

FREDERICTON PLAYHOUSE INC.

ANNUAL REPORT

2018-2019



Photo credit: Creative Supply Productions

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TABLE OF CONTENTS

03 Vision, Mission & Values

04 President's Letter

05 Executive Director's Letter

06 Board Members & Staff Members

07 Strategic Plan

11 Facility & Operations

13 Programs

20 Fund Development

22 Box Office & Ticketing

23 Communications & Marketing

25 Volunteer Program

26 Financial Results

APPENDIX: Audited Financial Statements

ABOUT FREDERICTON PLAYHOUSE INC.

Fredericton Playhouse Inc. is a non-profit, volunteer directed organization which operates a live performance venue in beautiful downtown Fredericton.

The organization functions as a professional performance venue for local, national, and international artists and companies, and the offers various programs for the community.

We enjoy a mutually beneficial relationship with the City of Fredericton. Although we operate fully at arm's length from the municipality, strong financial, operational, and governance links to the City exist. Embracing our organizational accountability to the City, our funders, partners, donors and the public, an annual report on the Playhouse's activities, results, and organizational performance is provided in this publication.

Vision

A community strengthened by live performance.

Mission

Delivering relevant and sustainable programs, services, and facilities to provide meaningful live performance experiences.

Core Values

We believe:

- The customer's experience is at the centre of our work.
- Diversity in people and points of view makes us better.
- Everyone can find a way to be included in what we do.
- Accountability in our relationships with people, organizations and communities is critical.
- Progress is found in continuous improvement and a willingness to innovate.

LETTER FROM THE PRESIDENT OF THE BOARD

As the board of directors of Fredericton Playhouse Inc. looks back on 2018-19, we find ourselves very proud of the successes and growth we've seen and re-energized to tackle the challenges of a declining infrastructure as we move toward a new performing arts centre.

The Playhouse is a charitable non-profit managed by a 15-member board of directors. Along with talented and dedicated staff and volunteers, we work to manage the facility and services as well as our various programs. As Fredericton's premier venue for live performance, we're proud of the role we play in the community and pleased to share some of the highlights from this season.

It was another record-breaking year for fundraising, with nearly \$73,000 donated to support our community outreach and education programs. I believe this to be a reflection of the public's appreciation for the organization's value in the community.

We're pleased to report a 20% increase in participation in our school field trip program. This year-over-year growth has been a consistent trend as we have focused on this program's development and moving forward we will continue to seek support from donors and funders to offer even more children the opportunity to experience the magic of live performance.

This year, we completed a strategic planning exercise to determine our direction for the next three years. During this process, we revisited our mandate and updated our vision, mission and core values.



Our new vision, "a community strengthened by live performance," is decidedly broad and speaks to the positive impact that live performance has on individuals, communities and society -- whether social, cultural or economic.

We're excited by this vision for the future of our organization and pleased with the achievements of 2018-19, but we continue to witness a decline in our infrastructure. With each year that passes, the need for a new performing arts centre continues to grow. While we may not have a shovel in the ground, we continue to support the City of Fredericton in its pursuit of funding partnerships with other levels of government and have begun the process of selecting a design team.

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

Greg MacFarlane
President, Board of Directors

LETTER FROM THE EXECUTIVE DIRECTOR

I'm pleased to report that 2018-19 was a successful year at the Fredericton Playhouse. It was another busy season. The main stage was in use nearly every other day. With one in four Fredericton households attending the Playhouse, we're proud to continue to provide a valuable service to the community.

A major highlight for our team was the 39% increase in use of the Playhouse by local performing arts groups and artists. Making the Playhouse accessible to local groups has been a real focus for our organization over the past few years and in 2018-19, we saw the results of our efforts.

Our programs continued to thrive this year. We are particularly proud of the expansion of our Pay What You Will pricing scheme and the impressive growth of our school field trip program, with 3,595 local students experiencing the magic of live performance (a 20% increase).

It is thanks to our donors, the Friends of the Fredericton Playhouse, that these important initiatives saw such success. Our donors and donations increased by 36% and 18% respectively, indicating a vote of confidence in what we are doing and also allowing us to expand in areas of priority for the community.

While we have continued to thrive, the facility itself is in a progressively deteriorating state. Developing a new performing arts centre remains a top priority for our organization. As you'll read in this report, over the past year we have made strides toward that goal, but we need to get closer, faster.



This year, we developed a new three-year strategic plan with a revised vision, mission, core values, and an ambitious set of objectives we are committed to achieving. I believe our vision of "a community strengthened by live performance" is an elegant articulation of our shared belief in the power and potential of our work.

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 mission to "deliver relevant and sustainable programs, services, and facilities to provide meaningful 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 OF DIRECTORS

Greg MacFarlane.....	President (from January 2019)
.....	Vice-President (to December 2018)
Wayne Burley.....	Past President (to December 2018)
Murray Jamer.....	Vice President (from January 2019)
Shawn Bringleoe.....	Treasurer
Kim Schnarr.....	Secretary

John Ball	Paul MacNabb
Chris Carson	Duncan Matheson
Molly Demma	Shae McCarthy
Giselle Goguen	Diane Morrison
Susan Holt (to December 2018), ON LEAVE	Jennifer L. Murray (from January 2019)
Ian Howey	Julia Ramirez
Craig Leonard (from January 2019)	Tina Tapley (to December 2018), EX OFFICIO

STAFF MEMBERS

Bonnie Barlow.....	Janitorial
Jonathon Best.....	Head of Stage (from September 2019)
Melissa Cameron	Ticketing Supervisor
Wendy Caron.....	Ticketing Operations Manager
Wylie Casey.....	Patron Services Supervisor
David Cook.....	Head of Sound
Jeff Fevens.....	Technical & Facilities Director
Claire Geldart.....	Communications Director
Sally Goodwin.....	Patron Services Manager
Jonathan Harpur.....	Head of Lighting
Valerie Hillier.....	Director of Programming
Judy Joe.....	Assistant Technical & Facilities Director (to May 2019)
Charity MacDonald.....	Ticketing Supervisor
Christina Nicoll.....	Development Director
Della Shepherd.....	Finance & Administration Manager
Tim Yerxa.....	Executive Director

STRATEGIC PLAN 2018-19

In 2018, the board adopted a new one-year strategic plan. With the reality of a new performing arts centre on the horizon, it was deemed more effective to follow a one-year plan in 2018-19 and to develop a new three-year plan for 2019-22 that could more concretely address the organization's development and operation of a new facility.

