	59	64	69	69	68	64	31	66	66	71	57	66	76
% Not at all/ Somewhat important	13	11	9	20	15	12	14	13	12	43	18	14	8	24	12	5
MEAN	3.9	3.9	4.1	3.6	3.8	3.9	3.9	3.8	3.9	3.0	3.8	4.0	4.0	3.6	3.8	4.1

Answers of Don't know/No response were removed from the mean score.

FREDERICTON URBAN - 2ND QUARTER 2013  
- Fredericton Playhouse Tables -

TABLE FP3:

And thinking specifically about the Fredericton Playhouse venue, how important do you feel its facilities and programs are to the health and vitality of the Greater Fredericton community? Are they...?

	OVERALL %	COMMUNITY			GENDER		AGE			EDUCATION				INCOME		
		Fred. North	Fred. South	Other	M	F	18-34	35-54	55+	L.T. H.S.	Grad H.S.	Some P.S.	Grad P.S.	< \$50K	\$50K- \$74.9K	\$75K +
Very important	38	39	47	27	35	41	41	34	39	28	38	48	37	37	29	41
Important	33	30	34	33	32	33	35	34	29	9	37	25	36	31	30	36
Moderately important	13	15	9	15	15	11	8	13	18	21	8	9	14	11	20	11
Somewhat important	12	15	7	15	13	11	13	12	11	17	16	16	10	14	16	9
Not at all important	3	1	2	5	3	2	0	4	3	12	1	2	2	3	2	2
Don't know/No response	2	1	1	4	2	2	3	2	1	14	0	0	1	4	2	1
WEIGHTED SAMPLE SIZE (#)	400	120	143	136	187	213	121	146	133	28	65	58	246	120	77	156
UNWEIGHTED SAMPLE SIZE (#)	400	119	144	137	191	209	77	163	160	28	63	53	252	108	81	165
% Very/important	71	69	82	60	67	74	77	68	68	37	75	74	73	68	59	78
% Not at all/ Somewhat important	15	15	9	21	16	13	13	17	14	28	17	17	12	17	19	11
MEAN	3.9	3.9	4.2	3.6	3.8	4.0	4.1	3.8	3.9	3.3	3.9	4.0	4.0	3.9	3.7	4.1

Answers of Don't know/No response were removed from the mean score.

## appendix d: patron survey

## Constant Contact Survey Results





**Survey Name:** Patron Survey - Spring 2013

**Response Status:** Partial & Completed


**Filter:** None

5/15/2013 10:05 AM ADT

### \*When was your last visit to the Fredericton Playhouse?


Answer	0%	100%	Number of Response(s)	Response Ratio
within the last month			1142	36.0 %
within the last six months			1096	34.5 %
within the last year			504	15.8 %
over a year ago			395	12.4 %
(have never been to the Playhouse)			31	<1 %
No Response(s)			4	<1 %
<b>Totals</b>			<b>3172</b>	<b>100%</b>

In general, how would you rate the Playhouse facility (access, cleanliness, comfort, signage, parking)?  
1 = poor, 5 = excellent

	1	2	3	4	5	Number of Response(s)	Rating Score*
						2650	4.3

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.




When buying/picking up tickets, how would you rate the service you receive at the Playhouse box office (promptness, friendliness, knowledgeable staff)?  
1 = poor, 5 = excellent

	1	2	3	4	5	Number of Response(s)	Rating Score*
						2610	4.7

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

How would you rate the service provided by the Playhouse event staff?


1 = poor, 5 = excellent

Answer	1	2	3	4	5	Number of Response(s)	Rating Score*
Bar/Concessions Staff						2379	4.3
Ushers, Greeters & Coat Check						2539	4.6
Merchandise Table						2275	4.2

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.





In general, how would you rate the quality of technical production at Playhouse performances (sound, lighting, special effects)?

1 = poor quality, 5 = excellent quality

	1	2	3	4	5	Number of Response(s)	Rating Score*
						2651	4.5

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

✱ I usually purchase tickets for Playhouse performances (check one):

Answer	0%	100%	Number of Response(s)	Response Ratio
in person at the box office			712	22.4 %
by phone			318	10.0 %
online			1611	50.7 %
using an order form in a brochure			19	<1 %
No Response(s)			512	16.1 %
Totals			3172	100%

If applicable, how would you rate the quality of our online ticketing services (easy to find, user friendliness, value for service fees)?

1 = poor quality, 5 = excellent quality

	1	2	3	4	5	Number of Response(s)	Rating Score*
						2248	4.1

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.












**\*Overall, how**  
would you rate your recent Playhouse experiences?

1 = poor, 5 = excellent

	1	2	3	4	5	Number of Response(s)	Rating Score*
						2659	4.6




\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

**\*The primary ways I find out about Playhouse performances are (select all that apply):**

Answer	0%	100%	Number of Response(s)	Response Ratio
Newspapers			830	27.2 %
Mailings/flyers			459	15.0 %
Television			134	4.3 %
Local event calendars and listings			448	14.6 %
Social media (Facebook, Twitter)			638	20.9 %
Posters			361	11.8 %
CBC Radio's weekly "Playhouse Previews"			631	20.6 %
Other radio			315	10.3 %
Playhouse website			1499	49.1 %
Weekly e-news/promotional e-mails from the Playhouse			2074	68.0 %
Other			243	7.9 %
<b>Totals</b>			<b>3050</b>	<b>100%</b>

**How aware are you of the following education and community engagement programs delivered by the Fredericton Playhouse?**

1 = not at all aware, 5 = very aware

Answer	1	2	3	4	5	Number of Response(s)	Rating Score*
"Experience More!" education and enrichment activities (pre and post performance talks, film screenings, workshops, and classes)						3025	2.1
"Arts Are for Everyone" program (providing access to individuals in our community who have barriers to participating in Playhouse activities)						3004	1.9
School Programs (bus-in matinees and artist performances in local schools)						2994	2.7

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

How would you rate the quality of  
the information provided in the Playhouse's advertising and communications?

1 = poor, 5 = excellent

	1	2	3	4	5	Number of Response(s)	Rating Score*
						3023	4.1

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

In  
general, how would you rate the available selection of performances at the Playhouse?

1 = poor, 5 = excellent

	1	2	3	4	5	Number of Response(s)	Rating Score*
						3014	4.2

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

How  
would you rate the overall value of Playhouse ticket prices?

1 = poor value, 5 = excellent value

	1	2	3	4	5	Number of Response(s)	Rating Score*
						3012	4.0

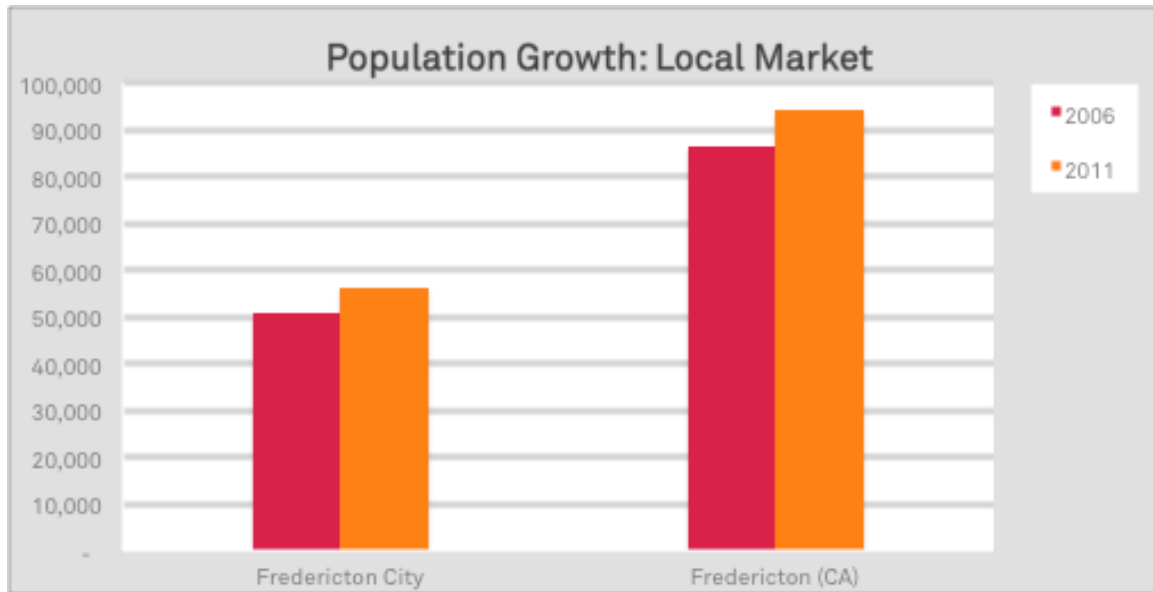
\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

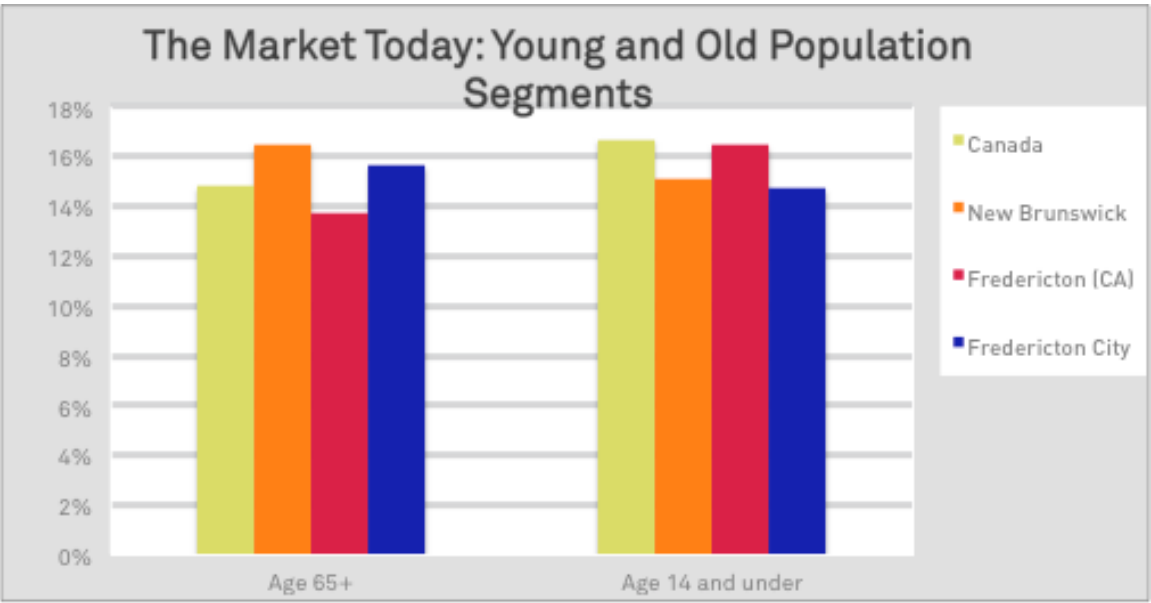
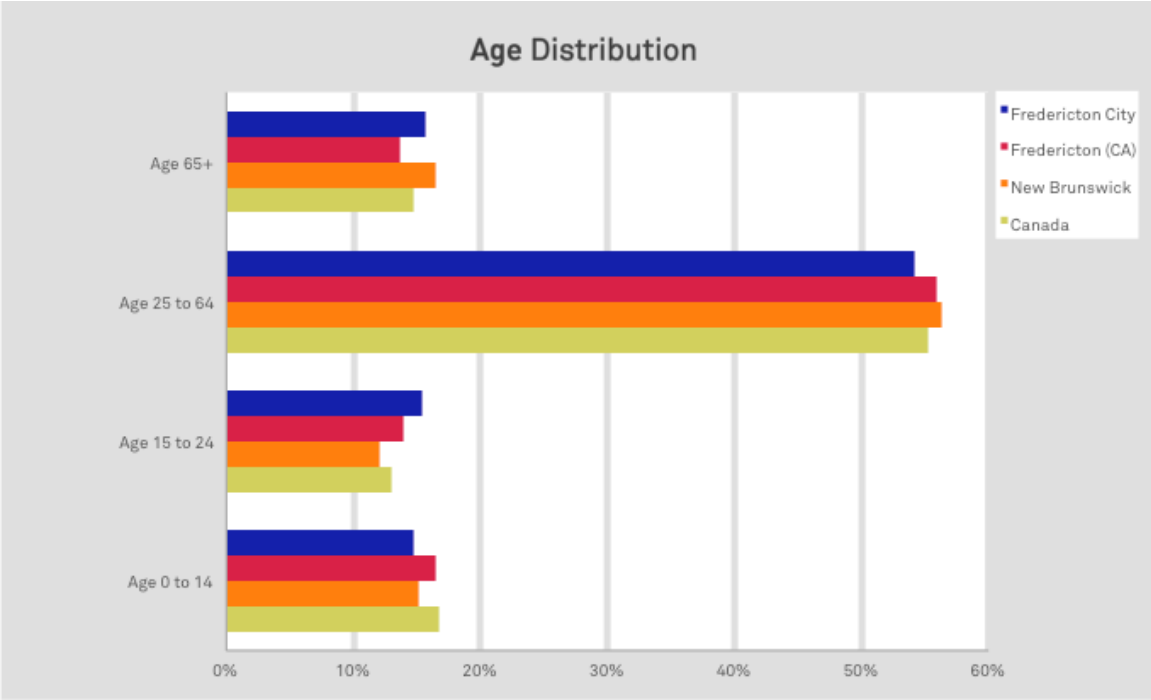
✱ What prevents you from attending more Playhouse events? Please select the 2 (two) biggest factors for you.

