

THE  
**PLAYHOUSE**  
Fredericton

ANNUAL REPORT 2014-2015



## 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.



# Table of Contents

Our Vision, Values & Mission	Page 2
Letter from President	Page 4
Letter from Executive Director	Page 5
Board Members	Page 6
Staff Members	Page 7
Strategic Plan	Page 8
Facility Usage/Operations	Page 9
Strategic Priority: Develop a New Performing Arts Centre	Page 10
Programs	Page 11
Fund Development	Page 17
Facility Improvements	Page 20
Communications	Page 21
Patron Survey	Page 22
Volunteers	Page 23
Box Office/Ticketing	Page 24
Financial Results	Page 25
Appendix 1: Audited Statements	Page 26

## Letter from the President

It is my honour to serve as the President of the Board of Directors of Fredericton Playhouse Inc. and in this capacity I am pleased to present to you the organization's 2014-2015 Annual Report. Our volunteer board is delighted with the many accomplishments of the Fredericton Playhouse over the past year. Along with the talented staff and the dedicated volunteers, we have endeavoured to provide our patrons, sponsors, friends and the community with meaningful performing arts experiences.

The Fredericton Playhouse continues to operate as one of the busiest live performance venues in the country. As you read the report that follows, you will develop a stronger appreciation of the substantial role we play in the cultural life of our city and region. Additionally, I would offer that the Fredericton Playhouse delivers a significant contribution to the health and economic vitality of our community.

The Board of Directors is satisfied with the progress made toward developing a new performing arts centre to serve our region. A substantial amount of work has been undertaken to understand the long-term needs of the region and to develop partnerships to meet these needs. We look forward to the exciting days ahead as this process unfolds.

On behalf of my board colleagues, I wish to thank you for supporting the exciting work of the Fredericton Playhouse. We are most appreciative of the breadth and diversity of this support and look forward to involving even more community members in this wonderful organization.

Wayne Burley  
President, Board of Directors

## Letter from the Executive Director

I'm pleased to report that 2014-15 was a successful year at the Fredericton Playhouse. We boasted high activity levels, increases in fundraising, and greater participation in community outreach programs.

It was a busy season – the main stage was in use a total of 161 days for 123 performances of 83 different offerings. We issued an impressive 59,037 tickets over the course of the year. In total, 21 per cent of city households held a ticket to a Playhouse event last year, and that number doesn't take into account the various free events, graduations and corporate events we hosted.



There were other highlights:

- A successful Friends of the Fredericton Playhouse fundraising campaign, which raised \$50,000 to support community programs – a 16 per cent increase over the previous season. Our signature fundraising event, the Backstage Bash, continues to flourish, and in 2015, the event raised \$18,000.
- We continue to expand 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, 359 individuals redeemed tickets through this program.
- A new strategic plan that will lead the organization through the next three years, with a focus on five key components: develop audiences and programs; contribute to local arts community; achieve financial sustainability; develop a performing arts centre; and strengthen organizational positioning.

While we continued to develop our programs and our activity levels, we also remained committed to addressing our long-term infrastructure issue. While the facility is being properly maintained and operating safely, we know that the building is at the end of its useful life and needs to be replaced. Over the past year, the Playhouse and the City completed a feasibility study, which showed that a new downtown facility built to replace the existing Playhouse is the preferred way to move forward. The project has been declared a priority by the Regional Service Commission, and we looking forward to moving forward with this goal in the year ahead.

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

Mr. Wayne Burley	President (2015), Vice President (2014)
Mr. Patrick Flanagan	Past President (2015), President (2014)
Ms. Susan Holt	Vice President (2015)
Mr. Don Harrington	Treasurer
Ms. Germaine Pataki-Thériault	Secretary

Ms. Anne Baldaro  
Ms. Jane Blakely (to Dec. 31, 2014)  
Ms. Lily Chen (from Jan. 1, 2015)  
Mr. Lawrence Durling (to Dec. 31, 2014)  
Ms. Dorothy Frasier (to Dec. 31, 2014)  
Ms. Giselle Goguen (from Jan. 1, 2015)  
Mr. Ian Howey  
Mr. Murray Jamer (from Jan. 1, 2015)  
Mr. John Leroux  
Mr. Greg MacFarlane  
Ms. Diane Morrison  
Ms. Jasmine Murat (to September 2014)  
Ms. Kate Rogers  
Mr. Stephen Wheatley  
Mr. Paul White