Over the course of 2018-19, the Fredericton Playhouse Inc. (FPI) management team worked toward the following goals:

GOAL: Develop audiences and programs

FPI is committed to developing its audience base. Our priorities in 2018-19 were related to diversification—attracting segments that are not currently participating—with a focus on youth and cultural diversity.

Results

5% increase in “under 19” tickets

16% increase in Kidstage attendance

20% increase in school show attendance

16% increase in “Student Rush” tickets

58% increase in number of redeemed vouchers by cultural organizations

113% increase in participation by indigenous peoples

7% increase in audience program participation (Spotlight, Kidstage, Experience More, School Shows, Arts Are for Everyone)

6% improvement in post-show survey results (i.e. met/exceeded expectations)

GOAL: Contribute to the local arts community

While FPI continues to be a regional leader in delivering live performance experiences, we want to ensure that we remain connected to our local performing arts community. It is important that we leverage our assets to provide opportunities for emerging performing artists/arts groups to utilize our facility, and to support their offerings through our program and audience development expertise.

Results

2 new projects with local performing artists/arts groups

39% increase in facility and service use by local performing artists/arts groups

STRATEGIC PLAN 2018-19

GOAL: Develop a Performing Arts Centre

FPI's feasibility study (2013-15) found that the current facility does not meet the requirements of the organization or community's current and future needs. The study recommended the construction of a new, augmented facility and indicated that we are in a strong position to move forward. Since then, the City and FPI have collectively been moving the project forward by identifying the site, developing a funding strategy and pursuing partnerships.

Results

We continued to pursue public funding from provincial and federal government
The design team procurement phase is in progress

GOAL: Organizational Positioning

FPI is viewed as a critical community asset, but we desire to expand our profile in the region as an innovative sector leader. By fulfilling a leadership role, we can develop a general appreciation of the performing arts, increase public awareness of FPI's role in the community and foster greater support for the organization—as we seek infrastructure development, including a capital campaign.

Results

18% increase in contributed income
9% decrease in awareness of FPI
1% decrease in perceived importance of FPI

GOAL: Reflect and honour the community we serve

As a major cultural institution in the Fredericton region, it is imperative that we reflect the contemporary and historical communities that comprise our service area. This includes the growing multicultural landscape as newcomers to Canada contribute to a more diverse ethno-cultural population. To honour and reflect Fredericton's role as the capital city of a bilingual province, it is important that we make strategic efforts to provide services and facilities in both official languages. As a cultural organization we accept our role in the promotion of and action in reconciliation with indigenous people.

STRATEGIC PLAN 2018-19

GOAL: Reflect and honour the community we serve (cont.)

As articulated in our Action Plan for Engagement and Inclusion of Indigenous People, our services should be developed and deployed to build positive relationships between indigenous and non-indigenous people, promote the broad development of indigenous culture and acknowledge the traditional custodians of the land on which we work and learn together.

Results

20% decrease in use of facilities and services by ethnocultural groups

Met our implementation milestones for bilingualism policy

Two new projects with indigenous artists and organizations

113% increase in participation by indigenous people

2 new indigenous artist/company engagements in programming

A NEW PLAN 2019-22

In 2018-19, the board adopted a new three-year strategic plan, revisiting the mandate of the organization and updating the mission, vision and values.

Through our strategic planning process, we established agreement around our intended outcomes, adjusted our direction in response to evolving conditions, and considered carefully our role alongside our other stakeholders in pursuit of each objective.

Vision

A community strengthened by live performance.

Mission

Deliver relevant and sustainable programs, services and facilities to provide meaningful live performance experiences.

A NEW PLAN 2019-22

Core values

We believe:

- The customer's experience is at the centre of our work.
- Diversity in people and points of view makes us better.
- Everyone can find a way to be included in what we do.
- Accountability in our relationships with people, organizations and communities is critical.
- Progress is found in continuous improvement and a willingness to innovate.

The four objectives outlined in the new three-year plan are:

- Foster the Community's Sense of Ownership in our Organization
- Collaborate with Artists & Arts Organizations to Develop and Celebrate the Local Arts Community
- Champion & Prepare for a New Performing Arts Centre and Prepare for the Risks Associated with our Current Infrastructure
- Pursue an Innovation Agenda for the Organization

FACILITY & OPERATIONS

178

DAYS IN USE

127

TICKETED
PERFORMANCES

103

DIFFERENT
OFFERINGS

83K+

TOTAL
ATTENDANCE

↑ 39%
LOCAL USE

The core business of the Fredericton Playhouse is providing facilities and services.

Facilities include our main stage auditorium, while related service amenities include: dressing rooms, support spaces, technical facilities and equipment, food and beverage, ticketing and marketing and communications support.

In 2018-19, facility usage remained high, with the stage being in use 178 days of the year. In addition, the galleries and meeting rooms were in use for a variety of receptions, meetings and other functions.

Approximately 65 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 account for the remainder.

One of our most exciting results from 2018-19 is the increase in use by local performing artists and groups. Providing opportunities for our local artists to perform has been an organizational focus, and with a 39% increase over the last year, we're certainly on the right track in achieving this objective.