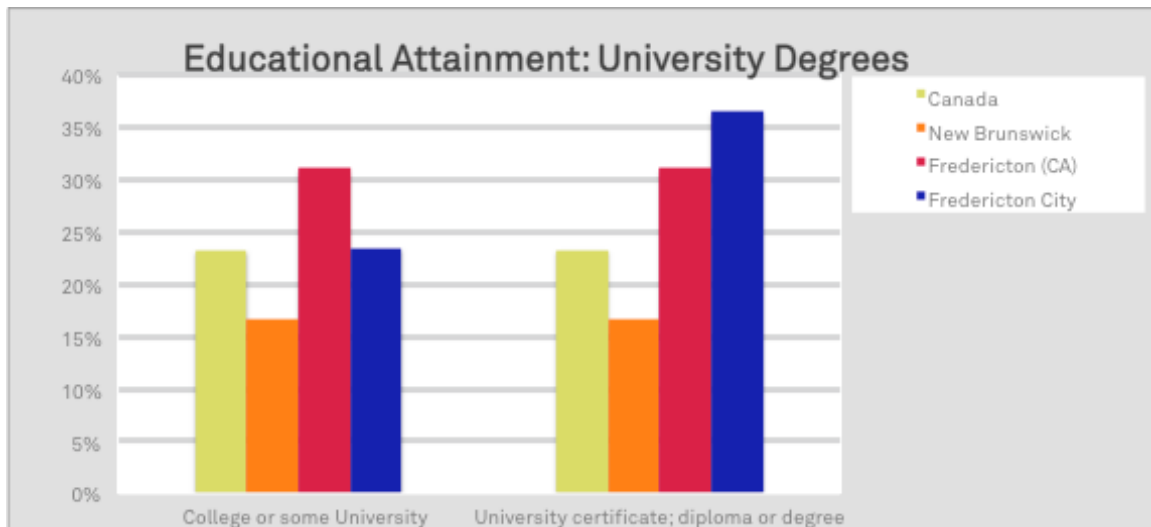
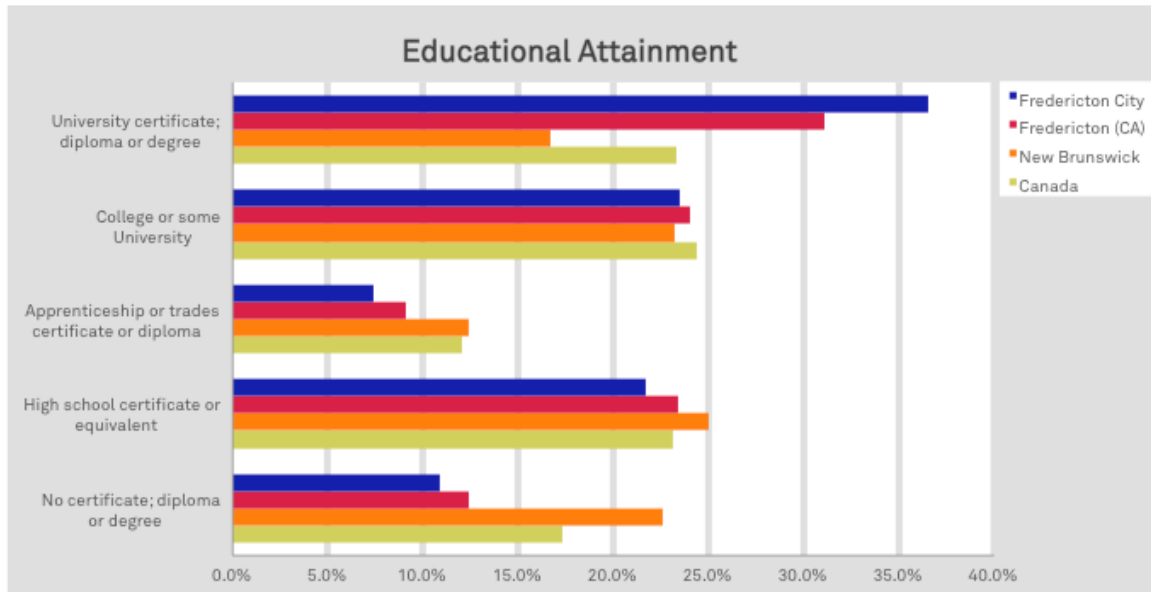
Answer	0%	100%	Number of Response(s)	Response Ratio
lack of interest in what else is offered (nothing appeals to me)	<div><div></div></div>		1087	35.9 %
time constraints (I don't have enough time)	<div><div></div></div>		1337	44.1 %
financial constraints (I can't afford it)	<div><div></div></div>		1646	54.3 %
lack of information (I don't know enough about what's going on)	<div><div></div></div>		301	9.9 %
Other	<div><div></div></div>		506	16.7 %
Totals			3027	100%

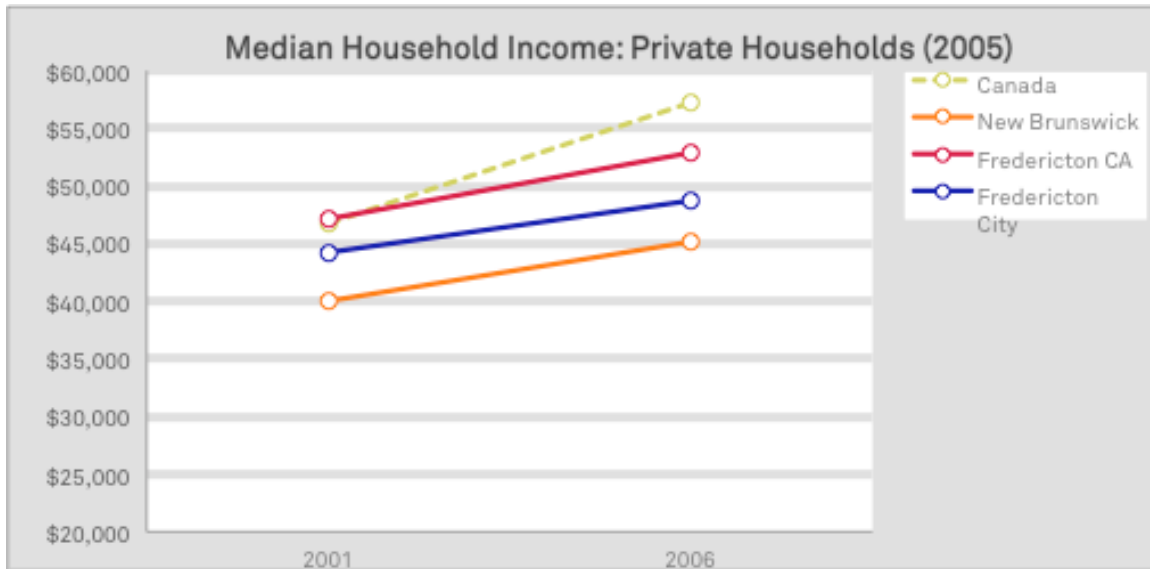


## appendix e: market review









## Visible Minority + Immigrant Populations (2011)

	New Brunswick	Fredericton CA	Fredericton City
Proportion of population belonging to visible minority group	2%	5%	7%
Largest visible minority groups	Black, Chinese	South Asian, Chinese	South Asian, Chinese
Foreign born as % of total population	3.9%	6.8%	8.2%

## appendix f: Diamond and Schmitt back-up materials

# FREDERICTON PAC Needs Assessment

Presentation

January 28, 2014

# AGENDA

1. Space Program -
  - 1 Comparison Overview
  - 2 Comparison Programs
  - 3 Comparison + F-PAC
  - 4 Comparison/F-PAC Overview
  - 5 Net/Gross illustration
2. Quality Criteria -
  - 1 Quality Criteria
  - 2 Quality Criteria Comparisons
3. Building Budget/Cost -
  - 1 Comparative Costs
  - 2 Comparative Costs + F-PAC
4. Site Evaluation Criteria -
  - 1 Site Evaluation Criteria
  - 2 3 Zones for Potential Sites
  - 3 Potential Sites
  - 4 Evaluation of Potential Sites



# I.I COMPARISON OVERVIEW

## Fredericton Performing Arts Centre

Comparative Programs - 2013 Nov 25 draft

	Project	Net SF	Gross SF	Grossing Factor		Main Hall seats	2 <sup>nd</sup> Hall seats	3 <sup>rd</sup> space seats	4 <sup>th</sup> space seats
	<b>Academic</b>								
1.	Country Day School	22,760	35,615	1.60		225	-	-	-
2.	St Elizabeth School	12,620	25,695	2.04		160	-	-	-
3.	Brock U F&PA		80,000			250	-	-	-
	<b>Regional</b>								
4.	Richmond Hill CPA	29,420	56,316	1.91		600	80	-	-
5.	Burlington PAC	37,465	68,412	1.82		700	100	60	-
6.	St Catharines PAC	54,520	95,410	1.75		775	285	160	-
	<b>International</b>								
7.	Four Seasons CPA	138,675	310,255	2.23		2000	225	200	-
8.	L'Orchestra Symphonique de Montreal		225,000			1900	-	-	-
9.	Mariinsky Opera/Ballet		800,000			1850	250	-	-

## I.I COMPARISON OVERVIEW



**St Elizabeth – Performing Arts School**  
200 seat Main Hall





## I.I COMPARISON OVERVIEW



**Richmond Hill Centre for the Performing Arts**  
600 seat Main Hall  
80 seat Multi-purpose Room





# I.I COMPARISON OVERVIEW



**Burlington Performing Arts Centre**  
700 seat Main Hall  
120 seat Black box  
100 seat Rehearsal



## I.I COMPARISON OVERVIEW



**St. Catharines Performing Arts Centre**  
775 seat Main Hall  
275 seat 2nd Stage  
170 seat Black Box  
190 seat Film/Lecture





## I.I COMPARISON OVERVIEW



**Mariinsky Theatre – Ballet/Opera House**  
1850 seat Main Hall



# I.I COMPARISON OVERVIEW

## Fredericton Performing Arts Centre

Program Area Comparison Overview - 2013 Nov 25 draft

I

Space

**LOBBIES AND PUBLIC SPACE**

**CLASSROOM/LECTURE/MEETING**

**MULTI-PURPOSE THEATRE (Black Box)**

**MAIN HALL**

**SECOND STAGE**

**COMMUNITY EXHIBITION**

**ADMINISTRATION**

**BUILDING SERVICES**

<b>St Catharines PAC</b>	<b>Burlington PAC</b>
<b>14850</b>	<b>7940</b>
<b>2865</b>	<b>0</b>
<b>6570</b>	<b>4085</b>
<b>19190</b>	<b>22140</b>
<b>5550</b>	<b>0</b>
<b>1150</b>	<b>1785</b>
<b>2335</b>	<b>770</b>
<b>2010</b>	<b>745</b>

**TOTAL NET AREA**

**54,520**

**37,465**

*Grossing Factor*

1.75

1.83

**TOTAL GROSS AREA**

**95,410**

**68,412**

## I.3 COMPARISON + F-PAC

Program Area Comparison with FPAC - 2013 Nov 25 draft

	St Catharines PAC	Burlington PAC	Fredericton PAC
<b>LOBBIES AND PUBLIC SPACE</b>			
<b>Lobbies</b>			
Public Entry Foyers			
Main Destination Lobby			
Theatre/Dance Destination Lobby			
Public Lobby Circulation			
<i>sub-total Lobby</i>	10950	5470	10000
<b>Lobby Support</b>			
Public Toilets	2100	1450	2100
Central Box Office - Ticket Window Area	350	250	350
FOH Storage	200	300	200
Concessions - Concert Hall Lobby	100	in lobby	100
Concessions - Theatre/Dance/Film Lobby	100	0	100
Concessions Storage	100	0	100
Coats	350	245	350
Catering Kitchen	450	225	450
House Management	150	0	150
<i>sub-total Lobby Support</i>	3900	2470	3900
<b>Total Lobbies and Public Spaces</b>	<b>14850</b>	<b>7940</b>	<b>13900</b>
<b>CLASSROOM/LECTURE/MEETING</b>			
	<b>190 seats</b>		<b>2 x 60 seats</b>
Stage Area	575	0	0
Auditorium	1900	0	1500
Projection Booth	240	0	0
Sound and Light Locks	150	0	0
<b>Total Classroom/Lecture/Meeting</b>	<b>2865</b>	<b>0</b>	<b>1500</b>



# I.3 COMPARISON + F-PAC

## MULTI-PURPOSE STUDIO (Black Box)

### Theatre Area

Open Studio Area 64'w x 43' d

Dance Performance Studio Main Level Seating Area

Dance Studio Upper Level Seating Gallery

*sub-total*

### Theatre Support

Sound and Light Locks

Dance Studio Changing & Offstage

Dance Studio Control Booth

Dance Storage

Dance Dimmer Room

*sub-total*

### Total Multi-purpose Theatre

**170 seats**

**100 seats**

**100 seats**

3205

2450

2450

1995

0

0

300

1150

1150

5500

3600

3600

120

in gross

in gross

500

0

0

150

230

230

200

135

135

100

120

120

1070

485

485

**6570**

**4085**

**4085**

## MAIN HALL

### Main Hall and Stage

Concert Hall - Main Level seating area for 620

Concert Hall - Mezzanine Level seating area for 230

Concert Hall sound and light locks

Concert Hall - stage performing area

Concert Hall - Orchestra Pit incl. wagon storage

*sub-tota*

### Main Hall Backstage

Concert Hall - backstage circulation

Concert Hall - piano locker

Concert Hall - stage storage

Concert Hall - dressing rooms

Concert Hall - backstage toilets

Musicians' Lounge

Concert Hall - receiving

Concert Hall - control booth

Concert Hall - dimmer & sound rack rooms

Concert Hall - Followspot

**775 seats**

**700 seats**

**851 seats**

6200

5870

6200

2900

3215

3500

1790

in gross

1790

2400

3280

3280

0

2065

0

13290

14430

14770

1800

in gross

1800

100

380

100

510

4930

510

1400

770

1400

900

240

900

400

300

400

300

400

300

240

240

240

250

270

250

0

180

0

## I.3 COMPARISON + F-PAC

Concert Hall - COE crew room	0	0	0
Concert Hall - Niagara Symphony dedicated storage and music library	0	0	0
<i>sub-total</i>	5900	7710	5900
<b>Total Hall</b>	<b>19190</b>	<b>22140</b>	<b>20670</b>
<b>SECOND STAGE</b>	<b>285 seats</b>		<b>300 seats</b>
Recital Hall - seating area for 300	2500	0	2500
Recital Hall - stage area	1600	0	1600
Recital Hall sound and light locks	500	0	500
Recital Hall - offstage area	500	0	500
Recital Hall stage storage	200	0	200
Recital Hall - piano locker	100	0	100
Recital Hall control & recording booth	150	0	150
<b>Total Hall</b>	<b>5550</b>	<b>0</b>	<b>5550</b>
<b>COMMUNITY EXHIBITION</b>	<b>60 seats</b>		<b>exhibition space</b>
Community Rehearsal Studio / Multi-purpose Room	1150	1785	1150
Community Rehearsal Storage	0	0	0
<i>sub-total</i>	1150	1785	1150
<b>Total Community Studio Theatre</b>	<b>1150</b>	<b>1785</b>	<b>1150</b>
<b>ADMINISTRATION</b>			
<b>COE Offices</b>			
Director	225	190	225
Programming Director	120	0	120
Finance Director	120	0	120
Production Coordinator	100	0	100
Technical Director	100	100	100
Server Room	150	0	150
Conference Room	240	0	240
Supplies	100	0	100
Files and Materials Storage	100	0	100
Open Staff Offices	600	435	600

# I.3 COMPARISON + F-PAC

	<i>sub-total</i>	1855	725	1855
<b>Copy Center</b>				
Work area and Storage		150	45	150
	<i>sub-total Copy Center</i>	150	45	150
<b>General Administration</b>				
Central Reception Area		150	0	150
Administration toilet rooms		120	0	120
Kitchenette		60	0	60
	<i>sub-total General Administration</i>	330	0	330
	<b>Total Administration</b>	<b>2335</b>	<b>770</b>	<b>2335</b>
<b>BUILDING SERVICES</b>				
Security		250	0	250
Janitors Closets		100	100	100
Mechanical		in gross	in gross	in gross
Tool Room		110	110	110
Lighting Storage and Repair		300	225	300
Wardrobe/Laundry		200	180	200
Loading Dock, Receiving and Trash Storage		1050	130	1050
	<b>Total Building Services</b>	<b>2010</b>	<b>745</b>	<b>2010</b>