## Staff Members

Bonnie Barlow	Janitorial
Dean Brokop	Development Director (to September 2014)
Melissa Cameron	Ticketing Supervisor
Wendy Caron	Ticketing and Administration Manager
Wylie Casey	Patron Services Supervisor
Crystal Chettiar	Program Coordinator (to June 2015)
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 (from November 2014)
Della Shepherd	Accounts and Operations Manager
Corey Wilson	Technician
Tim S. Yerxa	Executive Director

## Strategic Plan

Early in 2015, the Fredericton Playhouse management team and board of directors held a series of meetings to develop a strategic plan for a period of three years, from 2015 to 2018. This was the third time the Fredericton Playhouse Inc. developed a three-year strategic plan. The process included a review of the organization's mandate, and revisions were made to the Fredericton Playhouse's vision, mission and values based on input provided during facilitated sessions.

The new strategic plan contains five strategic goals for 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 2014-2015, levels of facility usage remained high. The Playhouse stage was in use a total of 161 days. In addition, the gallery and meeting rooms were in use for a variety of receptions, meetings and other functions.

Approximately 74 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.

The Playhouse hosted a total of 110 ticketed performances (81 rentals and 29 presentations) featuring 83 different offerings, and hosted an additional 13 non-ticketed events using the main stage (school, corporate or free events) – a similar number compared to the previous year. Users included:

**Stage was in use 161 days in 2014-15**

**110 ticketed performances**

**83 different offerings**

**13 non-ticketed events**

- Animaritime
- Annerin Productions
- Asian Heritage Society
- Atkinz Music Group
- Atlantic Ballet Theatre of Canada
- Atlantic Business College
- Bonnie Kilburn Dance Centre
- Bounty Enterprises
- Brookes-Diamond Productions
- Capital Arts Support
- Centre for Arts and Technology
- Chinese Cultural Association
- Citizenship & Immigration Canada
- Confederation Centre of the Arts
- Council of Canadians
- Cyrus Entertainment
- Dance Fredericton
- East Coast Production Group
- Fredericton District Soccer Association
- Hubcap Comedy Festival
- Leo Hayes High School
- Marc Little/Blonde Jovi
- NB Bodybuilding Association
- New Brunswick College of Craft and Design
- New Brunswick Country Showcase
- Notable Acts
- Paquette Productions
- Paquin Entertainment
- R.A. Entertainment
- Rogers Communications
- Saint John Theatre Company
- Shantero Productions
- Sonic Concerts
- Symphony New Brunswick
- Theatre New Brunswick
- UNB Rock and Ice Climbing Club
- UNB Varsity Reds
- X-treme Dance Studio
- York Foundation



## 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. A feasibility study released in April 2015 determined that a new 6,665 m<sup>2</sup> downtown facility, built to replace the existing Playhouse, is the preferred way to meet the needs of the region for the next 50 years.

The study, commissioned by the City of Fredericton and Fredericton Playhouse Inc., took nearly two



A concept for a new performing arts centre

years to complete and was done in two phases. Its purpose was to respond to the end-of-life reality that the existing Playhouse faces and looks to find a feasible way to replace it.

The first phase looked at the existing and future needs for live performance infrastructure, what kinds of spaces would be required to address them, and how a new development might meet other community goals such as economic and downtown development. It also suggested factors that should be

considered in selecting a site.

The second phase provided some specific development options and studied the funding requirement from public and private sources to build and operate a new performing arts centre.

The “preferred option” described in the study is a new building with two major performance venues: an 850-seat main hall and a 300-seat flexible performance space with shared lobbies, amenities, and backstage functions. The capital cost of the new facilities is estimated at nearly \$40 million.

The study also states that a portion of the capital costs could be raised in the community through a major fundraising campaign, complimenting investments from various levels of government.

The City of Fredericton has identified the replacement of the Playhouse as its top priority for new infrastructure. Its contribution to the project would likely cover only a portion of the costs, requiring other levels of government and the private sector to invest in the project for it to become a reality by 2017. Regional Service Commission 11 has also declared the project a priority for the region.

## Programs

### Spotlight Series

The Fredericton Playhouse's flagship program, the 2014-2015 Spotlight Series featured professional, world-class performers in music, theatre and dance. In total, there were 25 performances in the Spotlight and Kidstage Series:

- Emilie-Claire Barlow
- An Evening with Pat Boone
- Date with Dance
- Sokalo: Urban Rhythms
- Classic Albums Live – Bat Out of Hell
- Miss Caledonia
- Cherish the Ladies
- Tafelmusik
- DuffleBag Theatre – Peter Pan
- Bon Débarras
- Ballet BC
- Good Lovelies and Old Man Luedecke
- Rave On! The Buddy Holly Experience
- Jill Barber
- The Star Keeper
- Barney Bentall and Dustin Bentall
- Target of God
- Fred Penner
- Neil Berg's 101 Years of Broadway
- Kaha:wi Dance Theatre
- Classic Albums Live – The Wall
- Lifeboat
- Mary Walsh
- With Cruel Times in Between
- Timber!

