

FREDERICTON PLAYHOUSE INC.
ANNUAL REPORT
2017-2018





Our Vision

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

Our Values

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

- **Quality of Experience:** We provide enriching and valued live performance experiences.
- **Inclusivity:** We encourage and support broad access to our programs, services and facilities.
- **Diversity:** We embrace diversity in personal attributes and cultural backgrounds throughout our organization.
- **Integrity:** We employ business practices that are professional, progressive, accountable and fiscally responsible.
- **Environmental Responsibility:** We endeavour to minimize our impact on the environment.

Our Mission

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

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Letter from the Vice-President

As Vice-President of the Board of Directors of Fredericton Playhouse Inc., I am proud to present to you the organization's 2017-18 annual report.

With our president Susan Holt's departure on a leave of absence from the board in the fall of 2017, I was pleased to lead the board through the remainder of the fiscal year. Our board has a critical governance role in organizational stewardship, policy, and the development and implementation of our organizational planning framework.



Along with the Playhouse's dedicated staff and volunteers, our board of directors is dedicated to providing patrons, partners and the community with enriching live performance experiences.

This season, the Playhouse's main stage was in use nearly every other day last year. We're pleased to report that 89 per cent of our program's post-show survey respondents expressed that their experience fully met or exceeded their expectations.

With more than \$62K donated through our Friends of the Fredericton Playhouse campaign to support our community access and school programs, this was a record-breaking year for fundraising. I believe this to be a reflection of the public's appreciation for the organization's value in the community.

While the board is very pleased with the success of the season, the need for a new performing arts centre continues to grow, and remains a significant priority. This year we have seen increasing evidence that the day will soon be upon us when we will have to close the facility temporarily — or permanently.

In this report you'll find that though we are not in the midst of construction, we have made significant strides revisiting the site, continuing to pursue funding partnerships with provincial and federal government, developing a process for hiring a design team, and working on a new public information campaign called "Build the Playhouse 2.0." Looking to the future, we are focused on securing funding and beginning the design process.

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

Greg MacFarlane
Vice-President, Board of Directors

Letter from the Executive Director

I'm pleased to report that 2017-2018 was a successful year at the Fredericton Playhouse, with high activity levels, fundraising and participation in community programs.

It was another busy season – the main stage was in use a total of 162 days for 117 public performances. An impressive 99 different offerings were available to the public. We saw an impressive attendance of more than 66K over the course of the year, with an even more impressive participation rate of 1 in 4 households in Fredericton holding tickets to a Playhouse event.



Another highlight was a successful Friends of the Fredericton Playhouse fundraising campaign, which raised an impressive \$62K to support community programs (a 9.5% increase).

We also saw high levels of participation in our programs. Nearly 15K attended our 34 Spotlight, Kidstage, and Canada 150 events. This year, we expanded our “pay-what-you-will” ticketing scheme to include all of our Kidstage performances. We saw major increases in participation in our Experience More! Program and School Fields Trips. Our Arts are for Everyone program, which seeks to reduce barriers in participating in the performing arts by working in partnership with local agencies, saw over 400 individuals impacted.

While our organization has continued to thrive over the past year, the Playhouse facility itself is at capacity, and is in a progressively deteriorating state. Constructing a new performing arts centre to replace the existing building remains a top priority for our organization. As you'll see in this report, we have made strides toward that goal over the past year. For those of us working “on the ground”, this is an urgent matter and we hope to gain greater momentum in moving this project forward 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.

Tim S. Yerxa
Executive Director

Board Members

Ms. Susan Holt	President (on leave from Oct. 2017)
Mr. Greg MacFarlane	Vice-President
Mr. Wayne Burley	Past President
Mr. Shawn Bringloe	Treasurer
Ms. Kim Schnarr	Secretary
Mr. John Ball	(from Jan. 2018)
Mr. Chris Carson	(from Jan. 2018)
Ms. Lily Chen	(to Dec. 2017)
Ms. Molly Demma	(from Jan. 2018)
Ms. Giselle Goguen	
Mr. Don Harrington	(to Dec. 2017)
Mr. Ian Howey	
Mr. Murray Jamer	
Mr. Paul MacNabb	
Mr. Duncan Matheson	
Ms. Shae McCarthy	
Ms. Diane Morrison	
Ms. Julia Ramirez	
Ms. Germaine Pataki-Therriault	(Secretary, to Dec. 2017)
Mr. Bob Scott	Chair, Capital Campaign (ex-officio)
Ms. Tina Tapley	City Liaison (ex-officio, from Jan. 2018)

Staff Members

Bonnie Barlow	Janitorial
Melissa Cameron	Ticketing Supervisor
Wendy Caron	Ticketing and Administration Manager
Wylie Casey	Patron Services Supervisor
David Cook	Head of Sound
Alexandra Davis	Communications Director (to June 2018)
Jeff Fevens	Technical & Facilities Director
Claire Geldart	Communications Director (from June 2018)
Sally Goodwin	Patron Services Manager
Jonathan Harpur	Head of Lighting
Valerie Hillier	Director of Programming
Judy Joe	Assistant Technical & Facilities Director
Charity MacDonald	Ticketing Supervisor
Christina Nicoll	Development Director
Della Shepherd	Accounts and Operations Manager
Corey Wilson	Head Stage (to March 2018)
Tim Yerxa	Executive Director

Strategic Plan

Over the course of 2017-2018, the Fredericton Playhouse Inc. (FPI) management team continued to work toward goals outlined in a 3-year strategic plan developed in early 2015. This was the final year of this planning cycle.