<b>TOTAL NET AREA</b>	<b>54,520</b>	<b>37,465</b>	<b>51,200</b>
-----------------------	---------------	---------------	---------------

<i>Grossing Factor</i>	<b>1.75</b>	<b>1.83</b>	<b>1.75</b>
------------------------	-------------	-------------	-------------

<b>TOTAL GROSS AREA</b>	<b>95,410</b>	<b>68,412</b>	<b>89,600</b>
-------------------------	---------------	---------------	---------------

**Space  
Program**

# I.4 COMPARISON / F-PAC OVERVIEW

	<i>St Catharines</i> <b>PAC</b>	<i>Burlington</i> <b>PAC</b>	<i>Fredericton</i> <b>PAC</b>
<i>Space</i>			
<b>LOBBIES AND PUBLIC SPACE</b>	<b>14850</b>	<b>7940</b>	<b>13900</b>
<b>CLASSROOM/LECTURE/MEETING</b>	<b>2865</b>	<b>0</b>	<b>1500</b>
<b>MULTI-PURPOSE THEATRE (Black Box)</b>	<b>6570</b>	<b>4085</b>	<b>4085</b>
<b>MAIN HALL</b>	<b>19190</b>	<b>22140</b>	<b>20670</b>
<b>SECOND STAGE</b>	<b>5550</b>	<b>0</b>	<b>5550</b>
<b>COMMUNITY EXHIBITION</b>	<b>1150</b>	<b>1785</b>	<b>1150</b>
<b>ADMINISTRATION</b>	<b>2335</b>	<b>770</b>	<b>2335</b>
<b>BUILDING SERVICES</b>	<b>2010</b>	<b>745</b>	<b>2010</b>

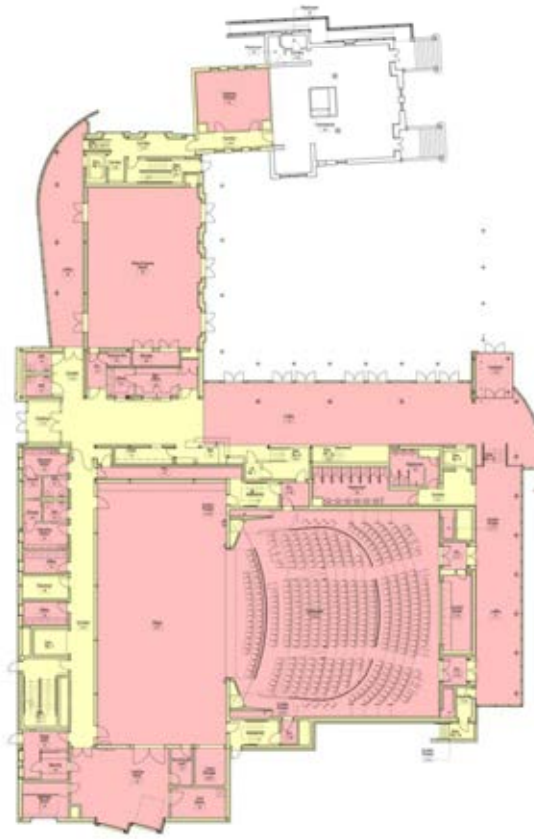
<b>TOTAL NET AREA</b>	<b>54,520</b>	<b>37,465</b>	<b>51,200</b>
<i>Grossing Factor</i>	<b>1.75</b>	<b>1.83</b>	<b>1.75</b>
<b>TOTAL GROSS AREA</b>	<b>95,410</b>	<b>68,412</b>	<b>89,600</b>

**Net/Gross  
Model**

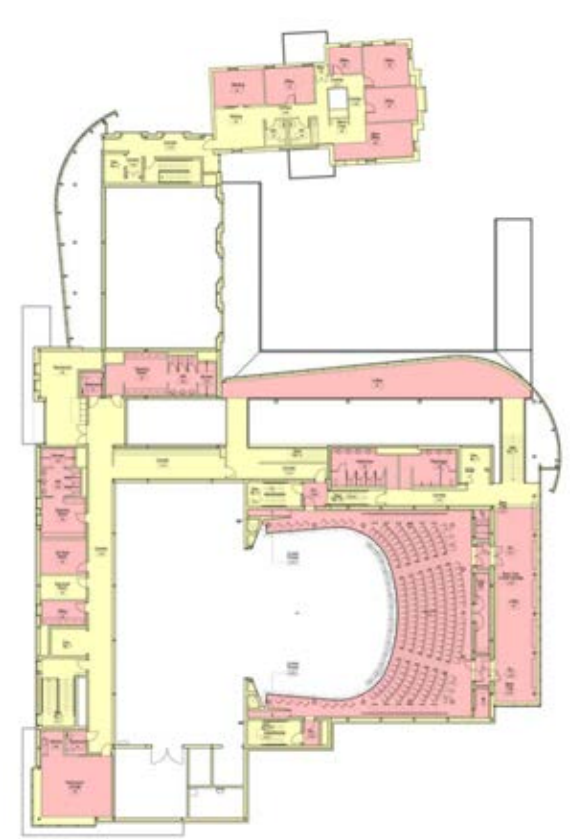
## I.5 NET / GROSS ILLUSTRATION



**Basement Level**

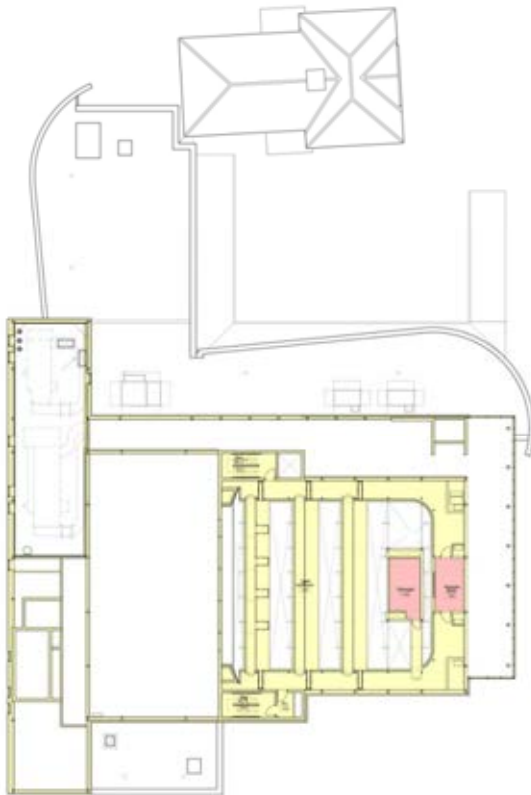


**Ground Floor Level**

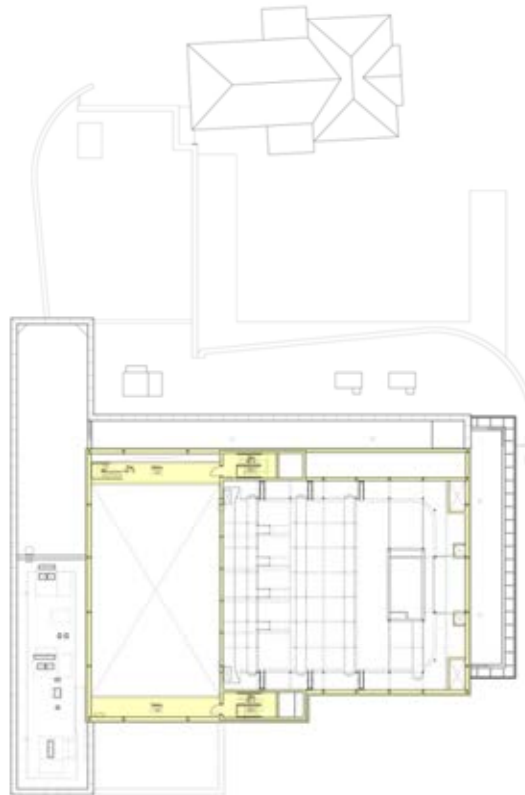


**Second Floor Level**

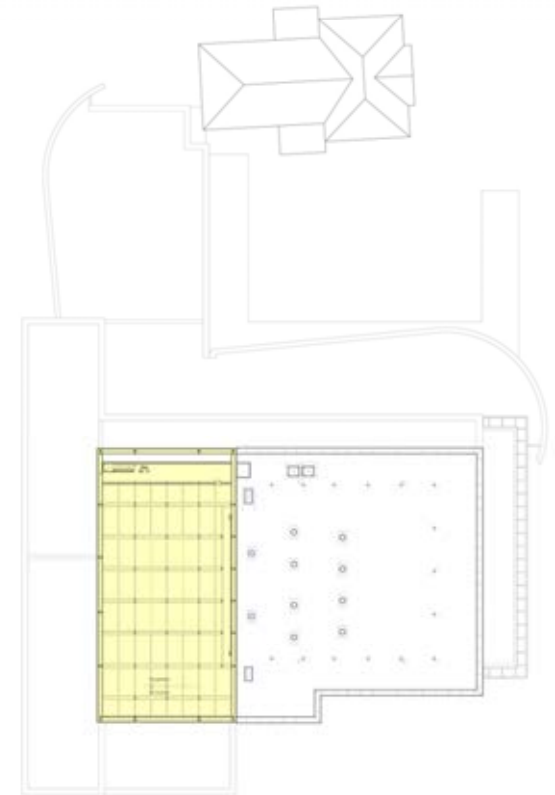
## I.5 NET / GROSS ILLUSTRATION



**Third Floor Level**



**Fourth Floor Level**



**Fifth Floor Level**

## 2.1 QUALITY CRITERIA

Fredericton Performing Arts Centre

Quality Criteria - 2013 Nov 25 draft

	<i>Category</i>		<i>Noise Criteria (NC)</i>	<i>Hall Isolation</i>	<i>Durability &amp; Finish</i>	<i>Functionality</i>	<i>Community Presence</i>
1	<i>Academic/Local</i>		<b>NC 25-30 Low ambient noise</b>	<b>Solid Wall</b>	<b>25 year +</b>	<b>Single Use – Limited Flexibility</b>	<b>Contextual</b>
2	<i>Regional</i>		<b>NC 20-25 Very Low ambient noise</b>	<b>Double Wall with Separate Structure</b>	<b>50 year +</b>	<b>Multi Use – Acoustic &amp; Amplified</b>	<b>Visual Impact</b>
3	<i>International</i>		<b>NC 10 or less Extremely Low ambient noise - silent</b>	<b>Double Wall with Isolated Structure</b>	<b>100 year +</b>	<b>Single Use – Acoustic (limited amplified)</b>	<b>Architectural Statement</b>

## 2.2 QUALITY CRITERIA COMPARISONS

Fredericton Performing Arts Centre

Quality Criteria Comparisons - 2013 Nov 25 draft

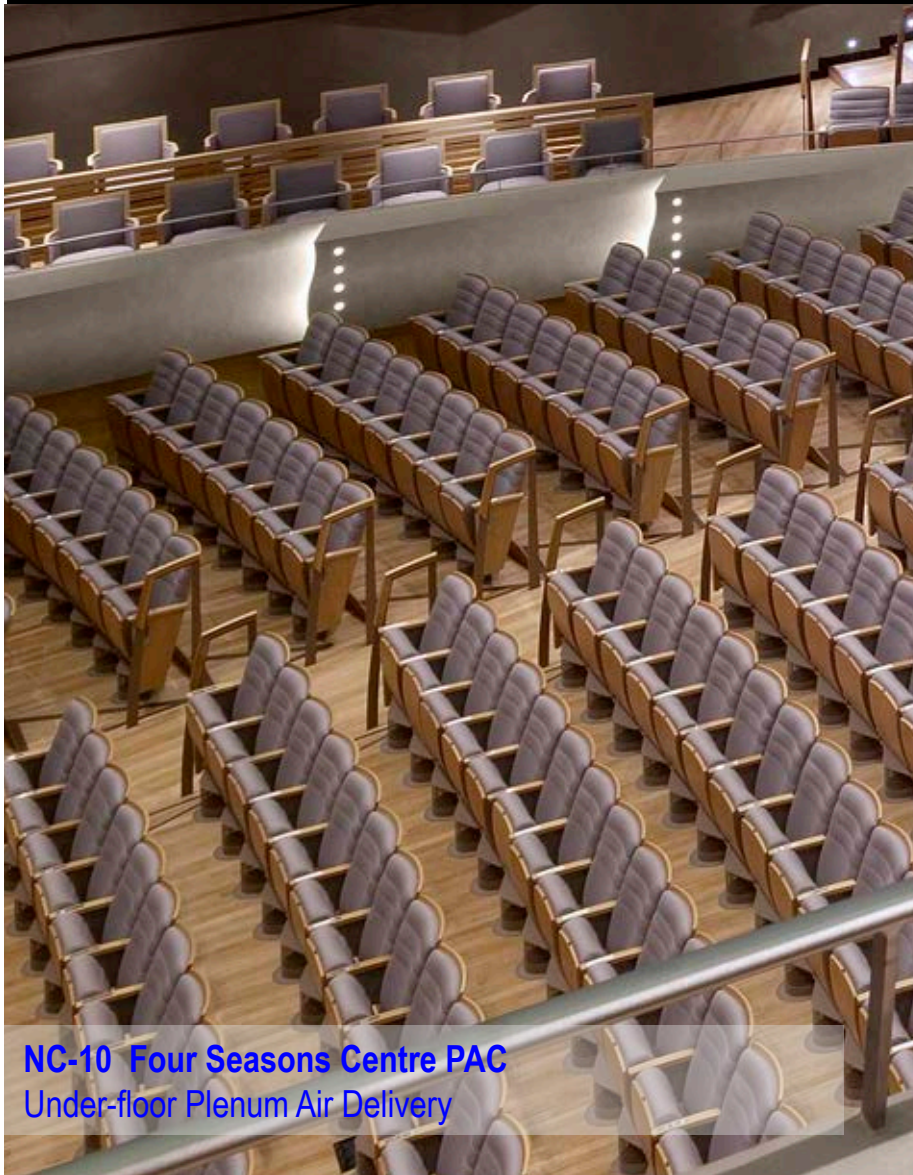
	Project	Noise Criteria	Hall Isolation	Durability	Functionality	Presence
	<b><i>Academic/ Local</i></b>					
1.	Country Day School	NC-30	Solid	25+	Single	Context
2.	St Elizabeth School	NC-30	Solid	25+	Single	Context
3.	Brock U F&PA	NC-25	Solid	25 - 50	Single	Context
	<b><i>Regional</i></b>					
4.	Richmond Hill CPA	NC-20	Double Wall	50+	Multi-use	Regional Impact
5.	Burlington PAC	NC-15	Double Wall	50+	Multi-use	Regional Impact
6.	St Catharines PAC	NC-20	Double Wall	50+	Multi-use	Regional Impact
	<b><i>International</i></b>					
7.	Four Seasons CPA	N-1	Isolated	100	Single	Statement
8.	L'Orchestra Symphonique de Montreal	NC 5-10	Isolated	100	Single	Statement
9.	Mariinsky Opera/Ballet	NC 5-10	Double Wall	100	Single	Statement