The total attendance for Spotlight Series shows in 2014-2015 was 15,378.

Some highlights included music legend Pat Boone, an extraordinary presentation by internationally acclaimed contemporary ballet company Ballet BC, and the return of Neil Berg's *100 Years of Broadway* series.



The Playhouse was also proud to feature a number of East Coast artists in the 2014-15 Spotlight Series including singer-songwriter Old Man Luedecke, Theatre Newfoundland and Labrador's *With Cruel Times in Between* and comedian Mary Walsh.

The season ended with an exciting performance from Quebec artists Cirque Alfonse. Titled *Timber!*, the show featured epic acts of aerial acrobatics and circus feats inspired by the exploits of the first North American lumberjacks, loggers and farmers.

## Special Presentations

In addition to regular Spotlight Series performances, the Playhouse offered a number of special presentations and interactive film screenings in 2014-2015. These included:

- The Tale of a Town New Brunswick
- The Rocky Horror Picture Show
- Measha Brueggergosman
- Sing-a-Long-a Sound of Music
- Fredericton Chamber Orchestra

Highlights included the special presentation of *The Tale of a Town New Brunswick*, a production by FixtPoint Theatre. This show was created by interviewing hundreds of New Brunswickers, including many prominent and well-known Frederictonians. Their stories were used to create a show all about the unique story of our community.



Fredericton's own Measha Brueggergosman returned to the Playhouse for a sold-out Christmas performance.

The Playhouse expanded on an existing partnership with the Fredericton Chamber Orchestra, while also forming a relationship with a new community partner, Peekaboo Shadows Theatre. Together, these two groups told the stories of Mother Goose by performing music by Maurice Ravel, accompanied by original shadow puppetry work.

## 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 2014-2015, the Playhouse offered a total of 14 Experience More! activities.

Special highlights of the season's Experience More! activities included events presented in conjunction with Tafelmusik's Galileo Project. A partnership with the Royal Astronomical Society of Canada led to two stargazing events, one at an observatory and one outside the Playhouse.

Other activities included an Urban Style Step Dance workshop with percussive dance company [ZØGMA], a masterclass in contemporary ballet with Ballet BC, a post-show facilitated discussion on the work of dancer and choreographer Jacques Poulin-Denis, and a singing workshop with Sharron Matthews of *Canada Sings* fame.

The Playhouse maintained a strong partnership with the Fredericton Public Library, which hosted a number of Experience More! activities for young audiences, including a space odyssey in black light, a Mother Goose costume parade and a body percussion workshop with Bon Débarras.

In total, 1,219 people participated in Experience More! events over the 2014-2015 season.

## Other Enrichment Programming

In September of 2014, the Playhouse once again participated in Open Doors Fredericton, providing public tours of the building. The Playhouse was also involved with Culture Days, teaming up with a local theatre group to allow the public to perform Shakespearean scenes on the stage.

Following the success of a three-day rock band camp in 2013, the Playhouse expanded its March Break program to a five-day camp directed by members of the Moncton rock band the Motorleague. The week ended in final performances by newly formed rock bands on the Fredericton Playhouse stage.



## School Field Trips

In 2014-2015, the Playhouse offered three school shows featuring a variety of artistic genres: [ZØGMA], an urban step dance group; professional puppetry company Théâtre de l'Œil with their presentation of *The Star Keeper*; and *Lifeboat*, a historical theatre piece from UK-based Catherine Wheels Theatre Company. After presenting the series to teachers, interest in School Field Trips proved so popular that an additional performance of *The Star Keeper* and *Lifeboat* had to be added.

The Playhouse continued to offer a bus subsidy to help schools with the cost of attending matinee shows. In total, 1,956 students participated in School Field Trips at the Playhouse during the 2014-2015 season, an impressive 38 per cent increase over the previous season.



## 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 492 requested tickets. Of the requested tickets, 273 were redeemed. Some of the organizations the Playhouse worked with in 2014-2015 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. Additionally, the Playhouse formed new relationships with Frontier College, Portage NB and the Fredericton & Area Down Syndrome Society.