School Field Trip



Bonnie Kilburn Factory Dancers



Hypnotist Jason Cyrus

FACILITY & OPERATIONS

The Playhouse hosted 127 ticketed performances—an 11% increase over last year—featuring 103 different offerings, and hosted 25 non-ticketed events using the main stage (school, corporate or free events). Users included:

- Animaritime*
- Asian Heritage Society*
- Atlantic Ballet Atlantique Canada
- Bartlett & Carver Promotions*
- Bonnie Kilburn Dance Center Inc.*
- Bounty Enterprises
- Brookes Diamond Productions
- Buddywasname and the Other Fellers
- Candance Dance Competitions
- Capital Arts Support Inc.*
- Chinese Cultural Association of NB*
- Dan Quinn Entertainment
- Dance Fredericton*
- East Coast Production Group*
- Elite Dance
- Embou Productions Inc.
- EVENKO
- Filipino Canadian CommUNITY of NB*
- Fredericton District Soccer Association*
- Fredericton Music Festival*
- FMZ Vintage Sounds*
- Ghostfinger Productions
- Harvest Jazz & Blues Festival*
- Hubcap Comedy Festival
- Investors Group*
- Iranian Canadian Association of NB*
- J & H Promotions
- Johnny Showtime Ltd.
- Koba Entertainment
- Leo Hayes High School*
- The Living Roots Festival*
- Music Runs Through It*
- New Brunswick College of Craft & Design*
- NB Country Showcase*
- New Brunswick Teacher's Association*
- New Brunswick Youth Orchestra
- Notable Acts Theatre Company*
- One Team NB Diversity*
- Paquette Productions
- Premiere Entertainment Group
- Rocklands Entertainment Canada Inc.
- Shantero Productions Inc.
- Siamsa Rince Gaelach*
- Sonic Concerts Limited
- Symphony New Brunswick
- Theatre New Brunswick*
- UNB Rock & Ice Climbing Club*
- VaughnCo. Entertainment Inc.
- Vlad Productions
- X-treme Dance*

*Local organization



SPOTLIGHT & KIDSTAGE SERIES

The **Spotlight Series**, Fredericton Playhouse's flagship program, features professional performances in music, theatre and dance from local, national and international artists. The **Kidstage Series** is designed to introduce young audiences to the magic of live performance. In 2018-2019, we presented **31 performances** in these series, with a **total attendance of 16,272**.

- Tomas Kubinek
- Ailey II
- Collectif9 with Architek Percussion
- Lloyd Spiegel
- Metropolis
- Fortunate Ones
- Blindside
- CAL performs Led Zeppelin
- The Celtic Tenors
- Tales of a Charlie Brown Christmas
- A Christmas Time with the Ennis Sisters
- DuffleBag Theatre
- Gadfly
- Luke McMaster & Ian Sherwood
- James Mullinger
- Steven Page with Symphony NB
- Prisoner of Tehran
- Circus Incognitus
- Thank You For Being A Friend
- Huff
- Justin Flom
- Royal Wood
- Manitoba Chamber Orchestra
- CAL performs Queen
- Diyet & the Love Soldiers
- God is a Scottish Drag Queen
- Canada's Ballet Jörgen
- Leahy
- Sharon & Bram
- Nashville Hurricane

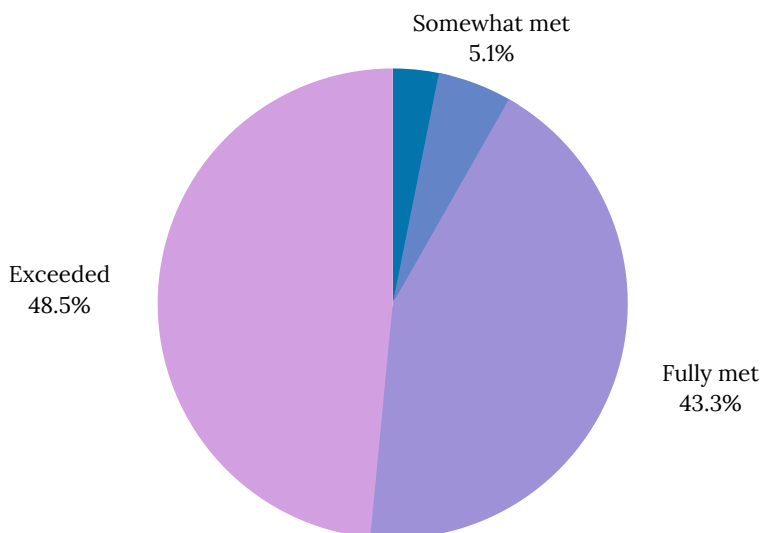
PATRON SURVEY

The post-show survey was created to measure how well we're meeting our patron's expectations.