**Comparable  
Quality Model**

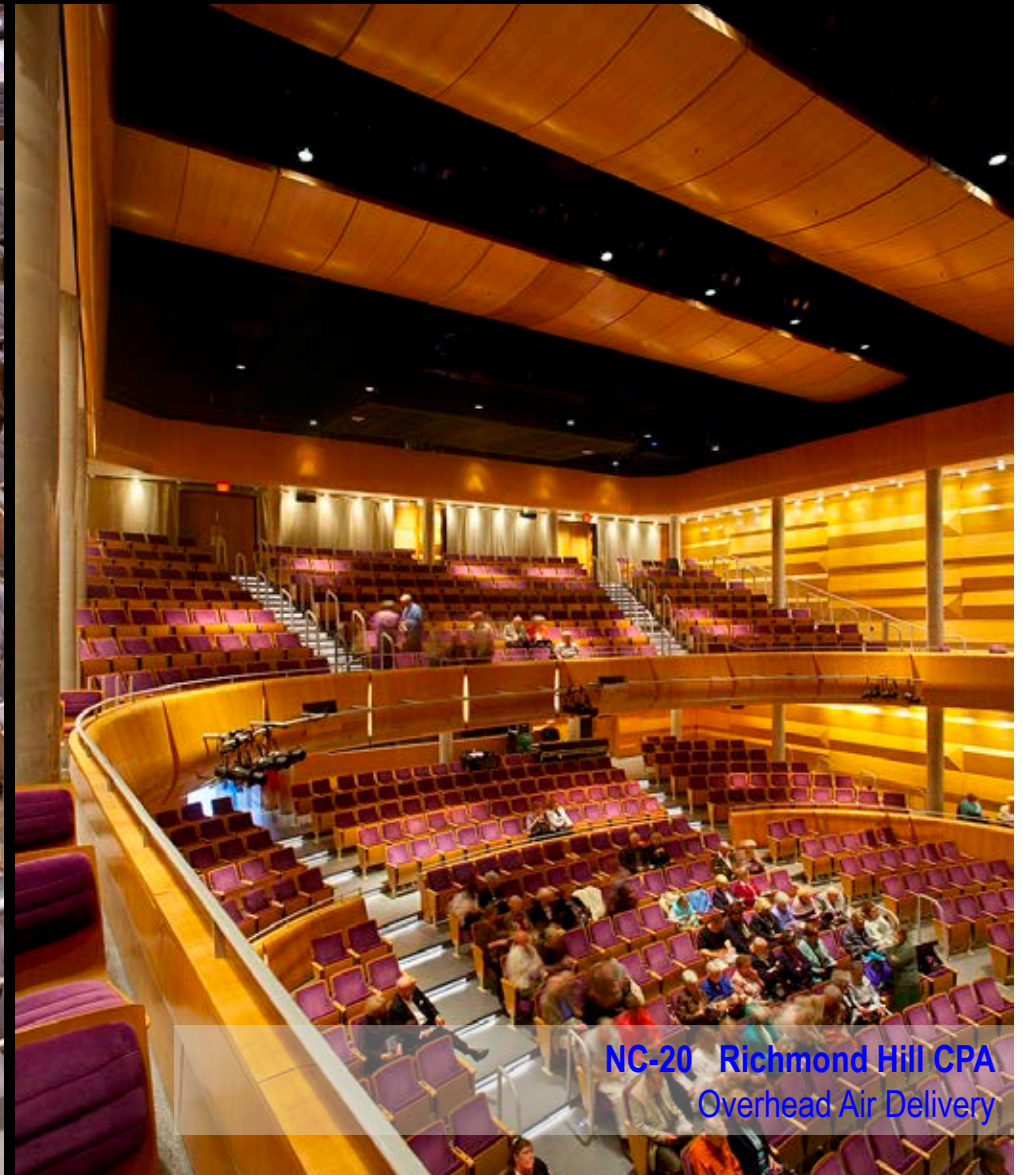


## 2.2 QUALITY CRITERIA COMPARISONS

### Noise Criteria



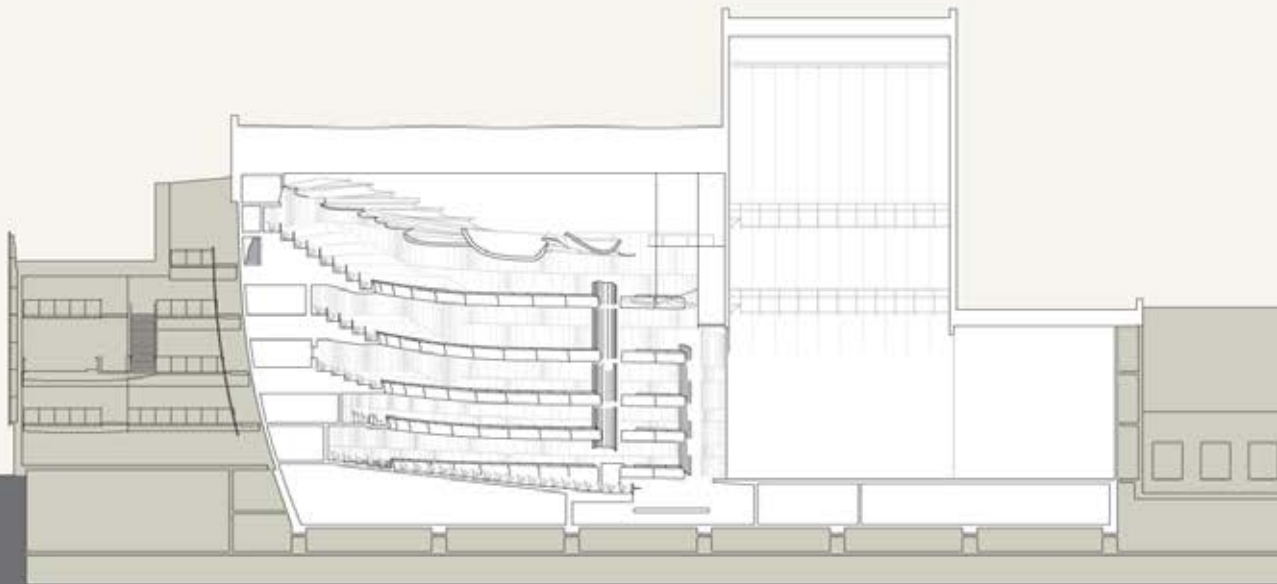
NC-10 Four Seasons Centre PAC  
Under-floor Plenum Air Delivery



NC-20 Richmond Hill CPA  
Overhead Air Delivery

## 2.2 QUALITY CRITERIA COMPARISONS

### Hall Isolation



**Hall Isolation - Four Seasons Centre PAC**  
Isolated Structure utilizing Discontinuous Structure





## 2.2 QUALITY CRITERIA COMPARISONS

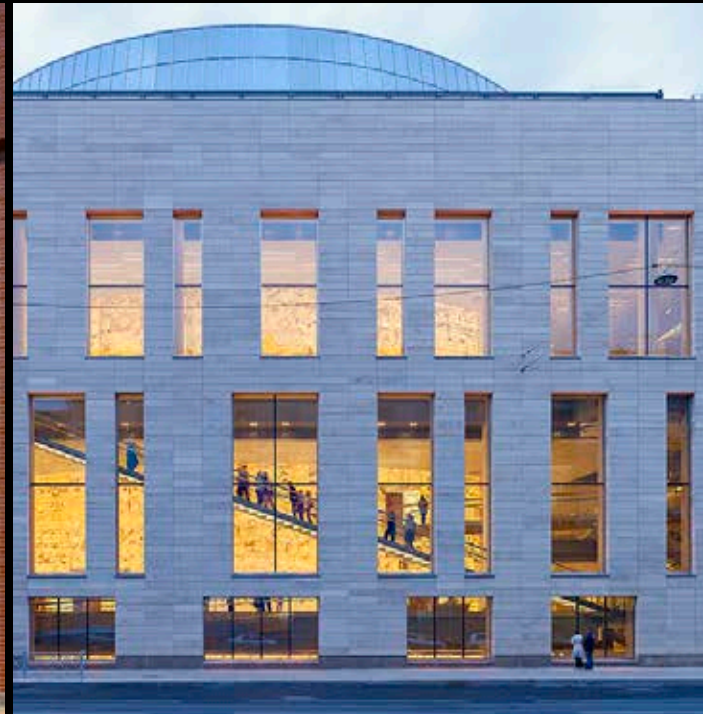
### Durability



25 year – Cambridge PAC  
Painted Metal



50 year – Richmond Hill CPA  
Masonry



100 year – Mariinsky PAC  
Stone

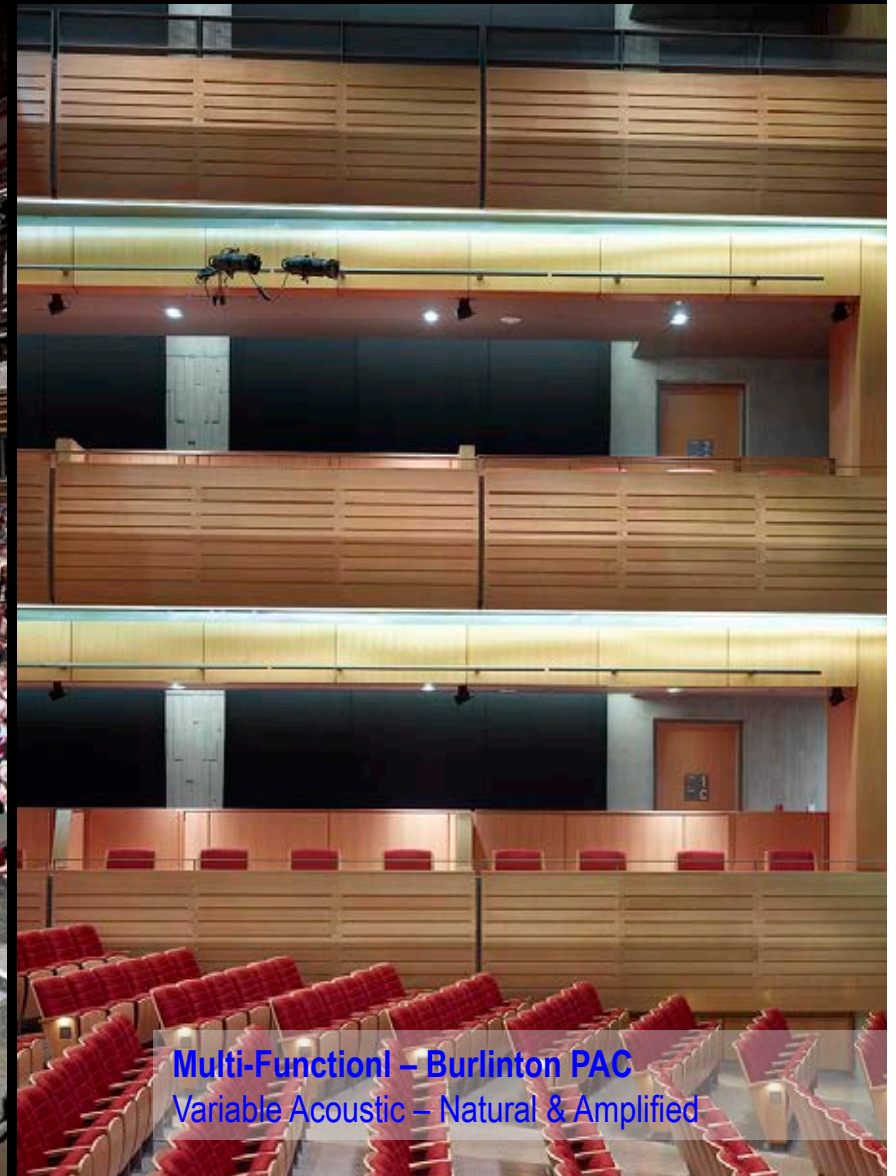


## 2.2 QUALITY CRITERIA COMPARISONS

### Functionality



Room Flexibility – St Elizabeth  
Retractable Seating, Acoustic Banners



Multi-Function – Burlington PAC  
Variable Acoustic – Natural & Amplified



## 2.2 QUALITY CRITERIA COMPARISONS

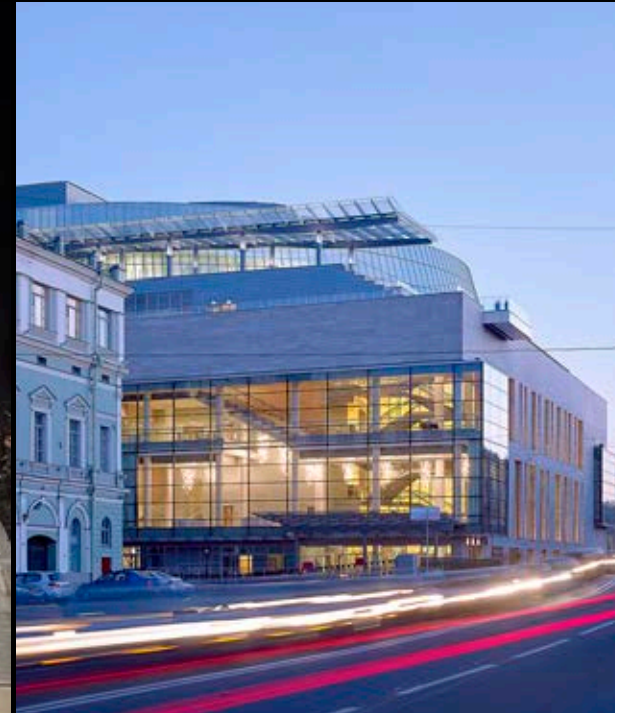
### Presence



**Contextual – St Elizabeth PAC**  
Neighbourhood



**Presence – Burlington PAC**  
Regional Impact



**Statement – Mariinsky PAC**  
National/International

## 3.1 COMPARATIVE COSTS

	Project	Net SF	Gross SF	Grossing Factor	Bid Year	Bid Price Construction	\$/gsf	Bid Price 2013 \$/sf	Total Cost Project	
	<b>Academic</b>									
1.	Country Day School	22,760	35,615	1.60	2000	7,439,000	210	<b>360</b>	7,439,000	-
2.	St Elizabeth School	12,620	25,695	2.04	2004	6,800,000	265	<b>375</b>	6,800,000	-
3.	Brock U F&PA		80,000		2012	30,000,000	375	<b>382</b>	156,000,000	
	<b>Regional</b>									
4.	Richmond Hill CPA	29,420	56,316	1.91	2006	23,664,000	420	<b>510</b>	30,000,000	<b>1.27</b>
5.	Burlington PAC	37,465	68,412	1.82	2009	27,000,000	395	<b>460</b>	36,000,000	<b>1.33</b>
6.	St Catharines PAC	54,520	95,410	1.75	2013	42,800,000	455	<b>455</b>	60,000,000	<b>1.4</b>
	<b>International</b>									
7.	Four Seasons CPA	138,675	310,255	2.23	2004	110,000,000	355	<b>475</b>	156,000,000	<b>1.41</b>
8.	L'Orchestra Symphonique de Montreal		225,000		2008	110,000,000	500	<b>550</b>	254,000,000	<b>2.3</b>
9.	Mariinsky Opera/Ballet		800,000		2010	750,000,000	935	<b>992</b>	850,000,000	-