The Playhouse also offered several special complimentary activities under the Arts are for Everyone program: a movement workshop with members of Kaha:wi Dance Theatre to 60 school-aged children at the Fredericton Boys & Girls Club; a hip-hop dance workshop for members of St. Mary's First Nation; and a body percussion workshop with Quebecois artists Bon Débarras with people from the Fredericton & Area Down Syndrome Society.

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

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

**62 tickets redeemed through Making Connections**

### 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. Recipients responded positively, especially when a Kidstage performance was offered, and an additional 24 tickets were redeemed through this program in the 2014-2015 season.

### Making Connections

The Playhouse ran the Making Connections program for a second year 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 2014, and also provided ticket vouchers to each participant. In total, 62 tickets were redeemed. For many, this was their first experience taking in a live performance at 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 2014, music and theatre artist Michael Doherty was the recipient of the Playhouse Honours recognition. A gifted musician, composer, sound designer, producer and musical director, Doherty has made an outstanding contribution to the local performing arts scene and continues to develop his artistry and skill working in live theatre and music both locally and nationally.

The Playhouse Honours recipient received his award during a private ceremony at the Fredericton Playhouse with his family, friends and collaborators, and Mr. Doherty'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 2014. During this time, information on the program was distributed to donors from the previous year, individuals who had contributed to “access programs” with a \$2 donation during the online ticket buying process, as

well as to individuals that had attended three or more shows in the preceding year.

Two short promotional videos highlighting the primary beneficiaries of the *Friends* program – Arts are for Everyone and the School Program were updated to be shared via social media and were also shown prior to select Spotlight Series performances.

**243 individual donors**

**Total value of donations equalled more than \$49,000**

**16% increase over previous year in number of donors and amount donated**



During the past year, both the number of donors and the total amount donated increased by 16 per cent over the previous season, contributing to the best results in the history of the *Friends of the Fredericton Playhouse* program.

There were 243 individual donors that contributed a total of more than \$49,000.

## Backstage Bash

The Rogers 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 R&B funk band the Mellotones 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 2015 Backstage Bash was a complete sell-out, with 241 tickets sold. The fantastic support of ticket buyers, sponsors and a raffle that featured a top prize of an all-inclusive trip to Cuba, contributed to the event raising nearly \$18,000 – a 33 per cent increase over the previous year.

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

Rogers Communications  
 Fredericton International Airport  
 National Bank  
 Issac's Way  
 Wedding & Events Designed by Sylvain  
 Spicer Cole  
 WestJet  
 Algonquin Resort  
 Delta Fredericton  
 Crowne Plaza Lord Beaverbrook  
 Sunset Heights Meadery

## Grants, Funders and Sponsors

The Fredericton Playhouse receives generous support from many funders and partners. In 2014-2015, they included:

### Funders:

**Canadian Heritage** – provided a grant in support of the Spotlight Series

**Province of New Brunswick** – provided a grant in support of the presentation of the Fredericton Chamber Orchestra special project; and for the Making Connections program; support for professional development; and provided a joint grant with the Province of Quebec in support of Theatre de l’Oeil presentation of *The Star Keeper*.

**Province of Quebec** – provided a joint grant with the Province of New Brunswick supporting Theatre de l’Oeil presentation of *The Star Keeper*.

**City of Fredericton** – provided grants to support the Spotlight Series-Youth & Culturally Diverse Enhancements; Fredericton Chamber Orchestra & Peekaboo Theatre; and Passport to the Arts

**Fredericton Community Foundation** – provided support for *A Tale of a Town: Fredericton* and a \$10,000 Philanthropy in Action grant

**Atlantic Presenters Association** – provided support for presentation of contemporary dance through its Atlantic Moves program

### Partners:

Crowne Plaza  
Downtown Fredericton  
Daily Gleaner  
CBC Radio  
Andrew Craik  
Atlantic Mediaworks  
Bell Aliant  
Bell Media (FOX105.3)  
Centre communautaire Sainte-Anne  
Creative Juices  
Delta Fredericton  
Eaglewood Specialty Products  
Edwina's  
Harvest Jazz & Blues Festival  
Jensen's Powertrain  
Kiers Marketing

Newcap (UP 93.1)  
Pepsi  
Picaroons  
Taylor Printing  
Valley Graphics  
Wilson Insurance  
Worrall's Furniture  
Corked  
King Street Ale House/ Brewbakers  
Rogers  
Fredericton International Airport  
National Bank  
W.E.D.S.