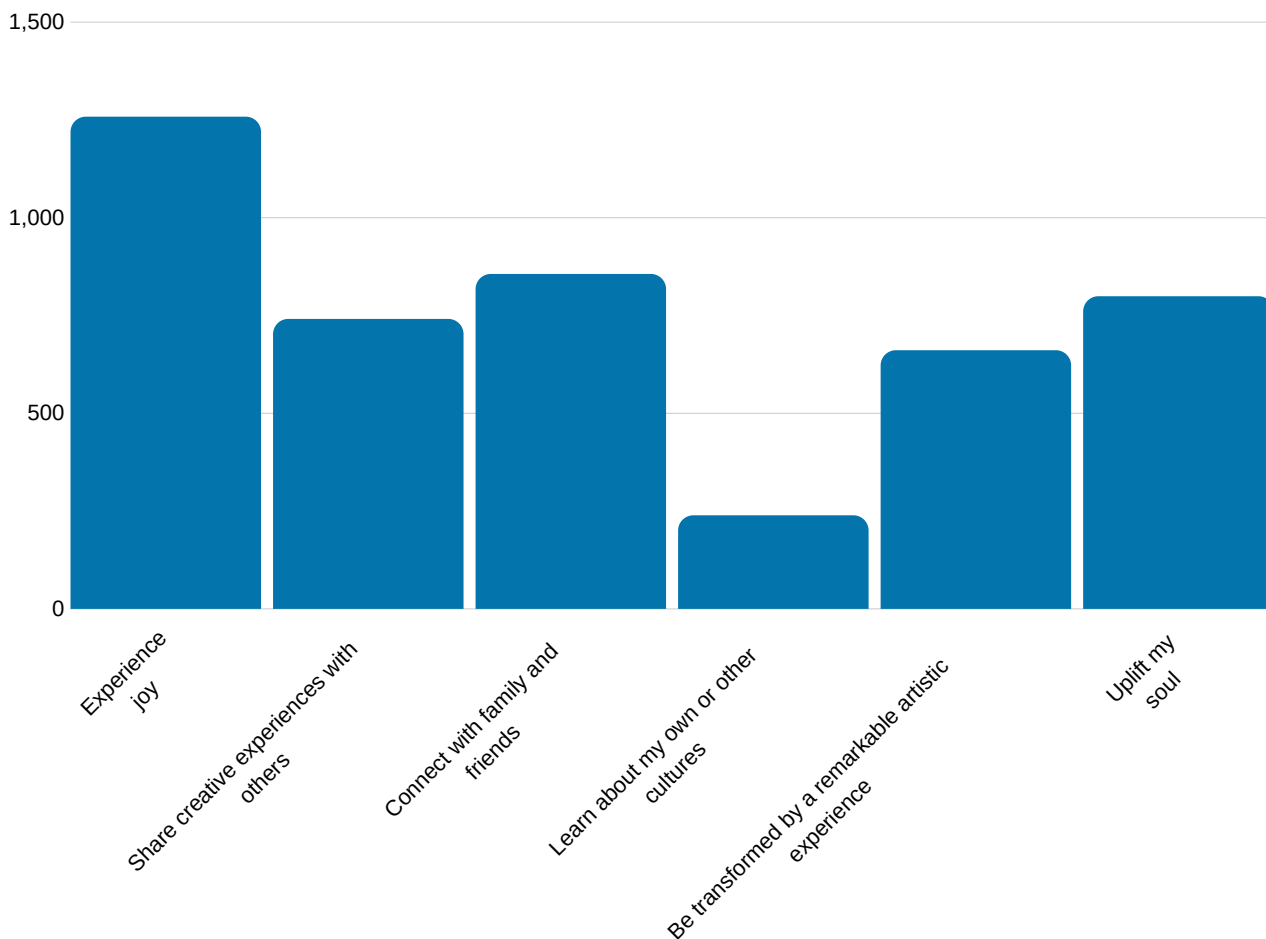
The survey is sent to the ticket purchaser at 11 p.m. the night of all Spotlight and Kidstage performances.

This year, we received **1,555 responses.**

How did your experience compare with your expectations?



By attending this performance, I was able to (check all that apply):





EXPERIENCE MORE!

The Experience More! program is designed to enrich the performing arts experiences of our patrons with a series of innovative workshops and activities that take place in conjunction with the Spotlight Series.

In 2018-19, we offered **nine Experience More! activities**. A season highlight was the Irish Whisky Tasting before The Celtic Tenors holiday performance. Whiskey enthusiast and connoisseur Frank Scott led the group through a selection of Irish whiskies and food pairings.

Other activities included pre-show artist talks, several food and drink experiences, dance and music workshops and a film screening.

In total, **379 people participated** in Experience More! events during the 2018-19 season.

9
ACTIVITIES

379
ATTENDEES

NEW PARTNERSHIPS & EXPANDED PROGRAMS

We're always looking for new ways to encourage our community to take a chance on new and exciting work and to make the performing arts more accessible. This year, we expanded our **Pay What You Will** initiative to six shows – including all Kidstage shows.

Learn more about other new partnerships formed in 2018-19:



OROMOCTO FIRST NATION

In January, we partnered with powwow dance students from Hubbard Avenue Elementary School. The grade five students learned choreography from urban dance company Gadfly and local powwow dance instructor Possesom Paul. After only a few hours of rehearsal, the students took to the Playhouse stage, opening Gadfly's performance with a dance mash-up of traditional powwow and contemporary hip-hop.



POKUHULAKON WITSEHKEHSU

In April, we partnered with local drumming group Pokuhulakon Witsehkehsu (Sisters of the Drum) for a performance with Diyet & the Love Soldiers. The group shared their music on the Playhouse stage to open the show and then returned later in the evening to perform with Diyet & the Love Soldiers.



SAINT MARY'S FIRST NATION

Diyet & the Love Soldiers also performed for Saint Mary's First Nation Seniors. The group enjoyed sharing songs and stories from the Yukon and learning new stories and songs from our elders.

"The best way to bolster our spirits on the road is to connect with Elders and community," they shared on their social media.



SCHOOL FIELD TRIPS

In 2018-19, the Playhouse offered **seven school performances** featuring a variety of artistic genres and intended for a number of age ranges.

We continue to offer a bus subsidy to help schools with the cost of attending matinee shows, as well as an access grant, funded in part by the Fredericton Community Foundation, which allowed 800 students to attend a performance free of charge.

In total, **3,595 students** experienced the magic of live performance through the School Field Trips at the Playhouse during the 2018-19 season – a 20% increase.

LOCAL ARTIST DEVELOPMENT RESIDENCY

In June of 2018, local group Solo Chicken Productions performed a free, public work-in-progress of their piece *Pitch Black* in our backstage studio space. This performance was the culmination of a week-long creative residency at the Playhouse – part of our strategic initiative to contribute to the local arts community.

ARTS ARE FOR EVERYONE

We believe that the arts are an integral part of our lives, and that everyone has the right to access and experience the magical world of the performing arts.