**Comparable  
Cost Model**

## 3.2 COMPARATIVE + F-PAC

	Project	Net SF	Gross SF	Grossing Factor	Bid Year	Bid Price Construction	\$/gsf	Bid Price 2013 \$/sf	Total Cost Project	
	<b>Academic</b>									
1.	Country Day School	22,760	35,615	1.60	2000	7,439,000	210	<b>360</b>	7,439,000	-
2.	St Elizabeth School	12,620	25,695	2.04	2004	6,800,000	265	<b>375</b>	6,800,000	-
3.	Brock U F&PA		80,000		2012	30,000,000	375	<b>382</b>	156,000,000	
	<b>Regional</b>									
4.	Richmond Hill CPA	29,420	56,316	1.91	2006	23,664,000	420	<b>510</b>	30,000,000	<b>1.27</b>
5.	Burlington PAC	37,465	68,412	1.82	2009	27,000,000	395	<b>460</b>	36,000,000	<b>1.33</b>
6.	St Catharines PAC	54,520	95,410	1.75	2013	42,800,000	455	<b>455</b>	60,000,000	<b>1.4</b>
	<b>International</b>									
7.	Four Seasons CPA	138,675	310,255	2.23	2004	110,000,000	355	<b>475</b>	156,000,000	<b>1.41</b>
8.	L'Orchestra Symphonique de Montreal		225,000		2008	110,000,000	500	<b>550</b>	254,000,000	<b>2.3</b>
9.	Mariinsky Opera/Ballet		800,000		2010	750,000,000	935	<b>992</b>	850,000,000	-
V1	Fredericton PAC	<b>51,200</b>	<b>89,600</b>	<b>1.75</b>	<b>2013</b>	<b>36,750,000</b>	<b>410</b>	<b>410</b>	<b>45,900,000</b>	<b>1.25</b>

**New Brunswick  
Cost Index:  
minus 10%**

## 4.1 SITE EVALUATION CRITERIA

### Fredericton Performing Arts Centre

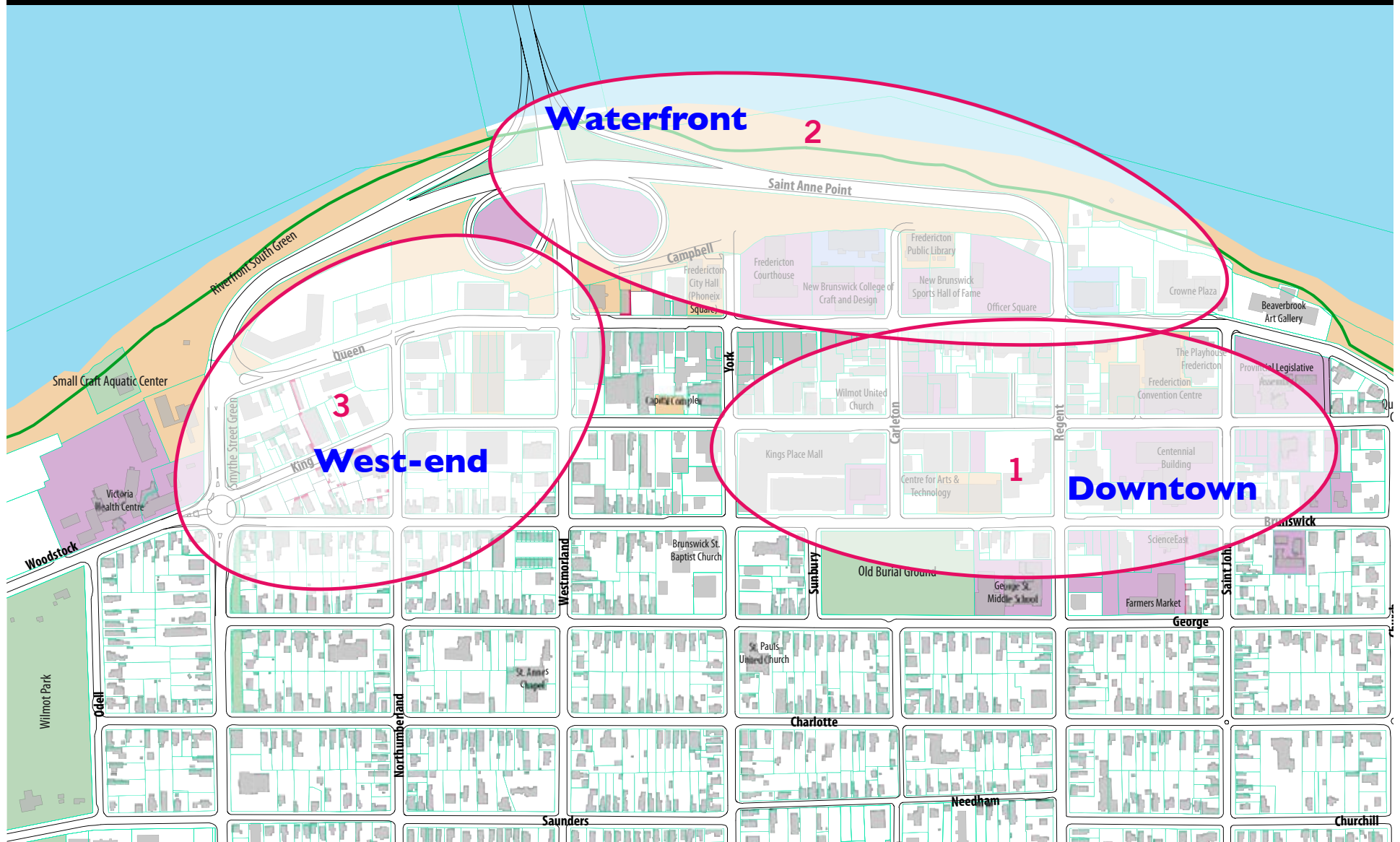
#### Site Selection Criteria

	<i><b>Size</b></i>	<i><b>Availability</b></i>	<i><b>Proximity Amenities</b></i>	<i><b>Parking</b></i>	<i><b>Regional Access</b></i>	<i><b>Architectural Statement</b></i>	<i><b>Co- Development</b></i>
	<i>Site size adequate to accommodate space program.</i> <b>45,000sf</b>	Site available for use by the PAC, or possible to be acquired.	Local services including restaurants and retail.	Proximity to parking.	Ease of access for delivery.	Potential of the site to support a character of architectural significance.	Adequate size of the site to allow co- development of commercial or residential.



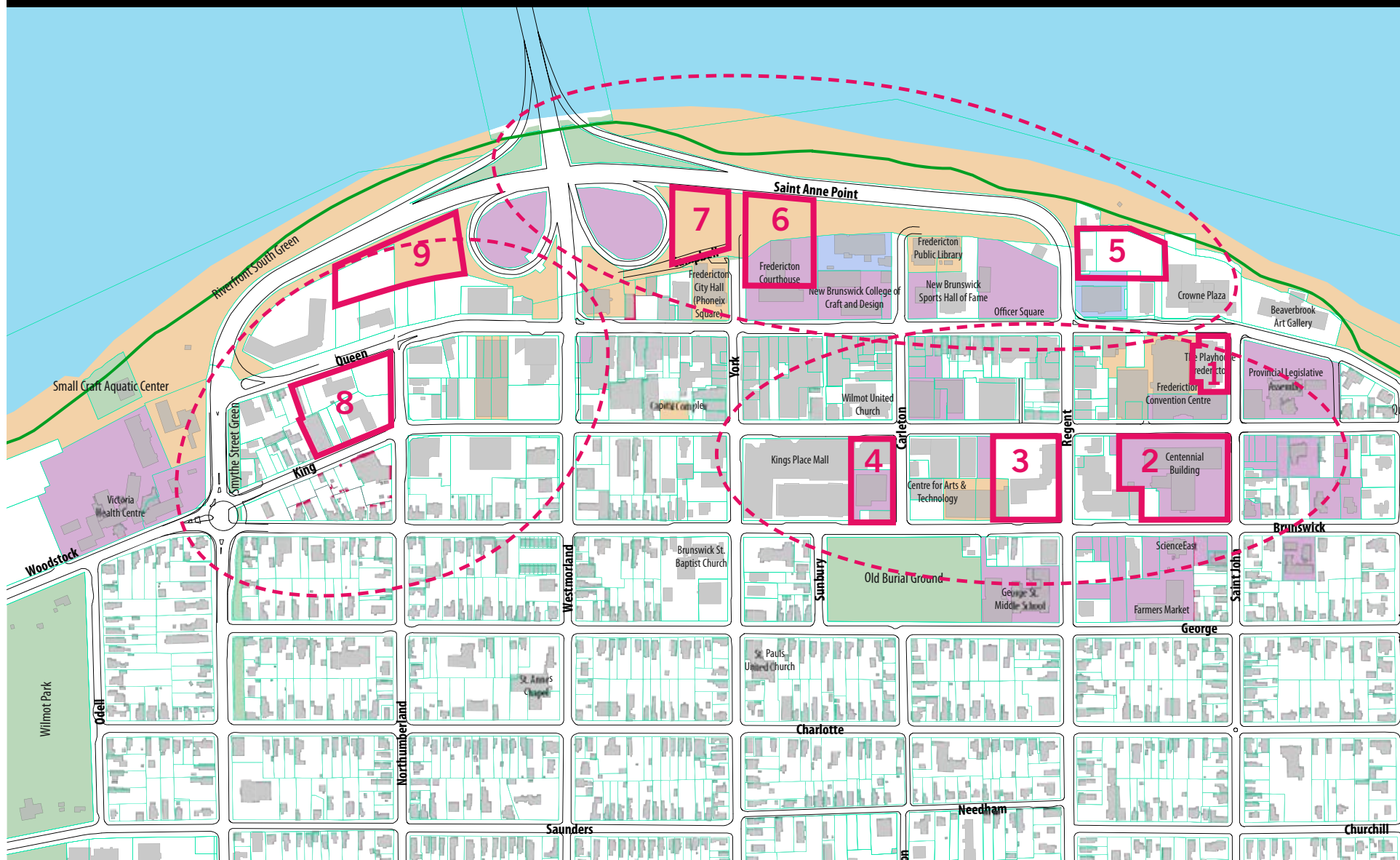
## 4.2 THREE PRECINCTS

# Planning Partnership – City Centre Plan


































































## 4.3 POTENTIAL SITES

# Planning Partnership – City Centre Plan



## 4.4 POTENTIAL SITES

Site	Footprint (45,000 sf)	Availability	Proximity Amenities	Parking	Regional Access	Architectural Statement	Co- Development
1. Playhouse	32,625 sf 						
2. Centennial	127,120 sf 						
3. King/Regent	90,415 sf 						
4. King/Carlton	53,800 sf 						
5. Waterfront/ Regent	54,895 sf 						
6. Courthouse	100,650 sf 						
7. Waterfront/ City Hall	63,300 sf 						
8. King/ Northumber- land	113,880 sf 						
9. Waterfront/ West	116,750 sf 						