## Facility Improvements

Each year the Playhouse invests in its facility by planning and making improvements to the building, equipment, and systems deployed. In 2014-2015, Fredericton Playhouse Inc. invested \$102,314 in such projects. Funding for these improvements comes primarily from a \$2 surcharge on every ticket issued for events at the facility.

Some of the major projects undertaken in 2014-2015 included upgrades to the fly system, moving the organization's ticketing system to a hosting service and the second phase of a performing arts centre feasibility study. Because of the plan to develop a new performing arts centre that will replace the existing Playhouse, Fredericton Playhouse Inc. has made the decision to invest only in projects that are necessary to maintain functionality and safety.

Projects undertaken in 2014-2015:

- Performing arts centre study (Phase II)
- Ticketing system (move to hosting)
- Accounting software upgrade
- Laptop
- Camera
- Computer monitors
- Light trauma kit
- Anti-fatigue mats
- Velvet ropes
- Tables and linens
- Snowblower
- Fly system upgrades
- Wireless belt pouches
- Piano repairs
- Stage lighting fixtures
- Design for load floor safety line

## Communications

The Fredericton Playhouse employs a number of marketing strategies to reach out to existing audiences and to develop new ones. During the 2014-2015 season, the Playhouse continued to use digital tools to spread messages about upcoming performances, events, programs and other general information about the facility. In addition to Facebook, Twitter, YouTube, Wordpress and a dedicated app, the Playhouse created an Instagram account to further engage online users, and offer additional contests and other content.

The 2014-2015 Marketing Plan focused on targeted advertising with regards to traditional media. The Playhouse stopped running television ads this season. Newspaper and radio ads continued, but these campaigns were carefully selected based on expected demographics for individual shows. The result was positive, as marketing costs decreased, while sales targets were consistently met and often exceeded.

Other marketing initiatives for the year included a poster campaign, e-blast, press release and blog post for each Spotlight Series performance. 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.



## Volunteers

The Fredericton Playhouse depends heavily on a team of 71 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.

**71 volunteers in total**

**Volunteers contributed 4,486 hours**

**Volunteer turnover rate of 9%**

During the 2014-2015 season, Playhouse volunteers contributed an impressive 4,486 hours. Jeanett Fox was named Volunteer of the Year for

contributing nearly 200 hours, and a total of 14 volunteers contributed more than 100 hours each. Eighteen per cent of Playhouse volunteers are bilingual.

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.

### Youth Advisory Committee

The Fredericton Playhouse created a Youth Advisory Committee in 2014, as part of a strategic goal to increase youth engagement. This volunteer committee consists of individuals between the ages of 16 and 25, including representatives from local high schools. The committee meets every two months with a mandate of exploring and informing FPI management and its board of directors of new or under-developed strategies to engage younger community members both as audience members and as organizational constituents, e.g. volunteers, donors or employees.



## Patron Survey

In April of 2015, the Playhouse conducted its biennial patron survey. A total of 2,084 responses were collected using an online survey tool, and results were compared with patron surveys conducted in 2013, 2010, 2008 and 2006. Generally, the 2015 survey found that patrons are satisfied with the facility, the service of box office and event staff, and their overall experience at the Playhouse. While ratings remained high, it is worth noting that the percentage of patrons who feel the facility is very good or excellent has declined by 8.9 per cent over nine years.

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

	2006	2008	2010	2013	2015
<b>Facility</b>	95.9%	93.3%	92.1%	89.0%	87.0%
<b>Box Office</b>	96.6%	96.1%	96.8%	95.0%	96.0%
<b>Event Staff</b>	92.6%	93.0%	96.8%	88.0%	87.6%
<b>Technical</b>	90.3%	96.1%	96.8%	95.0%	93.0%
<b>Online ticketing</b>	NA	NA	NA	80.0%	81.0%
<b>Overall Experience</b>	97.0%	97.4%	96.3%	97.0%	96.0%

Other notable findings from the 2015 patron survey included:

- Social media, the Playhouse website and weekly e-news/promotion emails emerged as the main ways patrons learn about Playhouse activities, while newspapers, radio advertising and posters have experienced a steady decline.
- Awareness of education and community engagement programs delivered by the Playhouse has risen since 2013, from an average of 2.2 out of 5 to 2.6 in 2015.
- Reasons for not attending Playhouse events more often included (1) financial constraints; (2) time constraints; and (3) lack of interest in what is offered.
- In general, respondents had positive comments about their Playhouse experience, expressing appreciation for the high quality of performances, the comfortable and intimate venue, welcoming staff and the high caliber of technical production. However, a number of respondents provided negative feedback about certain aspects of the facility, including crowded lobbies and difficulty accessing the bar area or washrooms.
- While there was no question asking about the plan for a new performing arts centre, a number of respondents expressed varying opinions on that topic in the comments.