Walking through the front doors of the Playhouse doesn't come easily to everyone. We recognize that many individuals experience barriers to participation such as age, culture, ability, socioeconomic status, social isolation, or health.

Arts are for Everyone helps open our doors by offering complimentary tickets to enriching live performances in our Spotlight Series and by taking professional artists into the community to present performances for those who may not be able to come to the Playhouse.

In 2018-19 we partnered with ten community agencies to provide tickets to their clients or residents.

542
TICKETS
REDEEMED

Partner Agencies

- Autism Connections
- Fredericton and Area Down Syndrome Society
- Family Enrichment
- YMCA Family Friends program
- Multicultural Association of Fredericton
- Greener Village Food Centre
- Hayward House Recovery Centre
- OPAL Family Services
- Farraline (senior) Home
- St. Mary's First Nation
- Oromocto First Nation

Intergenerational Project

This season residents from Farraline House Senior's Residence were paired with students from Theatre New Brunswick's Theatre School to attend a show together.

The pair had the chance to chat and get to know each other at a pre-show reception before attending Nashville Hurricane.

Food for the Soul

The Food for the Soul ticketing program continued this year with the Fredericton Food Centre.

Making Connections

Making Connections is a partnership with the Multicultural Association of Fredericton to provide newcomers in English Second Language classes an opportunity to learn how to navigate a performing arts centre in English.

In total, 48 tickets were redeemed. For many, this was their first experience taking in a live performance at the Fredericton Playhouse.

2018 PLAYHOUSE HONOURS: TANIA BREEN



Established in 2008, the Playhouse Honours is given to an individual selected by the Fredericton Playhouse board of directors. Generously presented by Atlantic Mediaworks, the program recognizes an individual's involvement in the performing arts in Fredericton, fostering a deeper appreciation of the value that people can bring to community life through their work in music, theatre, dance, spoken-word and multidisciplinary performing arts.

A brilliant educator, director and performer, Tania Breen has been a vital part of Fredericton's performing arts community for the past 20 years.

Breen recently finished her tenure as director of the Theatre New Brunswick (TNB) Young Company and Theatre School. Parents and former students alike will tell you that she not only inspired a lifelong appreciation for the

arts in the children and youth she worked with – she changed lives. At the Theatre School, children from kindergarten to grade 12 had a safe space to play, create and explore. While teaching them her craft, she nurtured their self-confidence, work ethic and fostered an acceptance of others.

“It's an honour to be recognized,” says Breen. “We live in a community that values and supports its artists, and I'm a product of that. It's really a continuum. This award recognizes the people who came before me and invested in me and the cycle continues with those coming up behind me.”

Breen remains connected to TNB, mentoring a group of new instructors who grew up in the Theatre School and have returned to Fredericton to perform, teach and give back to their communities.

In this next chapter, Breen continues to be an invaluable part of the performing arts community in Fredericton, teaching musical theatre in the fine arts department at St. Thomas University (STU) – her alma mater.

FUND DEVELOPMENT



**\$79.7K
FUNRAISED**



**45
SPONSORS & PARTNERS**



**8
FUNDING PARTNERS**

Donations play a major role in ensuring the sustainability of our education and outreach initiatives.

The Fredericton Playhouse’s private donor program is called the *Friends of the Fredericton Playhouse*. While we accept donations all year, from October through

December, we conducted a targeted fundraising campaign, receiving nearly \$73K in donations from 338 donors.

In February, we launched our second-annual Share the Magic 50/50+ campaign, which raised \$6.8K — a 34% increase over its inaugural year.

FUND DEVELOPMENT



The Fredericton Playhouse receives generous support from many funding partners.

The Government of Canada supported the Spotlight Series, Kidstage Series and Experience More! programming. Thanks to funding from the Cultural Spaces program, we are able to offer a better experience for our patrons and clients with new Ayrton Mistral TC lights and a DiGiCo sound console.

The Province of New Brunswick supported Canadian urban dance company, Gadfly's performance. They also provided funding to support the professional development and training of Playhouse staff.

The Province of Québec provided a joint grant with the Province of New Brunswick to support the performance of a collaborative work between Collectif9 with Architek Percussion.

The City of Fredericton provided grants to support the Spotlight and Kidstage series, as well as our inter-generational program.

Fredericton Community Foundation provided support for our School Field Trips accessibility program – bringing 800 students to the Playhouse for school shows.

TD provided funding for TD Student Rush ticket access program.

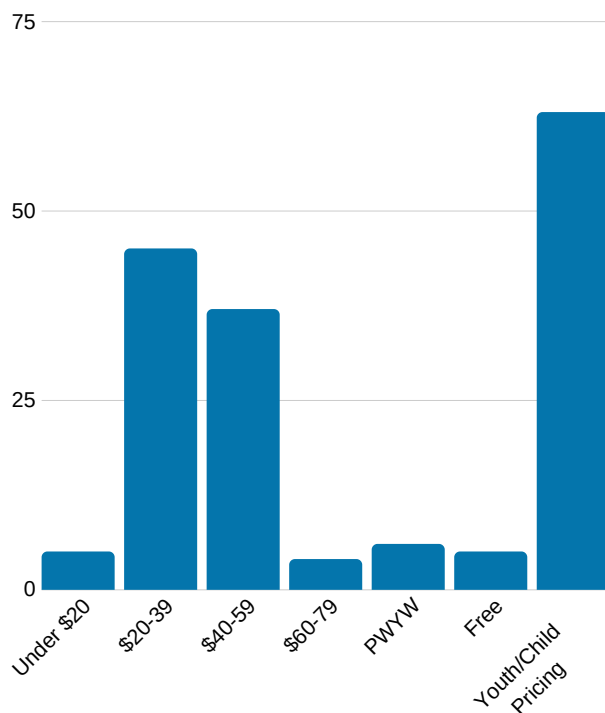


BOX OFFICE & TICKETING

Fredericton Playhouse Inc.'s (FPI) box office issued 57,219 tickets in 18,856 individual orders in 2018-19. A total value of \$1,647,140 was processed.