## appendix g: pro-forma operating budget

<b>Fredericton Playhouse Inc.</b>	<b>Actuals</b>	<b>%</b>	<b>Actuals</b>	<b>%</b>	<b>Budget</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>
<b>Pro-forma Activity Profile</b>	<b>2011-12</b>	<b>Change</b>	<b>2012-13</b>	<b>Change</b>	<b>2013-14</b>	<b>Change</b>	<b>2014-15</b>	<b>Change</b>	<b>2015-16</b>	<b>Change</b>	<b>2016-17</b>	<b>Change</b>	<b>2017-18</b>	<b>Change</b>	<b>2018-19</b>	<b>Change</b>	<b>2019-20</b>
LARGE HALL - CAPACITY	700		700		700		700		700		700		850		850		850
<b>Live Presenting</b>																	
Performances	42		43		37		37		37		37		38		39		40
Event Days	38		40		34		34		34		34		35		36		37
Prep Days	15		18		13		12		12		12		13		13		13
Total Days in the Theater	53		58		47		46		46		46		48		49		50
Ave Capacity Sold	348		427		366		54%		54%		54%		50%		47%		48%
Paid Attendance	14,605		18,380		13,560		14,060		14,060		14,060		16,150		15,581		16,320
Average Ticket Price	\$ 29.08		\$ 28.53		\$ 34.04	2%	\$ 34.72	2%	\$ 35.42	2%	\$ 36.13	2%	\$ 36.85	2%	\$ 37.59	2%	\$ 38.34
Total Box Office	\$ 424,655		\$ 524,419		\$ 461,628		\$ 488,223		\$ 497,987		\$ 507,947		\$ 595,122		\$ 585,618		\$ 625,682
<b>Inbound Education Programs</b>																	
Performances	6		16		7		10		10		10		8		10		12
Annual Participants	2,337		2,430		2,240		2,200		2,200		2,200		2,244		2,289		2,335
Paid Participants	1,423		1,644		1,970		2,000		2,000		2,000	2%	2,040	2%	2,081	2%	2,122
Average Fee	\$ 7.23		\$ 11.28		\$ 8.38	2%	\$ 8.55	2%	\$ 8.72	2%	\$ 8.89	2%	\$ 9.07	2%	\$ 9.25	2%	\$ 9.44
Program Fees	\$ 10,282		\$ 18,541		\$ 16,510		\$ 17,097		\$ 17,439		\$ 17,787		\$ 18,506		\$ 19,254		\$ 20,031
Total Days in the Theater	6		15		7		10		10		10		8		10		12
<b>Professional Rentals</b>																	
Performances	33		32		47		47		47		47		35		36		37
Total Days in the Theater	39		35		53		53		53		53		39		40		41
Ave Capacity Sold	424		475		416		64%		64%		64%		60%		60%		60%
Paid Attendance	13,998		15,206		19,541		21,150		21,150		21,150		17,850		18,360		18,870
Average Ticket Price	\$ 40.00		\$ 40.00	1%	\$ 40.40	2%	\$ 41.21	2%	\$ 42.03	2%	\$ 42.87	2%	\$ 43.73	2%	\$ 44.60	2%	\$ 45.50
Rental Box Office	\$ 559,920		\$ 608,240		\$ 789,456		\$ 871,549		\$ 888,980		\$ 906,760		\$ 780,585		\$ 818,945		\$ 858,528
Average Daily Rental Rate	\$ 1,500		\$ 1,610		\$ 1,368	2%	\$ 1,395	2%	\$ 1,423	2%	\$ 1,452	10%	\$ 1,597	2%	\$ 1,629	2%	\$ 1,661
Total Rent Collected	\$ 58,502		\$ 56,360		\$ 72,497		\$ 73,445		\$ 74,914		\$ 76,412		\$ 62,593		\$ 65,669		\$ 68,843
<b>Local Professional Rentals</b>																	
Performances	19		19		12		12		12		12		8		9		10
Total Days in the Theater	28		26		14		16		16		16		10		12		13
Ave Capacity Sold	228		270		196		32%		32%		32%		30%		30%		30%
Paid Attendance	4,339		5,135		2,346		2,700		2,700		2,700		2,040		2,295		2,550
Average Ticket Price	\$ 30.00		\$ 30.00	1%	\$ 30.30	2%	\$ 30.91	2%	\$ 31.52	2%	\$ 32.15	2%	\$ 32.80	2%	\$ 33.45	2%	\$ 34.12
Rental Box Office	\$ 130,170		\$ 154,050		\$ 71,084		\$ 83,446		\$ 85,115		\$ 86,817		\$ 66,907		\$ 76,776		\$ 87,013
Average Daily Rental Rate	\$ 841		\$ 1,043		\$ 900	2%	\$ 918	2%	\$ 936	2%	\$ 955	10%	\$ 1,051	2%	\$ 1,072	2%	\$ 1,093
Total Rent Collected	\$ 23,551		\$ 27,113		\$ 12,600		\$ 14,321		\$ 14,607		\$ 14,899		\$ 10,926		\$ 12,538		\$ 14,210
<b>Local Amateur Rentals</b>																	
Performances	34		28		27		27		27		27		10		11		12
Total Days in the Theater	42		36		38		38		38		38		14		15		17
Ave Capacity Sold	416		426		398		57%		57%		57%		60%		60%		60%
Paid Attendance	14,127		11,940		10,757		10,800		10,800		10,800		5,100		5,610		6,120
Average Ticket Price	\$ 25.00		\$ 20.00	1%	\$ 20.20	2%	\$ 20.60	2%	\$ 21.02	2%	\$ 21.44	2%	\$ 21.87	2%	\$ 22.30	2%	\$ 22.75
Rental Box Office	\$ 353,175.00		\$ 238,800		\$ 217,291		\$ 222,523		\$ 226,974		\$ 231,513		\$ 111,512		\$ 125,117		\$ 139,221
Average Daily Rental Rate	\$ 901.90		\$ 899		\$ 767	2%	\$ 783	2%	\$ 798	2%	\$ 814	10%	\$ 896	2%	\$ 913	2%	\$ 932
Total Rent Collected	\$ 37,880.00		\$ 32,370		\$ 29,152		\$ 29,579		\$ 30,170		\$ 30,774		\$ 12,537		\$ 14,067		\$ 15,653
<b>Student/Charity Rentals</b>																	
Performances	11		12		10		10		10		10		9		10		11
Total Days in the Theater	12		12		10		11		11		11		10		11		12
Ave Capacity Sold	335		328		288		43%		43%		43%		40%		40%		40%
Paid Attendance	3,684		3,939		2,875		3,000		3,000		3,000		3,060		3,400		3,740
Average Ticket Price	\$ 25.00		\$ 15.00	1%	\$ 15.15	2%	\$ 15.45	2%	\$ 15.76	2%	\$ 16.08	2%	\$ 16.40	2%	\$ 16.73	2%	\$ 17.06
Rental Box Office	\$ 92,100		\$ 59,085		\$ 43,556		\$ 46,359		\$ 47,286		\$ 48,232		\$ 50,180		\$ 56,871		\$ 63,809
Average Daily Rental Rate	\$ 946		\$ 853		\$ 748	2%	\$ 762	2%	\$ 778	2%	\$ 793	10%	\$ 873	2%	\$ 890	2%	\$ 908
Total Rent Collected	\$ 11,350		\$ 10,235		\$ 7,475		\$ 8,539		\$ 8,710		\$ 8,884		\$ 8,796		\$ 9,968		\$ 11,184
<b>Non-Performance Commercial Rentals</b>																	

Fredericton Playhouse Inc.	Actuals	%	Actuals	%	Budget	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast
Pro-forma Activity Profile	2011-12	Change	2012-13	Change	2013-14	Change	2014-15	Change	2015-16	Change	2016-17	Change	2017-18	Change	2018-19	Change	2019-20
Total Days in the Theater	7		10		5		6		6		6		10		11		12
Average Daily Rental Rate	\$ 1,068		\$ 1,163		\$ 1,095	2%	\$ 1,117	2%	\$ 1,139	2%	\$ 1,162	10%	\$ 1,278	2%	\$ 1,304	2%	\$ 1,330
Total Rent Collected	\$ 7,475		\$ 11,625		\$ 5,475		\$ 6,701		\$ 6,835		\$ 6,972		\$ 12,782		\$ 14,342		\$ 15,958
<b>Non-Performance Nonprofit Rentals</b>																	
Total Days in the Theater	3		2		1		1		1		1		1		1		1
Average Daily Rental Rate	\$ 1,025		\$ 875		\$ 900	2%	\$ 918	2%	\$ 936	2%	\$ 955	10%	\$ 1,051	2%	\$ 1,072	2%	\$ 1,093
Total Rent Collected	\$ 3,075		\$ 1,750		\$ 900		\$ 918		\$ 936		\$ 955		\$ 1,051		\$ 1,072		\$ 1,093
<b>Totals</b>																	
Performances	145		150		140		143		143		143		108		115		122
Total Days in the Theater	187		192		174		179		179		179		139		148		158
Paid Attendance	52,176		56,244		51,049		53,710		53,710		53,710		46,240		47,326		49,722
Presented Event Box Office	\$ 424,655		\$ 524,419		\$ 461,628		\$ 488,223		\$ 497,987		\$ 507,947		\$ 595,122		\$ 585,618		\$ 625,682
Total Box Office from Rentals	\$ 1,137,209		\$ 1,056,477		\$ 1,121,388		\$ 1,223,878		\$ 1,248,355		\$ 1,273,322		\$ 1,009,185		\$ 1,077,709		\$ 1,148,571
Total Box Office	\$ 1,561,864		\$ 1,580,896		\$ 1,583,016		\$ 1,712,100		\$ 1,746,342		\$ 1,781,269		\$ 1,604,307		\$ 1,663,328		\$ 1,774,253
Program Fees	\$ 10,282		\$ 18,541		\$ 16,510		\$ 17,097		\$ 17,439		\$ 17,787		\$ 18,506		\$ 19,254		\$ 20,031
Rent Collected	\$ 141,833		\$ 139,453		\$ 128,099		\$ 133,503		\$ 136,173		\$ 138,896		\$ 108,685		\$ 117,655		\$ 126,941
SMALL HALL - CAPACITY	100		100		150		150		150		150		250		250		250
<b>Live Presenting</b>																	
Performances	17		3		3		3		3		3		12		13		14
Event Days	17		3		3		3		3		3		11		12		13
Prep Days	16		0		0		0		0		0		4		4		5
Total Days in the Theater	33		3		3		3		3		3		15		16		18
Ave Capacity Sold	190		60		60		60		60		60		55%		52%		53%
Total Attendance	3,236		180		180		180		180		180		1,650		1,690		1,855
Average Ticket Price	\$ 30.99		\$ 23.18		\$ 23.18	2%	\$ 23.64	2%	\$ 24.11	2%	\$ 24.60	2%	\$ 25.09	2%	\$ 25.59	2%	\$ 26.10
Total Box Office	\$ 100,278		\$ 4,172		\$ 4,172		\$ 4,255		\$ 4,341		\$ 4,427		\$ 41,396		\$ 43,247		\$ 48,419
<b>Film Presenting</b>																	
Screenings	0		2		0								16		17		18
Event Days			2										8		9		9
Prep Days			0										0		0		0
Total Days in the Theater			2										8		9		9
Ave Capacity Sold			\$ -										33%		30%		31%
Total Attendance			150										1,320		1,275		1,395
Average Ticket Price			0										\$ 12.00	2%	\$ 12.24	2%	\$ 12.48
Total Box Office			0										\$ 15,840		\$ 15,606		\$ 17,416
<b>Inbound Education Programs</b>																	
Performances	6		2		3		3		3		3		12		13		14
Annual Participants	159		36		36		36		36		36		1,100		1,122		1,144
Paid Participants	74		30		30		30		30		30		1,000	2%	1,020	2%	1,040
Average Fee	\$ 12.30		\$ 16.33		\$ 16.33	2%	\$ 16.66	2%	\$ 16.99	2%	\$ 17.33	2%	\$ 17.68	2%	\$ 18.03	2%	\$ 18.39
Program Fees	\$ 910		\$ 490		\$ 490		\$ 500		\$ 510		\$ 520		\$ 17,680		\$ 18,394		\$ 19,137
Total Days in the Theater	6		3		3		3		3		3		12		13		14
<b>Professional Rentals</b>																	
Performances													60		61		62
Total Days in the Theater													67		68		69
Ave Capacity Sold													60%		60%		60%
Paid Attendance													9,000		9,150		9,300
Average Ticket Price													\$ 25.00	2%	\$ 25.50	2%	\$ 26.01
Rental Box Office													\$ 225,000		\$ 233,325		\$ 241,893
Average Daily Rental Rate													\$ 500	2%	\$ 510	2%	\$ 520
Total Rent Collected													\$ 33,600		\$ 34,843		\$ 36,123
<b>Local Professional Rentals</b>																	
Performances					6		6		6		6		15		16		17

Fredericton Playhouse Inc.	Actuals	%	Actuals	%	Budget	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast
Pro-forma Activity Profile	2011-12	Change	2012-13	Change	2013-14	Change	2014-15	Change	2015-16	Change	2016-17	Change	2017-18	Change	2018-19	Change	2019-20
Total Days in the Theater					9		9		9		9		20		21		22
Ave Capacity Sold					101		101		101		101		30%		30%		30%
Paid Attendance					606		606		606		606		1,125		1,200		1,275
Average Ticket Price													\$ 20.00	2%	\$ 20.40	2%	\$ 20.81
Rental Box Office													\$ 22,500		\$ 24,480		\$ 26,530
Average Daily Rental Rate					\$ 417	2%	\$ 425	2%	\$ 434	2%	\$ 442	2%	\$ 451	2%	\$ 460	2%	\$ 469
Total Rent Collected					\$ 2,500		\$ 2,500		\$ 2,500		\$ 2,500		\$ 8,795		\$ 9,569		\$ 10,370
<b>Local Amateur Rentals</b>																	
Performances					5		5		5		5		20		21		22
Total Days in the Theater					8		8		8		8		28		29		31
Ave Capacity Sold					120		120		120		120		60%		60%		60%
Paid Attendance					601		601		601		601		3,000		3,150		3,300
Average Ticket Price													\$ 15.00	2%	\$ 15.30	2%	\$ 15.61
Rental Box Office													\$ 45,000		\$ 48,195		\$ 51,500
Average Daily Rental Rate					\$ 272.19	2%	\$ 278	2%	\$ 283	2%	\$ 289	2%	\$ 295	2%	\$ 301	2%	\$ 307
Total Rent Collected					\$ 2,178		\$ 2,178		\$ 2,178		\$ 2,178		\$ 8,249		\$ 8,835		\$ 9,441
<b>Student/Charity Rentals</b>																	
Performances													9		10		11
Total Days in the Theater													10		11		12
Ave Capacity Sold													40%		40%		40%
Paid Attendance													900		1,000		1,100
Average Ticket Price													\$ 10.00	2%	\$ 10.20	2%	\$ 10.40
Rental Box Office													\$ 9,000		\$ 10,200		\$ 11,444
Average Daily Rental Rate													\$ 265	2%	\$ 270	2%	\$ 276
Total Rent Collected													\$ 2,673		\$ 3,029		\$ 3,399
<b>Non-Performance Commercial Rentals</b>																	
Total Days in the Theater													5		6		7
Average Daily Rental Rate													\$ 239	2%	\$ 243	2%	\$ 248
Total Rent Collected													\$ 1,193		\$ 1,461		\$ 1,738
<b>Non-Performance Nonprofit Rentals</b>																	
Total Days in the Theater													1		1		1
Average Daily Rental Rate													\$ 215	2%	\$ 219	2%	\$ 223
Total Rent Collected													\$ 215		\$ 219		\$ 223
<b>Totals</b>																	
Performances	23		7		17		17		17		17		144		151		158
Total Days in the Theater	39		7		23		23		23		23		166		174		183
Paid Attendance	3,310		210		1,417		1,417		1,417		1,417		17,995		18,485		19,265
Box Office from Presenting	\$ 100,278		\$ 4,172		\$ 4,172		\$ 4,255		\$ 4,341		\$ 4,427		\$ 57,236		\$ 58,853		\$ 65,835
Rental Box Office													\$ 301,500		\$ 316,200		\$ 331,367
Total Box Office	\$ 100,278		\$ 4,172		\$ 4,172		\$ 4,255		\$ 4,341		\$ 4,427		\$ 358,736		\$ 375,053		\$ 397,203
Program Fees	\$ 910.00		\$ 490.00		\$ 490		\$ 500		\$ 510		\$ 520		\$ 17,680		\$ 18,394		\$ 19,137
Rent Collected	\$ -		\$ -		\$ 4,678		\$ 4,678		\$ 4,678		\$ 4,678		\$ 54,725		\$ 57,956		\$ 61,294
<b>MULTIPURPOSE ROOM - CAPACITY</b>																	
<b>Live Presenting</b>																	
Performances													6		7		8
Event Days													6		6		7
Prep Days													2		2		3
Total Days in the Theater													8		9		10
Ave Capacity Sold													55%		52%		53%
Total Attendance													330		364		424
Average Ticket Price													\$ 20.00	2%	\$ 20.40	2%	\$ 20.81
Total Box Office													\$ 6,600		\$ 7,426		\$ 8,823
<b>Film Presenting</b>																	