## Box Office/Ticketing

In 2014-2015, the Fredericton Playhouse box office issued 59,037 tickets in 18,647 individual orders. A total value of \$1,691,834 was processed. The consumer trend toward online ticketing continued this year with 42 per cent of all orders being placed online, an increase over 38 per cent in the previous season.

In addition to providing ticketing services for Playhouse events, the organization also provides ticketing services for event organizers using other venues in Fredericton. In 2013-2014, the Playhouse serviced 22 other events in various venues including:

- STU Black Box Theatre
- FHS Tom Morrison Theatre
- Memorial Hall
- Wilmot United Church
- Fredericton Crowne Plaza

**59,037 tickets issued**

**18,647 individual orders**

**Total value of \$1,691,834 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 2015 Patron Survey. A special partnership with the Harvest Jazz and Blues Festival saw the Playhouse once again send one of its full-time supervisors to manage the Festival's ticketing and retail operation in the summer, when the box office is somewhat slower. This is an excellent example of how two non-profit arts organizations can truly partner to develop a mutually beneficial business relationship.



## Financial Results

Audited financial statements can be found in Appendix 1.

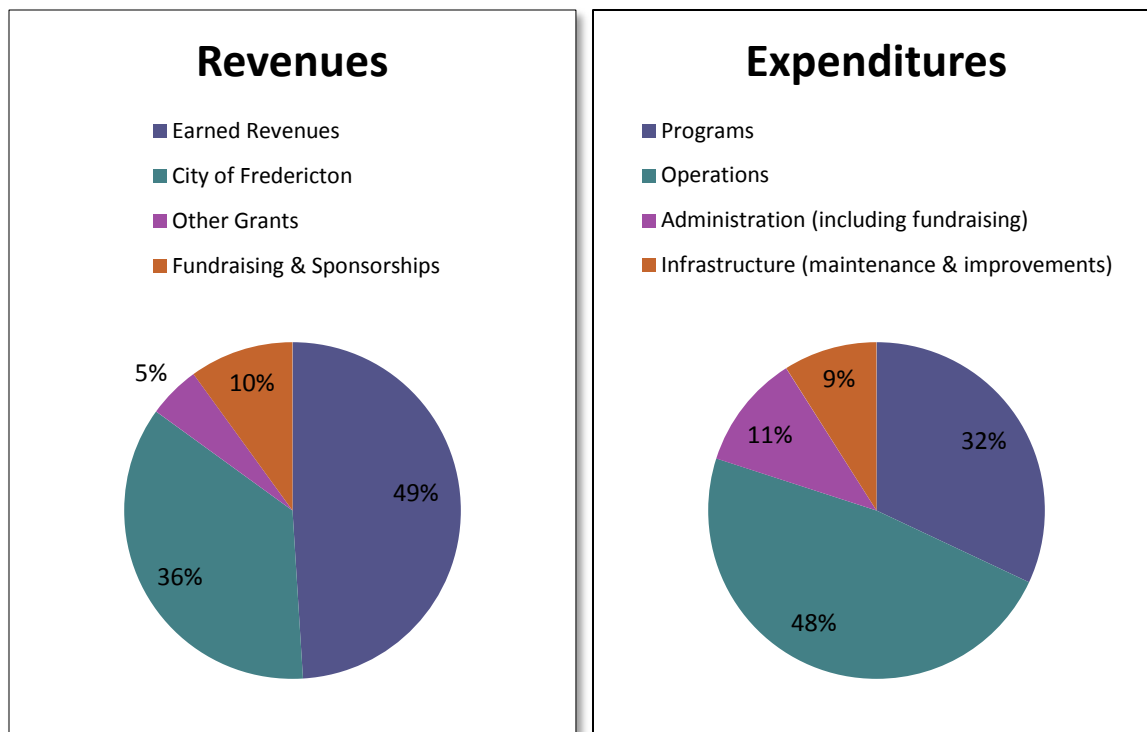
Balance Sheet Summary:

<b>Assets</b>	2,048,171
<b>Liabilities</b>	1,813,121
<b>Net Assets</b>	235,050

FPI's operations were a \$2.05 million concern in 2014-15.

The company posted an excess of revenue over expenses for the year in the amount of \$15,531. It represents less than one 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 requirements.