In addition to providing ticketing services for Playhouse events, the organization provides ticketing services for event organizers using other venues. In 2018-19, FPI serviced 25 other events in various venues.

An analysis of rental and program performance tickets sold through the box office demonstrates a wide range of different price points, with the majority of shows in 2018-19 falling in the \$20-\$39 category



COMMUNICATIONS & MARKETING

Fredericton Playhouse Inc. understands the necessity for a mix of marketing and communication tools to help us achieve our mission and strategic objectives.

We look at these tools in three categories:

Earned media: Unpaid content published on channels that we don't own (e.g. The Daily Gleaner, CBC.ca, etc.)

Owned media: Any content published on our own channels (e.g. FPI website, social media accounts, e-newsletter etc.).

Paid media: Any paid advertisements (e.g. radio ads, print ads, social media ads, etc.)

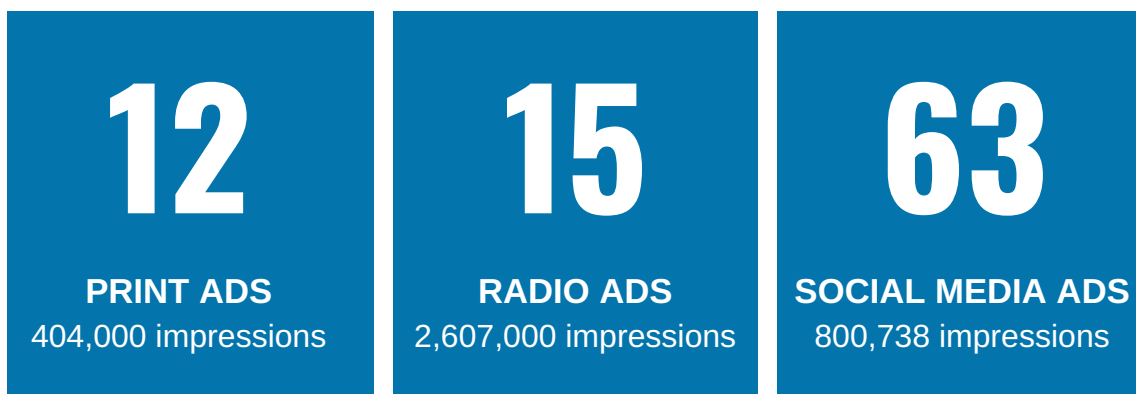


EARNED MEDIA

In 2018-19, Fredericton Playhouse was mentioned in the news **more than 100 times**. This includes letters to the editor, op-eds, traditional print and broadcast stories.

PAID MEDIA

In 2018-19 we ordered and/or produced 12 print ads, 15 radio ads and 63 social media ads to extend the reach of our communications beyond our network of email subscribers, donors and members.



OWNED MEDIA

Website

In 2018-19 we added **Google Tag Manager** functionality to our website to gain a greater understanding of our customer's journey online.

We saw an **increase in traffic to our website** from organic search (3.8%), direct visits (15%) and social media (54.5%) over the previous year.

Social Media

Social media has become an invaluable tool to connect with our community. In 2018-19 we increased our following by nearly 1,500 — reaching more than **19,000 followers** across Facebook, Twitter and Instagram.

Over the year, we earned **3,348,324 impressions** (# of views) and received **20,467 engagements** (e.g. reactions, comments, shares).

Email Marketing

While email marketing was once thought to be on the way out, it is one of our most valuable marketing tools. With **more than 37,700 subscribers**, we use list segmentation to ensure that our patrons receive information on shows they care about the most. In 2018-19 our subscribers increased by 3,785.

Our average open-rate (34%), click-through-rate (7.4%) and unsubscribe-rate (0.1%) are all well ahead of industry standards for both non-profit and entertainment sectors.



16.9K
People Reached

3.9K
Engagements

Engagement

Reactions	1,278 >
Comments	226 >
Shares	54

VOLUNTEER PROGRAM



76
VOLUNTEERS

The Playhouse depends heavily on a team of 76 volunteers to provide excellent service to patrons at public and private functions.

Volunteers fill the role of usher, greeter and coat check attendant at every performance. They welcome our patrons to the show, and help make every night a night to remember.

During the 2018-19 season, our volunteers contributed an impressive 5,637 hours.



5,637
HOURS

Shirley Barnes was our Volunteer of the Year. She contributed 349.75 hours over 102 shows – a Playhouse record.

We're proud to report a low turnover rate of 3.9%.

Thank you to each and every one of our volunteers for their support and commitment to our organization! We couldn't do it without you.



7.6
AVERAGE # YEARS

FINANCIAL RESULTS

Audited financial statements can be found in Appendix 1.

Balance Sheet Summary:

Assets: 1,975,937

Liabilities: 1,247,094

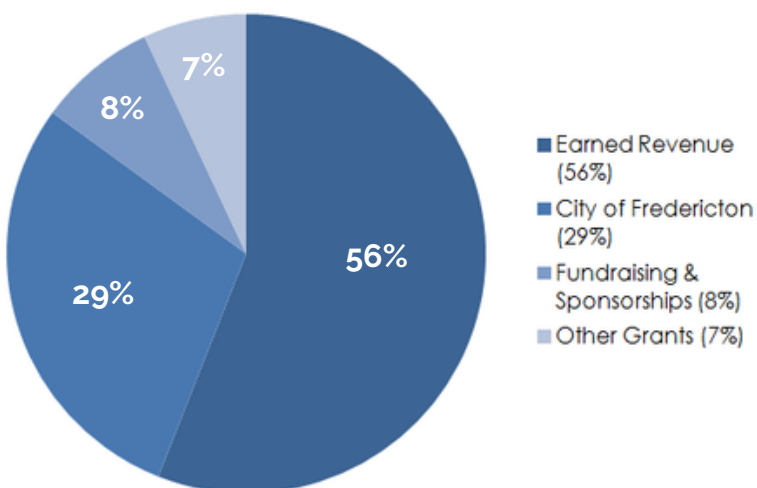
Net Assets: 728,843

Fredericton Playhouse Inc.'s (FPI) operations were a \$2.2 million concern in 2018-19.