Fredericton Playhouse Inc.	Actuals	%	Actuals	%	Budget	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast
Pro-forma Activity Profile	2011-12	Change	2012-13	Change	2013-14	Change	2014-15	Change	2015-16	Change	2016-17	Change	2017-18	Change	2018-19	Change	2019-20
Screenings													16		17		18
Event Days													8		9		9
Prep Days													0		0		0
Total Days in the Theater													8		9		9
Ave Capacity Sold													33%		30%		31%
Total Attendance													528		510		558
Average Ticket Price													\$ 12.00	2%	\$ 12.24	2%	\$ 12.48
Total Box Office													\$ 6,336		\$ 6,242		\$ 6,967
<b>Inbound Education Programs</b>																	
Performances													30		31		32
Annual Participants													600		612		624
Paid Participants													500	2%	510	2%	520
Average Fee													\$ 9.00	2%	\$ 9.18	2%	\$ 9.36
Program Fees													\$ 4,500		\$ 4,682		\$ 4,871
Total Days in the Theater													30		31		32
<b>Professional Rentals</b>																	
Performances													60		61		62
Total Days in the Theater													67		68		69
Ave Capacity Sold													60%		60%		60%
Paid Attendance													1,800		1,860		1,920
Average Ticket Price													\$ 12.00	2%	\$ 12.24	2%	\$ 12.48
Rental Box Office													\$ 21,600		\$ 22,766		\$ 23,971
Average Daily Rental Rate													\$ 200	2%	\$ 204	2%	\$ 208
Total Rent Collected													\$ 13,440		\$ 13,937		\$ 14,449
<b>Local Professional Rentals</b>																	
Performances													15		16		17
Total Days in the Theater													20		21		22
Ave Capacity Sold													30%		30%		30%
Paid Attendance													450		480		510
Average Ticket Price													\$ 12.00	2%	\$ 12.24	2%	\$ 12.48
Rental Box Office													\$ 5,400		\$ 5,875		\$ 6,367
Average Daily Rental Rate													\$ 180	2%	\$ 184	2%	\$ 187
Total Rent Collected													\$ 3,510		\$ 3,819		\$ 4,139
<b>Local Amateur Rentals</b>																	
Performances													20		21		22
Total Days in the Theater													28		29		31
Ave Capacity Sold													60%		60%		60%
Paid Attendance													1,200		1,260		1,320
Average Ticket Price													\$ 12.00	2%	\$ 12.24	2%	\$ 12.48
Rental Box Office													\$ 14,400		\$ 15,422		\$ 16,480
Average Daily Rental Rate													\$ 162	2%	\$ 165	2%	\$ 169
Total Rent Collected													\$ 4,536		\$ 4,858		\$ 5,191
<b>Student/Charity Rentals</b>																	
Performances													9		10		11
Total Days in the Theater													10		11		12
Ave Capacity Sold													40%		40%		40%
Paid Attendance													360		400		440
Average Ticket Price													\$ 12.00	2%	\$ 12.24	2%	\$ 12.48
Rental Box Office													\$ 4,320		\$ 4,896		\$ 5,493
Average Daily Rental Rate													\$ 146	2%	\$ 149	2%	\$ 152
Total Rent Collected													\$ 1,470		\$ 1,666		\$ 1,869
<b>Non-Performance Commercial Rentals</b>																	
Total Days in the Room													5		6		7
Average Daily Rental Rate													\$ 131	2%	\$ 134	2%	\$ 137



Fredericton Playhouse Inc.	Actuals	%	Actuals	%	Budget	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast
Pro-forma Activity Profile	2011-12	Change	2012-13	Change	2013-14	Change	2014-15	Change	2015-16	Change	2016-17	Change	2017-18	Change	2018-19	Change	2019-20
Total Rent Collected													\$ 656		\$ 803		\$ 956
<b>Non-Performance Nonprofit Rentals</b>																	
Total Days in the Room													1		2		3
Average Daily Rental Rate													\$ 118	2%	\$ 120	2%	\$ 123
Total Rent Collected													\$ 118		\$ 241		\$ 369
<b>Totals</b>																	
Performances													156		163		170
Total Days in the Room													176		186		196
Paid Attendance													5,168		5,384		5,692
Presenting Box Office													\$ 12,936		\$ 13,668		\$ 15,789
Rental Box Office													\$ 45,720		\$ 48,960		\$ 52,311
Total Box Office													\$ 58,656		\$ 62,628		\$ 68,100
Program Fees													\$ 4,500		\$ 4,682		\$ 4,871
Rent Collected													\$ 23,730		\$ 25,324		\$ 26,972
LEARNING SPACES (2) - CAPACITY													60		60		60
<b>Non-Performance Commercial Rentals</b>																	
Total Days in the Room													20		21		22
Average Daily Rental Rate													\$ 75	2%	\$ 77	2%	\$ 78
Total Rent Collected													\$ 1,500		\$ 1,607		\$ 1,717
<b>Non-Performance Nonprofit Rentals</b>																	
Total Days in the Room													30		31		32
Average Daily Rental Rate													\$ 68	2%	\$ 69	2%	\$ 70
Total Rent Collected													\$ 2,025		\$ 2,134		\$ 2,247
<b>Totals</b>																	
Total Days in the Room													50		52		54
Total Rent Collected													\$ 3,525		\$ 3,741		\$ 3,964
OUTBOUND PROGRAMS																	
Days in Other Spaces													6		8		10
Rent Paid													\$ 3,000		\$ 4,000		\$ 5,000
Performances													3		4		5
Annual Participants													600		800		1,000
Paid Participants													300		400		500
Average Fee													\$ 25	2%	\$ 26	2%	\$ 27
Total Fees													\$ 7,500		\$ 10,200		\$ 13,005
													\$ 13,005		\$ 15,918		\$ 18,943

<b>Fredericton Playhouse Inc.</b>	<b>Actuals</b>	<b>%</b>	<b>Actuals</b>	<b>%</b>	<b>Budget</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>
<b>Pro-forma Operating Budget</b>	<b>2011-12</b>	<b>Change</b>	<b>2012-13</b>	<b>Change</b>	<b>2013-14</b>	<b>Change</b>	<b>2014-15</b>	<b>Change</b>	<b>2015-16</b>	<b>Change</b>	<b>2016-17</b>	<b>Change</b>	<b>2017-18</b>	<b>Change</b>	<b>2018-19</b>	<b>Change</b>	<b>2019-20</b>
<b>REVENUE</b>																	
<i>General Operations Income</i>																	
10 Box Office Fees	102,025		87,370		82,000		88,673		90,447		92,256		104,448		108,546		115,704
20 Ticketing Service Charges	43,433		41,309		41,000		44,372		45,703		47,074		61,043		64,498		69,684
25 Unredeemed Box Office Credits	19,849		36,236		23,500		25,571		26,082		26,604		34,544		34,172		36,725
30 Commissions - Merchandise	8,166		11,674		10,000	3%	10,300	3%	10,609	3%	10,927	3%	11,255	3%	11,593	3%	11,941
40 Concessions	52,695		62,815		68,000		73,592		75,800		78,074		101,241		106,972		115,574
50 Goods and Services - Procured	36,773		50,780		38,000		41,454		42,255		43,072		57,199		61,403		65,751
60 Personnel Fees	180,111		169,547		169,000		179,634		183,106		186,646		247,864		266,078		284,922
65 Promotional Considerations (gen. operations)	2,500		3,350		3,400	3%	3,502	3%	3,607	3%	3,715	3%	3,827	3%	3,942	3%	4,060
70 Rent - Basic	141,833		139,453		130,000		138,180		140,850		143,574		190,665		204,676		219,171
<b>Total General Operations Income</b>	<b>587,385</b>		<b>602,534</b>		<b>564,900</b>		<b>605,279</b>		<b>618,459</b>		<b>631,942</b>		<b>812,086</b>		<b>861,878</b>		<b>923,531</b>
<i>Presentation/Programs Income</i>																	
110 Advertising (programs)	13,459		10,420		9,000		9,740		10,032		10,333		13,400		14,158		15,297
120 Grants	63,086		69,991		69,000	3%	71,070	3%	73,202	50%	109,803	20%	131,764	10%	144,940	10%	159,434
130 Education/Enrichment Fees	10,282		18,541		17,000		17,469		17,993		18,533		26,966		28,330		29,764
<i>New Outbound Education Programs</i>																	
140 Memberships	11,151		13,434		13,200	3%	13,596	3%	14,004	3%	14,424	3%	14,857	3%	15,302	3%	15,761
150 Sponsorships	78,588		93,404		83,865		90,762		93,485		96,289		124,862		131,929		142,538
155 Special Projects (Bricklin production)	162,509		0		0												
160 Ticket Sales	424,670		524,419		452,600		492,478		502,328		512,374		665,293		658,140		707,306
170 Travel Subsidies - Artist Selection	0		5,000		6,100	3%	6,283	3%	6,471	3%	6,666	3%	6,866	3%	7,072	3%	7,284
<b>Total Presentation/Programs Income</b>	<b>763,745</b>		<b>735,209</b>		<b>650,765</b>		<b>701,398</b>		<b>725,015</b>		<b>778,622</b>		<b>997,012</b>		<b>1,015,789</b>		<b>1,096,326</b>
<i>Other Income</i>																	
310 Bank Interest	5,259		4,986		5,000	3%	5,150	3%	5,305	3%	5,464	3%	5,628	3%	5,796	3%	5,970
320 City of Fredericton (operating stipend)	404,622		410,700		470,700	3%	484,821	3%	499,366	3%	514,347	62%	833,241	3%	858,239	3%	883,986
330 City of Fredericton (services in kind)	236,418		176,988		182,000		187,460		193,084		198,876	-100%	0		0		0
<i>Other Government</i>																	
340 Contributions (private sector)	38,061		36,446		43,000	3%	44,290	3%	45,619	100%	91,237	15%	104,923	3%	108,071	3%	111,313
350 Other Grants (mostly employment grants)	12,981		6,297		22,830	3%	23,515	3%	24,220	20%	29,064	15%	33,424	3%	34,427	3%	35,460
360 Fundraising Events (private sector)	23,181		27,413		30,000	3%	30,900	3%	31,827	20%	38,192	15%	43,921	3%	45,239	3%	46,596
370 Miscellaneous	6,467		2,045		7,800	3%	8,034	3%	8,275	20%	9,930	3%	10,228	3%	10,535	3%	10,851
<b>Total Other Income</b>	<b>726,989</b>		<b>664,875</b>		<b>761,330</b>		<b>784,170</b>		<b>807,695</b>		<b>1,037,111</b>		<b>1,185,865</b>		<b>1,221,441</b>		<b>1,258,085</b>
<b>TOTAL REVENUE</b>	<b>2,078,119</b>		<b>2,002,618</b>		<b>1,976,995</b>		<b>2,090,847</b>		<b>2,151,169</b>		<b>2,447,675</b>		<b>2,994,963</b>		<b>3,099,108</b>		<b>3,277,941</b>
<b>Cost of Goods Sold</b>																	
410 Concessions - Goods	25,646		29,421		33,000		35,714		36,785		37,889		49,132		51,913		56,087
420 Procured Goods and Services	33,163		42,323		32,000		34,909		35,583		36,271		48,168		51,708		55,369
<b>TOTAL COGS</b>	<b>58,809</b>		<b>71,744</b>		<b>65,000</b>		<b>70,623</b>		<b>72,369</b>		<b>74,160</b>		<b>97,300</b>		<b>103,620</b>		<b>111,457</b>
<b>GROSS OPERATIONS PROFIT</b>	<b>2,019,310</b>		<b>1,930,874</b>		<b>1,911,995</b>		<b>2,020,224</b>		<b>2,078,801</b>		<b>2,373,515</b>		<b>2,897,663</b>		<b>2,995,488</b>		<b>3,166,485</b>
<b>EXPENSES</b>																	
<i>Administrative Expenses</i>																	
2010 Bad Debts	565		93		0		276		282		287		381		409		438
2020 Board / committee meetings	3,105		1,574		1,600	3%	1,648	3%	1,697	10%	1,867	20%	2,241	3%	2,308	3%	2,377
2030 Marketing (general)	17,981		17,185		12,400	3%	12,772	3%	13,155	10%	14,471	20%	17,365	3%	17,886	3%	18,422
2040 Fundraising (annual campaign/general)	5,139		5,180		6,300		9,934		10,232		17,626		20,269		20,878		21,504
2050 Fundraising Events	22,927		21,314		22,000		22,660		23,340		28,008		32,209		33,175		34,170
2060 Memberships / Licenses	4,511		3,654		3,800	3%	3,914	3%	4,031	10%	4,435	20%	5,321	3%	5,481	3%	5,646
2070 Miscellaneous	13,379		5,337		4,900	3%	5,047	3%	5,198	10%	5,718	20%	6,862	3%	7,068	3%	7,280
2080 Office Equipment	6,507		6,314		6,100	3%	6,283	3%	6,471	10%	7,119	20%	8,542	3%	8,799	3%	9,063
2090 Office Supplies	4,000		3,809		4,000	3%	4,120	3%	4,244	10%	4,668	20%	5,602	3%	5,770	3%	5,943
2100 Postage & Delivery	1,463		1,852		1,900	3%	1,957	3%	2,016	10%	2,217	20%	2,661	3%	2,741	3%	2,823
2110 Professional and Audit fees	7,500		7,302		7,800	3%	8,034	3%	8,275	10%	9,103	20%	10,923	3%	11,251	3%	11,588
2120 Professional Development	26,160		16,050		13,000	3%	13,390	3%	13,792	10%	15,171	20%	18,205	3%	18,751	3%	19,314
2130 Existing Salaries and Benefits -- Management	477,647		506,717		464,500	5%	487,725	5%	512,111	5%	537,717	5%	564,603	5%	592,833	5%	622,474
<i>New Position Salaries and Benefits</i>																	
<i>Full-time Staff</i>																	
<i>Program Staff</i>											75,000	5%	78,750	5%	82,688	5%	86,822