**FREDERICTON PLAYHOUSE INC.**

**Financial Statements**

**Year Ended June 30, 2015**

**FREDERICTON PLAYHOUSE INC.****Index to Financial Statements****Year Ended June 30, 2015**

---

	Page
INDEPENDENT AUDITOR'S REPORT	1
FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Changes in Net Assets	3
Statement of Operations	4
Statement of Cash Flow	5
Notes to Financial Statements	6 - 9

Suite 102  
 Priestman Centre  
 565 Priestman Street  
 Fredericton  
 New Brunswick  
 E3B 5X8

Tel (506) 458-8727  
 Fax (506) 450-3777  
 E-mail tsdfr@tsdca.com

**TEED  
 SAUNDERS  
 DOYLE & CO.**

**Chartered Professional Accountants**

An Independent Member of  
 DFK Canada Inc. and DFK International

## 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, 2015 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, 2015 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.

The financial statements for the year ended June 30, 2014 were audited by another accounting firm and are presented for comparative purposes only.

*Teed Saunders Doyle & Co.*

Fredericton, New Brunswick  
 September 24, 2015

CHARTERED PROFESSIONAL ACCOUNTANTS

#### Fredericton Partners

John H. Landry      Jeffrey E. Saunders  
 T.J. Smith          Kenneth H. Kyle



#### Saint John Partners

Andrew P. Logan      Peter L. Logan  
 Jean-Marc Poirier

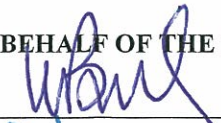
## FREDERICTON PLAYHOUSE INC.


## Statement of Financial Position

June 30, 2015

	2015	2014
<b>ASSETS</b>		
CURRENT		
Cash	\$ 589,958	\$ 313,553
Accounts receivable	16,530	59,852
Prepaid expenses	87,129	88,881
	<u>693,617</u>	462,286
PROPERTY AND EQUIPMENT (Note 4)	<u>1,354,554</u>	1,537,966
	<u>\$ 2,048,171</u>	<u>\$ 2,000,252</u>
<b>LIABILITIES AND NET ASSETS</b>		
CURRENT		
Accounts payable (Note 8)	\$ 210,268	\$ 180,842
Unearned revenue	440,631	294,770
	<u>650,899</u>	475,612
DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT (Note 5)	<u>1,162,222</u>	1,305,121
	<u>1,813,121</u>	1,780,733
NET ASSETS		
Invested in property and equipment (Note 6)	192,332	232,845
Internally restricted (Note 7)	14,131	20,791
Unrestricted	28,587	(34,117)
	<u>235,050</u>	219,519
	<u>\$ 2,048,171</u>	<u>\$ 2,000,252</u>

ON BEHALF OF THE BOARD

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

**FREDERICTON PLAYHOUSE INC.****Statement of Changes in Net Assets****Year Ended June 30, 2015**

	Unrestricted	Internally Restricted <i>(Note 7)</i>	Invested in Property and Equipment <i>(Note 6)</i>	2015	2014
NET ASSETS - BEGINNING OF YEAR	\$ (34,117)	\$ 20,791	\$ 232,845	\$ 219,519	\$ 312,987
EXCESS OF REVENUE OVER EXPENSES	114,810	-	(99,279)	15,531	(93,468)
TICKET SURCHARGE	(95,654)	95,654	-	-	-
BUILDING IMPROVEMENT EXPENDITURES	102,314	(102,314)	-	-	-
INVESTED IN PROPERTY AND EQUIPMENT	(58,766)	-	58,766	-	-
NET ASSETS - END OF YEAR	\$ 28,587	\$ 14,131	\$ 192,332	\$ 235,050	\$ 219,519

**FREDERICTON PLAYHOUSE INC.****Statement of Operations****Year Ended June 30, 2015**

	2015	2014
<b>REVENUE</b>		
Amortization of deferred contributions related to property and equipment	\$ 142,899	\$ 164,054
Box office services	125,191	130,382
City of Fredericton grant - in-kind	223,256	191,412
City of Fredericton grant - operations	470,700	470,700
Concessions and commissions	60,454	66,064
Miscellaneous	143,134	87,468
Other grants	19,162	116,166
Presentations - admissions	309,440	434,057
Presentations - contributions	176,163	168,604
Presentations - other earned	19,185	21,986
Rentals	263,419	288,209
Ticket surcharge	95,654	97,524
	<u>2,048,657</u>	<u>2,236,626</u>
<b>EXPENSES</b>		
Administrative overhead	109,519	105,717
Amortization	242,178	255,480
Building operations	238,396	247,470
Credit card charges	33,913	47,697
Faculty advertising	10,304	9,646
Memberships	3,612	5,195
Miscellaneous (including bad debts)	8,224	52,961
Presentations	401,859	595,773
Professional fees	11,000	10,430
Repairs and maintenance	78,897	93,040
Salaries and wages - administration	468,673	453,920
Salaries and wages - operations	350,209	371,521
Supplies	49,054	55,774
Ticketing system maintenance and supplies	25,359	22,851
Travel	1,929	2,619
	<u>2,033,126</u>	<u>2,330,094</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<u>\$ 15,531</u>	<u>\$ (93,468)</u>