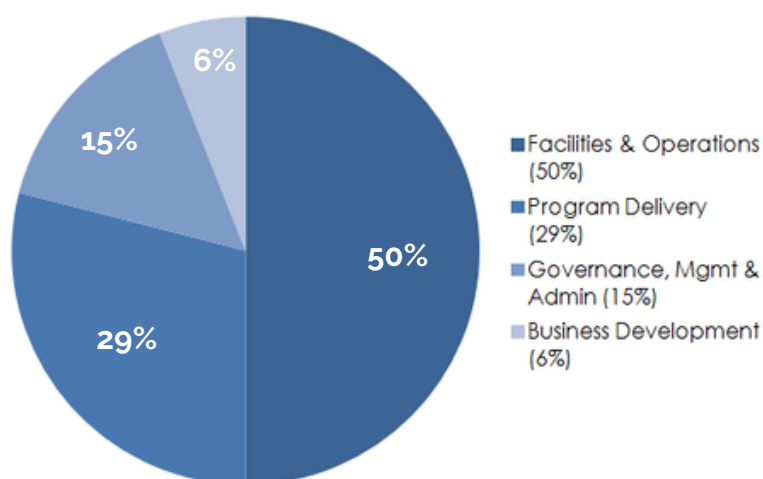
The organization posted an excess of revenue over expenses for the year in the amount of \$73,437. It represents less than 3.4% of the annual budget.

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

REVENUES



EXPENDITURES



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

FREDERICTON PLAYHOUSE INC.

Financial Statements

Year Ended June 30, 2019

FREDERICTON PLAYHOUSE INC.

Index to Financial Statements

Year Ended June 30, 2019

	Page
INDEPENDENT AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flow	6
Notes to Financial Statements	7 - 11

INDEPENDENT AUDITOR'S REPORT

To the Members of Fredericton Playhouse Inc.

Opinion

We have audited the financial statements of Fredericton Playhouse Inc. (the Theatre), which comprise the statement of financial position as at June 30, 2019, and the statements of changes in net assets, operations and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Theatre as at June 30, 2019, 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.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Theatre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Theatre's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Theatre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Theatre's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

(continues)

Independent Auditor's Report to the Members of Fredericton Playhouse Inc. *(continued)*

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Theatre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Theatre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Theatre to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Teed Saunders Doyle

Fredericton, New Brunswick
September 24, 2019

CHARTERED PROFESSIONAL ACCOUNTANTS

FREDERICTON PLAYHOUSE INC.

Statement of Financial Position

June 30, 2019

	2019	2018 <i>Revised</i>
ASSETS		
CURRENT		
Cash	\$ 682,832	\$ 676,238
Accounts receivable	53,252	29,459
Inventory	7,918	10,978
Prepaid expenses	98,478	90,693
	842,480	807,368
PROPERTY AND EQUIPMENT <i>(Note 4)</i>	1,133,457	1,117,221
	\$ 1,975,937	\$ 1,924,589
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable <i>(Note 5)</i>	\$ 142,958	\$ 191,095
Unearned revenue	541,960	504,708
	684,918	695,803
DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT <i>(Note 6)</i>	562,176	573,380
	1,247,094	1,269,183
NET ASSETS		
Invested in property and equipment <i>(Note 7)</i>	571,281	543,841
Internally restricted <i>(Note 8)</i>	83,585	90,290
Unrestricted	73,977	21,275
	728,843	655,406
	\$ 1,975,937	\$ 1,924,589

ON BEHALF OF THE BOARD



Director



Director

FREDERICTON PLAYHOUSE INC.

Statement of Changes in Net Assets

Year Ended June 30, 2019

	Unrestricted	Internally Restricted <i>(Note 8)</i>	Invested in Property and Equipment <i>(Note 7)</i>	2019	2018 <i>Revised</i>
NET ASSETS - BEGINNING OF YEAR - AS PREVIOUSLY REPORTED	\$ 21,275	\$ 90,290	\$ 198,841	\$ 310,406	\$ 277,287
PRIOR PERIOD ADJUSTMENT <i>(Note 9)</i>	-	-	345,000	345,000	345,000
NET ASSETS - BEGINNING OF YEAR - AS RESTATED	21,275	90,290	543,841	655,406	622,287
EXCESS OF REVENUE OVER EXPENSES	147,034	-	(73,597)	73,437	33,119
TICKET SURCHARGE	(108,234)	108,234	-	-	-
BUILDING IMPROVEMENT EXPENDITURES	114,939	(114,939)	-	-	-
INVESTED IN PROPERTY AND EQUIPMENT	(101,037)	-	101,037	-	-
NET ASSETS - END OF YEAR	\$ 73,977	\$ 83,585	\$ 571,281	\$ 728,843	\$ 655,406

FREDERICTON PLAYHOUSE INC.