<b>Fredericton Playhouse Inc.</b>	<b>Actuals</b>	<b>%</b>	<b>Actuals</b>	<b>%</b>	<b>Budget</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>	<b>%</b>	<b>Forecast</b>
<b>Pro-forma Operating Budget</b>	<b>2011-12</b>	<b>Change</b>	<b>2012-13</b>	<b>Change</b>	<b>2013-14</b>	<b>Change</b>	<b>2014-15</b>	<b>Change</b>	<b>2015-16</b>	<b>Change</b>	<b>2016-17</b>	<b>Change</b>	<b>2017-18</b>	<b>Change</b>	<b>2018-19</b>	<b>Change</b>	<b>2019-20</b>
Operating Staff																	
2140 Service Fees	2,633		3,176		3,200	3%	3,296	3%	3,395	10%	3,734	20%	4,481	3%	4,616	3%	4,754
2150 Information Technology	15,699		29,826		30,500	3%	31,415	3%	32,357	10%	35,593	20%	42,712	3%	43,993	3%	45,313
2160 Consultant Fees	4,200		2,850		2,400	3%	2,472	3%	2,546	10%	2,801	20%	3,361	3%	3,462	3%	3,566
2170 Telephone	24,323		22,378		22,500	3%	23,175	3%	23,870	10%	26,257	20%	31,509	3%	32,454	3%	33,428
2180 Travel and Meetings	2,980		3,636		2,500	3%	2,575	3%	2,652	10%	2,917	20%	3,501	3%	3,606	3%	3,714
<b>Total Administrative Expenses</b>	<b>640,719</b>		<b>658,247</b>		<b>609,400</b>		<b>640,694</b>		<b>669,666</b>		<b>919,708</b>		<b>990,748</b>		<b>1,035,979</b>		<b>1,083,341</b>
<b>Building and Operations Expense</b>																	
2210 City of Fredericton - Heat & A/C (In Kind)	54,842		58,312		60,000		61,800		63,654		65,564		94,821		97,666		100,596
2220 City of Fredericton - Maintenance (In kind)	115,761		59,928		62,000		63,860		65,776		67,749		180,890		186,317		191,906
2230 City of Fredericton - Power (In kind)	58,613		47,001		48,000		49,440		50,923		52,451		184,780		190,324		196,033
2240 City of Fredericton - IT Services (in-kind)	90		0		0		0		0		0		0		0		0
2250 City of Fredericton - Insurance/water (In kind)	7,112		11,747		12,000		12,360		12,731		13,113		50,085		51,588		53,135
2260 Credit Card/POS Fees	39,145		41,462		55,000		59,476		60,666		61,879		70,057		72,805		77,606
2270 Facility Maintenance	21,176		29,079		25,000		25,750		26,523		27,318		72,940		75,128		77,382
2280 Patron Services	4,124		5,826		5,400	3%	5,562	3%	5,729	3%	5,901	10%	6,491	3%	6,686	3%	6,886
2290 Janitorial Supplies	6,716		6,489		7,600	3%	7,828	3%	8,063	3%	8,305	10%	9,135	3%	9,409	3%	9,692
2310 Refuse Collection	1,575		1,500		1,600	3%	1,648	3%	1,697	3%	1,748	10%	1,923	3%	1,981	3%	2,040
2315 Storage -- off site	2,096		4,831		3,300	3%	3,399	3%	3,501	3%	3,606	10%	3,967	3%	4,086	3%	4,208
2320 Technical Supplies & Expenses	4,796		12,526		13,000	3%	13,390	3%	13,792	3%	14,205	10%	15,626	3%	16,095	3%	16,578
2330 Ticketing System & Supplies	21,635		22,116		23,000	3%	23,690	3%	24,401	3%	25,133	10%	27,646	3%	28,475	3%	29,330
2340 Wages, Salaries & Benefits - Ticketing	57,663		53,248		72,500	5%	76,125	5%	79,931	5%	83,928	50%	125,892	5%	132,186	5%	138,796
2350 Wages, Salaries & Benefits - Technical	241,143		211,033		201,500	5%	211,575	5%	222,154	5%	233,261	50%	349,892	5%	367,387	5%	385,756
2360 Wages, Salaries & Benefits - Patron Services	25,443		24,827		25,800	5%	27,090	5%	28,445	5%	29,867	50%	44,800	5%	47,040	5%	49,392
2370 Wages, Salaries & Benefits - Janitorial & Maintenar	47,973		46,623		46,500	5%	48,825	5%	51,266	5%	53,830	100%	107,659	5%	113,042	5%	118,694
<b>Total Building &amp; Operations Expense</b>	<b>709,903</b>		<b>636,548</b>		<b>662,200</b>		<b>691,818</b>		<b>719,250</b>		<b>747,857</b>		<b>1,346,604</b>		<b>1,400,214</b>		<b>1,458,030</b>
<b>Presentation/Programs Expenses</b>																	
2410 Advertising & Communications	138,694		137,148		122,500		114,941		141,938		122,500		133,293		135,959		138,678
2415 Promotions & Audience Development	0		3,908		4,000		3,753		4,635		4,000		4,352		4,439		4,528
2420 Artists' Fees	232,452		329,765		308,000		320,111		326,513		333,043		432,441		427,791		459,749
2430 Block Booking Commissions	3,750		3,550		2,335	3%	2,405	3%	2,477	3%	2,552	10%	2,807	3%	2,891	3%	2,978
2440 Production & Artistic - <i>Christmas @theplayhouse</i>	55,684		54,245		52,500	3%	54,075	3%	55,697	3%	57,368	10%	63,105	3%	64,998	3%	66,948
2450 Hospitality, Meals, Per Diems	5,579		8,629		7,500	3%	7,725	3%	7,957	3%	8,195	10%	9,015	3%	9,285	3%	9,564
2470 Outreach and Education	25,621		36,372		20,300		20,860		21,486		22,130		32,200		33,829		35,541
Outbound Education Programs									3,600		4,960		6,407		7,946		9,582
2475 Playhouse Honours	7,028		7,511		7,500	3%	7,725	3%	7,957	3%	8,195	10%	9,015	3%	9,285	3%	9,564
2480 SOCAN	7,821		6,695		6,000	3%	6,180	3%	6,365	3%	6,556	10%	7,212	3%	7,428	3%	7,651
2490 Sponsor Expenses	1,246		3,411		1,100		1,190		1,226		1,263		1,638		1,730		1,870
2495 Artist Selection	13,080		15,148		12,500	3%	12,875	3%	13,261	3%	13,659	10%	15,025	3%	15,476	3%	15,940
2500 Technical Expenses (rentals, services)	11,054		19,459		17,500	3%	18,025	3%	18,566	3%	19,123	10%	21,035	3%	21,666	3%	22,316
2510 Travel and Accomodations - Artists	25,660		26,937		24,000	3%	24,720	3%	25,462	3%	26,225	10%	28,848	3%	29,713	3%	30,605
2520 Technical Personnel Fees (internal)	33,760		42,791		36,500	3%	37,595	3%	38,723	3%	39,885	10%	43,873	3%	45,189	3%	46,545
2530 Wages, Salaries & Benefits - Programs	0		0		28,300	3%	29,149	3%	30,023	3%	30,924	10%	34,017	3%	35,037	3%	36,088
2540 Special Projects (Bricklin Production)	150,829		0		0		0		0		0		0		0		0
<b>Total Presentation Expenses</b>	<b>712,258</b>		<b>695,569</b>		<b>650,535</b>		<b>661,329</b>		<b>705,886</b>		<b>700,579</b>		<b>844,283</b>		<b>852,665</b>		<b>898,147</b>
<b>TOTAL OPERATIONS EXPENSE</b>	<b>2,062,880</b>		<b>1,990,364</b>		<b>1,922,135</b>		<b>1,993,840</b>		<b>2,094,802</b>		<b>2,368,144</b>		<b>3,181,634</b>		<b>3,288,858</b>		<b>3,439,519</b>
<b>OPERATIONS SURPLUS (DEFICIT) before transfers &amp; FX</b>	<b>(43,570)</b>		<b>(59,490)</b>		<b>(10,140)</b>		<b>26,384</b>		<b>(16,002)</b>		<b>5,371</b>		<b>(283,971)</b>		<b>(293,370)</b>		<b>(273,034)</b>
<b>RATIOS AND FORMULAS</b>																	
Annual CPI Escalation		3%		3%		3%		3%		3%		3%		3%		3%	
Total Earned Income	1,299,770		1,269,783		1,153,365		1,242,508		1,277,380		1,459,489		1,840,823		1,901,121		2,033,869
Earned Income/Operating Expenses	63%		64%		60%		62%		61%		62%		58%		58%		59%
Box Office Fees as a % of Ticket Sales	6%		6%		5%		5%		5%		5%		5%		5%		5%
Total Paid Attendance	55,486		56,454		52,466		55,127		55,127		55,127		69,403		71,195		74,680
Average Order Size	2.2		2.2		2.2		2.2		2.2		2.2		2.2		2.2		2.2
# of Ticket Orders	25,221		25,661		23,848		25,058		25,058		25,058		31,547		32,362		33,945
Service Charge/Order	\$ 1.72		\$ 1.61		\$ 1.72	3%	\$ 1.77	3%	\$ 1.82	3%	\$ 1.88	3%	\$ 1.93	3%	\$ 1.99	3%	\$ 2.05

Fredericton Playhouse Inc.		Actuals	%	Actuals	%	Budget	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast	%	Forecast
Pro-forma Operating Budget		2011-12	Change	2012-13	Change	2013-14	Change	2014-15	Change	2015-16	Change	2016-17	Change	2017-18	Change	2018-19	Change	2019-20
Ticketing Service Charge		43,433		41,309		41,000		44,372		45,703		47,074		61,043		64,498		69,684
Unredeemed BO Credits as % of Box Office		5%		7%		5%		5%		5%		5%		5%		5%		5%
Concession Income/Paid Attender		\$ 0.95		\$ 1.11		\$ 1.30	3%	\$ 1.33	3%	\$ 1.38	3%	\$ 1.42	3%	\$ 1.46	3%	\$ 1.50	3%	\$ 1.55
Goods and Services - Procured as % of Rent Collected		26%		36%		29%		30%		30%		30%		30%		30%		30%
Personnel Fees as a % of Rent Collected		127%		122%		130%		130%		130%		130%		130%		130%		130%
Program Advertising/Paid Attender		\$ 0.24		\$ 0.18		\$ 0.17	3%	\$ 0.18	3%	\$ 0.18	3%	\$ 0.19	3%	\$ 0.19	3%	\$ 0.20	3%	\$ 0.20
Education Program Participants		3,919		4,110		4,246		4,236		4,236		4,236		5,984		6,104		6,226
Education Fees/Paid Participant		\$ 2.62		\$ 4.51		\$ 4.00	3%	\$ 4.12	3%	\$ 4.25	3%	\$ 4.38	3%	\$ 4.51	3%	\$ 4.64	3%	\$ 4.78
Sponsorship Income/Paid Attender		\$ 1.42		\$ 1.65		\$ 1.60	3%	\$ 1.65	3%	\$ 1.70	3%	\$ 1.75	3%	\$ 1.80	3%	\$ 1.85	3%	\$ 1.91
COGS																		
Concessions as % of Sales		49%		47%		49%		49%		49%		49%		49%		49%		49%
Procured Services as % of Sales		90%		83%		84%		84%		84%		84%		84%		84%		84%
Bad Debts as % of Rental Income		0.4%		0.1%		0.0%		0.2%		0.2%		0.2%		0.2%		0.2%		0.2%
Fundraising Costs as % of Proceeds		14%		14%		15%		15%		15%		15%		15%		15%		15%
Fundraising Event Costs as % of Event Proceeds		99%		78%		73%		73%		73%		73%		73%		73%		73%
Building and Op Expense/Square Foot																		
Gross Facility Square Footage		24,000		24,000		24,000		24,000		24,000		24,000		89,000		89,000		89,000
Heat & A/C (Natural Gas)		\$ 2.29		\$ 2.43		\$ 2.50	3%	\$ 2.58	3%	\$ 2.65	3%	\$ 2.73	-61%	\$ 1.07	3%	\$ 1.10	3%	\$ 1.13
Maintenance		\$ 4.82		\$ 2.50		\$ 2.58	3%	\$ 2.66	3%	\$ 2.74	3%	\$ 2.82	-28%	\$ 2.03	3%	\$ 2.09	3%	\$ 2.16
Power (Electricity)		\$ 2.44		\$ 1.96		\$ 2.00	3%	\$ 2.06	3%	\$ 2.12	3%	\$ 2.19	-5%	\$ 2.08	3%	\$ 2.14	3%	\$ 2.20
IT Services		\$ 0.00		\$ -		\$ -												
Insurance/water		\$ 0.30		\$ 0.49		\$ 0.50	3%	\$ 0.52	3%	\$ 0.53	3%	\$ 0.55	3%	\$ 0.56	3%	\$ 0.58	3%	\$ 0.60
Non-City Maintenance		\$ 0.88		\$ 1.21		\$ 1.04	3%	\$ 1.07	3%	\$ 1.11	3%	\$ 1.14	-28%	\$ 0.82	3%	\$ 0.84	3%	\$ 0.87
Credit Card/POS Fees as % of Ticket Sales		2%		3%		3%		3%		3%		3%		3%		3%		3%
Advertising & Communications as % of Ticket Sales		33%		26%		27%		27%		27%		27%		27%		27%		27%
Promotions & Audience Development as % of Ticket Sales		0%		1%		1%		1%		1%		1%		1%		1%		1%
Artists' Fees as % of Ticket Sales		55%		63%		68%		65%		65%		65%		65%		65%		65%
O&E Expense as a % of O&E Revenues		249%		196%		119%		119%		119%		119%		119%		119%		119%
Sponsor Expenses as % of Sponsor Income		2%		4%		1%		1%		1%		1%		1%		1%		1%

## appendix h: critical path plan

## Fredericton Performing Arts Centre Critical Path Plan

		2014				2015				2016				2017				2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Capital Campaign</b>																									
Approve campaign study	Campaign Committee																								
Select consultants	Campaign Committee																								
Complete feasibility study	Campaign Committee																								
Complete materials	Campaign Committee																								
Initiate campaign	Campaign Committee																								
<b>Planning and Design</b>																									
Select design team	Building Committee																								
Initiate planning and design	Building Committee																								
Schematic design	Building Committee																								
Design development	Building Committee																								
Construction documents	Building Committee																								
Bid period	Building Committee																								
Construction	Building Committee																								
Commissioning	Building Committee																								
<b>Leadership</b>																									
Re-establish nominating committee	Board of Directors																								
Agree on board development goals	Nominating Committee																								
Board recruitment	Nominating Committee																								
<b>Staff Development</b>																									
Complete new job descriptions	Executive Director																								
Approval for new positions	Executive Director																								
Search for senior positions	Executive Director																								
Full time positions in place	Executive Director																								
Part-time positions in place	Executive Director																								
<b>Programming</b>																									
Programming Plan	Executive Director/Programming Director																								
Core Programs																									
Schedule Programs	Executive Director/Programming Director																								
Contract Programs	Executive Director/Programming Director																								
Market Programs	Executive Director/Programming Director																								
Education Programs																									
Design Programs (with Partners)	Executive Director/Education Director																								
Identify Funding	Executive Director/Education Director																								
Schedule Programs	Executive Director/Education Director																								
Contract Programs	Executive Director/Education Director																								
Market Programs	Executive Director/Education Director																								
<b>Marketing + Ticketing</b>																									
Planning																									
Marketing Strategy	Executive Director/Marketing Director																								
Ticketing Plan	Executive Director/Marketing Director																								
PR Plan	Executive Director/Marketing Director																								
FOH/Facility Policy and Manual	Executive Director/Marketing Director																								
<b>Annual Fundraising</b>																									
Planning																									
Membership Plan	Executive Director/Development Director																								
Annual Fundraising Plan	Executive Director/Development Director																								
Execution																									
Membership Launch	Executive Director/Development Director																								
Begin Foundation and Government Grant Apps	Executive Director/Development Director																								
Begin Cultivation of Individual Donors	Executive Director/Development Director																								
<b>Facility Operations</b>																									
Planning																									
Ops Manual	Executive Director/Operations Manager																								
Booking Policy	Executive Director/Operations Manager																								
Rental Rates	Executive Director/Operations Manager																								
Rental Agreement Form	Executive Director/Operations Manager																								
Vendor Policy	Executive Director/Operations Manager																								
Insurance Plan	Executive Director/Operations Manager																								
Alcohol Policy	Executive Director/Operations Manager																								
Food Service Plan	Executive Director/Operations Manager																								
Write Technical Specs	Executive Director/Operations Manager																								
Maintenance Plan	Executive Director/Operations Manager																								
Capital Replacement Plan	Executive Director/Operations Manager																								
Safety Procedures	Executive Director/Operations Manager																								
Execution																									
Accept Rentals	Executive Director/Operations Manager																								
Contractors in Place	Executive Director/Operations Manager																								