**FREDERICTON PLAYHOUSE INC.****Statement of Cash Flow**  
**Year Ended June 30, 2015**

	2015	2014
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses	\$ 15,531	\$ (93,468)
Items not affecting cash:		
Amortization	242,178	255,480
Amortization of deferred contributions related to property and equipment	<u>(142,899)</u>	<u>(164,054)</u>
	<u>114,810</u>	<u>(2,042)</u>
Changes in non-cash working capital:		
Accounts receivable	43,322	(32,278)
Prepaid expenses	1,752	(24,941)
Accounts payable	29,426	49,736
Unearned revenue	<u>145,861</u>	<u>(106,313)</u>
	<u>220,361</u>	<u>(113,796)</u>
	<u>335,171</u>	<u>(115,838)</u>
<b>INVESTING ACTIVITY</b>		
Purchase of property and equipment	<u>(58,766)</u>	<u>(133,852)</u>
<b>INCREASE (DECREASE) IN CASH</b>	<b>276,405</b>	<b>(249,690)</b>
<b>CASH - BEGINNING OF YEAR</b>	<u><b>313,553</b></u>	<u>563,243</u>
<b>CASH - END OF YEAR</b>	<u><b>\$ 589,958</b></u>	<u>\$ 313,553</u>



**FREDERICTON PLAYHOUSE INC.****Notes to Financial Statements****Year Ended June 30, 2015**

---

## 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)

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

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

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.

*(continues)*

**FREDERICTON PLAYHOUSE INC.****Notes to Financial Statements****Year Ended June 30, 2015**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*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 \$223,256 (2014 - \$191,412) in exchange for building operations expenses. The Theatre also recorded in-kind sponsorship revenue of \$53,224 (2014 - \$36,909) in exchange for various presentation expenses.

Measurement uncertainty

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. Actual results could differ from these estimates.

Significant estimates pertaining to these financial statements include the determination of the outstanding gift certificates and patron account credit liabilities.

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 \$17,880 (2014 - \$12,739) for this plan.

## 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, 2015.

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.

**FREDERICTON PLAYHOUSE INC.****Notes to Financial Statements****Year Ended June 30, 2015**

## 4. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value
Land	\$ 345,000	\$ -	\$ 345,000	\$ 345,000
Building	1,800,000	1,080,000	720,000	792,000
Equipment	1,474,715	1,203,787	270,928	388,720
Office equipment	178,685	160,059	18,626	12,246
	<u>\$ 3,798,400</u>	<u>\$ 2,443,846</u>	<u>\$ 1,354,554</u>	<u>\$ 1,537,966</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.

	2015	2014
Balance, beginning of year	\$ 1,305,121	\$ 1,469,175
Less: amounts amortized to revenue	(142,899)	(164,054)
Balance, end of year	<u>\$ 1,162,222</u>	<u>\$ 1,305,121</u>

## 6. INVESTMENT IN PROPERTY AND EQUIPMENT

	2015	2014
a) Investment in property and equipment is calculated as follows:		
Property and equipment, net	\$ 1,354,554	\$ 1,537,966
Amounts financed by deferred contributions	(1,162,222)	(1,305,121)
	<u>192,332</u>	<u>232,845</u>
b) Changes in net assets invested in property and equipment is calculated as follows:		
Amortization of deferred contributions related to property and equipment	142,899	164,054
Amortization of property and equipment	(242,178)	(255,480)
Excess of expenses over revenue	(99,279)	(91,426)
Net capital assets acquired	<u>58,766</u>	<u>133,852</u>
Total change	<u>(40,513)</u>	<u>\$ 42,426</u>

**FREDERICTON PLAYHOUSE INC.****Notes to Financial Statements****Year Ended June 30, 2015**

---

## 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, 2015, accounts payable includes government remittances payable of \$34,630 (2014 - \$33,156).