**Statement of Operations
Year Ended June 30, 2019**

	2019	2018
REVENUE		
Amortization of deferred contributions related to property and equipment	\$ 96,499	\$ 98,204
Box office services	211,915	184,884
City of Fredericton grant - in-kind	192,648	220,817
City of Fredericton grant - operations	491,000	491,000
Concessions and commissions	78,686	77,563
Miscellaneous	117,331	121,579
Other grants	14,291	12,168
Presentations - admissions	408,798	311,393
Presentations - contributions	152,931	151,957
Presentations - other earned	28,143	22,992
Rentals	270,257	238,338
Ticket surcharge	108,234	109,148
	<u>2,170,733</u>	<u>2,040,043</u>
EXPENSES		
Administrative overhead	107,640	99,343
Amortization	170,096	171,262
Building operations	174,897	174,511
Credit card charges	44,636	43,354
Faculty advertising	17,077	16,095
Memberships	3,306	3,140
Miscellaneous (including bad debts)	5,946	4,390
Presentations	507,155	423,898
Professional fees	28,116	20,142
Repairs and maintenance	72,194	98,554
Salaries and wages - administration	197,708	191,468
Salaries and wages - operations	692,111	678,612
Supplies	47,277	49,532
Ticketing system maintenance and supplies	27,239	27,812
Travel	1,898	2,897
	<u>2,097,296</u>	<u>2,005,010</u>
EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS	73,437	35,033
OTHER INCOME		
Loss on disposal of assets	-	(1,914)
EXCESS OF REVENUE OVER EXPENSES	\$ 73,437	\$ 33,119

FREDERICTON PLAYHOUSE INC.

**Statement of Cash Flow
Year Ended June 30, 2019**

	2019	2018
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 73,437	\$ 33,119
Items not affecting cash:		
Amortization	170,096	171,262
Amortization of deferred contributions related to property and equipment	(96,499)	(98,204)
Loss on disposal of assets	-	1,914
	<u>147,034</u>	<u>108,091</u>
Changes in non-cash working capital:		
Accounts receivable	(23,793)	(18,004)
Inventory	3,060	764
Prepaid expenses	(7,785)	(28,107)
Accounts payable	(48,137)	(1,193)
Unearned revenue	37,252	121,725
	<u>(39,403)</u>	<u>75,185</u>
	<u>107,631</u>	<u>183,276</u>
INVESTING ACTIVITIES		
Purchase of property and equipment	(186,332)	(158,494)
Proceeds on disposal of property and equipment	-	200
	<u>(186,332)</u>	<u>(158,294)</u>
FINANCING ACTIVITY		
Deferred contributions related to capital assets	85,295	54,941
INCREASE IN CASH	6,594	79,923
CASH - BEGINNING OF YEAR	676,238	596,315
CASH - END OF YEAR	\$ 682,832	\$ 676,238

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2019

1. OPERATIONS

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

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

Cash and cash equivalents

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

Economic dependence

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

Financial instruments policy

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

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

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

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

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

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

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

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FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2019

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

Revenue recognition

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

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

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

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

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

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

Property and equipment

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

Building	4%
Equipment	20%
Office equipment	30%

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

Contributed materials and services

Contributed materials and services are recognized in the financial statements at fair market value. During the year the Theatre recorded in-kind City of Fredericton grants of \$192,648 (2018 - \$220,817) in exchange for building operations expenses. The Theatre also recorded in-kind sponsorship revenue of \$55,546 (2018 - \$44,303) in exchange for various presentation expenses.

Use of estimates

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

Employee future benefits

The Theatre has a defined contribution pension plan for its permanent employees. Contributions to this plan are recognized on an accrual basis. During the year, the Theatre expensed an amount of \$26,580 (2018 - \$28,577) for this plan.

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2019

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, 2019.

Credit risk

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

Liquidity risk

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

Currency risk

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

4. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	2019 Net book value	2018 Net book value
Land	\$ 345,000	\$ -	\$ 345,000	\$ 345,000
Building	1,800,000	1,368,000	432,000	504,000
Equipment	1,955,895	1,606,908	348,987	257,632
Office equipment	199,999	192,529	7,470	10,589
	<u>\$ 4,300,894</u>	<u>\$ 3,167,437</u>	<u>\$ 1,133,457</u>	<u>\$ 1,117,221</u>

5. GOVERNMENT REMITTANCES PAYABLE

As of June 30, 2019, accounts payable includes government remittances payable of \$33,243 (2018 - \$44,574).

FREDERICTON PLAYHOUSE INC.**Notes to Financial Statements****Year Ended June 30, 2019****6. 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.

	<u>2019</u>	<u>2018</u>
Balance, beginning of year	\$ 573,380	\$ 616,643
Add: current year funding received	85,295	54,941
Less: amounts amortized to revenue	<u>(96,499)</u>	<u>(98,204)</u>
Balance, end of year	<u>\$ 562,176</u>	<u>\$ 573,380</u>

7. INVESTMENT IN PROPERTY AND EQUIPMENT

	<u>2019</u>	<u>2018</u>
a) Investment in property and equipment is calculated as follows:		
Property and equipment, net	\$ 1,133,457	\$ 1,117,221
Amounts financed by deferred contributions	<u>(562,176)</u>	<u>(573,380)</u>
	<u>571,281</u>	<u>543,841</u>
b) Changes in net assets invested in property and equipment is calculated as follows:		
Amortization of deferred contributions related to property and equipment	96,499	98,204
Amortization of property and equipment	(170,096)	(171,262)
Loss on disposal of capital assets	-	(1,914)
Excess of expenses over revenue	<u>(73,597)</u>	<u>(74,972)</u>
Net capital assets acquired	186,332	158,494
Amount funded by deferred contributions	(85,295)	(54,941)
Proceeds from disposal of capital assets	-	(201)
	<u>101,037</u>	<u>103,352</u>
Total change	<u>27,440</u>	<u>\$ 28,380</u>

8. 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.

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2019

9. PRIOR PERIOD ADJUSTMENT

In 2000, the Theatre received land by way of contribution. This contribution should have been recorded as a direct increase to net assets at the time, however it was set up as a deferred contribution. The resulting affect is a decrease in the 2018 deferred contributions and an increase in the 2018 investment in property and equipment of \$345,000.