GOAL: Develop audiences and programs

FPI remains committed to developing its audience base. Our priority for 2015-18 was “diversification” — attracting those segments that are currently not participating. Special areas of focus were on youth (children to young adults) and cultural diversity.

Results

- ✓ 5% increase in “under 19” tickets
- ✓ 45% increase in youth tickets
- ✓ 55% increase in Kidstage attendance
- ✓ 32% increase in school show attendance
- ✓ 128% increase in “Student Rush” tickets
- ✓ New targeted youth programming with post-secondary institutions
- ✓ Increase in patrons under 35
- ✓ Increased audience cultural diversity
- ✓ Increased outreach to ethno-cultural organizations
- ✓ Increased participation in Playhouse programs
- ✓ Increased contributed income towards programming

GOAL: Contribute to local arts community

While FPI enjoys a very positive public image and strives to be a regional leader in delivering live performance experiences, we wanted to ensure we remained connected to our local performing arts community. We believe it is important to leverage our assets to provide opportunities for emerging performing artists/arts groups to utilize our facility, and to support their offerings with our program and audience development expertise.

Results

- ✓ 17 new projects with local performing artists/arts groups
- ✓ Increased usage of facilities and services by local performing artists/arts groups

GOAL: Achieve financial sustainability

FPI's continued approach to its fiscal management is to maintain an accumulated surplus and to budget general operations on a break-even basis while making strategic investments from restricted funds. Prior to 2015, we had experienced recent operating deficits and had to ensure that such a position was 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.

Results

- ✓ Achieved and maintained accumulated surplus from operations
- ✓ Restricted investment in the Playhouse to maintaining facilities and services (no improvements)
- ✓ Implemented a new decentralized financial management model

GOAL: Develop a performing arts centre

In 2013, FPI began 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 or community's current or future needs. Phase two of the study, completed in early 2015, definitively recommended that a new augmented facility be constructed and indicated that the organization is in a strong position to move forward. Thus, central to FPI's 2015-2018 Strategic Plan was the execution of an infrastructure development strategy.

Results

- ✓ Made progress in developing a plan for the new performing arts centre, but did not meet the stated goals to:
 - secure funding;
 - complete design; and
 - begin construction.

GOAL: Strengthen organizational positioning

FPI is viewed as a critical community asset, but we aspire to expand our profile on a regional basis and to be known as an innovative sector leader. We see value in strongly defining FPI's direct and indirect impact as we move to deepen the value proposition associated with the development of a new performing arts centre. By fulfilling a leadership role we are not only able to develop a general appreciation of the performing arts, but an increased awareness of FPI's role in the community. This appreciation and awareness has the power to garner greater support for FPI as we seek infrastructure development, including a capital campaign.

Results

- ✓ 18% increase in contributed income, demonstrating the community's support of FPI
- ✓ Fredericton Chamber of Commerce's Business Excellence Award in 2015-16
- ✓ Increase in public awareness of FPI, its programs and services (CRA Urban Report 2016-18)
- ✓ High levels of recognition of FPI as a contributor to quality of life, health and economic vitality of the community (CRA Urban Report 2016-18)

Developing a New Plan

In 2017-18, the board adopted a new 1-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 3-year plan for 2019-22 that could more concretely address the organization's development and operation of a new facility.

The five goals outlined in the new 1-year plan are:

Develop audiences and programs

FPI remains committed to developing its audience base. Our priorities in 2018-19 relate to diversification — attracting segments that are not currently participating — with a focus on youth (children to young adults) and cultural diversity.

Contribute to local arts community

While FPI enjoys a very positive public image and makes an effort 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 supporting their offerings through our program and audience development expertise.

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.

Strengthen 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 are able to 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.

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. 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.

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 2017-18, levels of facility usage remained high. The Playhouse stage was in use a total of 162 days. In addition, the gallery 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 (presentations) account for the remainder.

The Playhouse hosted 110 ticketed performances featuring 92 different offerings, and hosted 19 non-ticketed events using the main stage (school, corporate or free events).

Users included:

- | | | |
|--|--------------------------------------|--------------------------------|
| - Animaritime | - Fredericton District Soccer Assoc. | - Quatro Entertainment Inc. |
| - Asian Heritage Society | - Gerard ADHD Entertainment, Inc. | - Raynemaker Productions* |
| - Atlantic Ballet Atlantique Canada | - Government of New Brunswick | - Rocklands Entertainment |
| - Bonnie Kilburn Dance Centre Inc. | - Greenarm Commercial Realty | - Shantero Productions |
| - Capital Arts Support Inc.* | - Harvest Jazz & Blues Festival | - Sonic Concerts |
| - Capital Area Chapter, ICCANB | - Johnny Showcase Ltd. | - Symphony NB |
| - Canadian Association Municipal Administrators | - Jones Entertainment Group | - Thank You For the Music |
| - Canadian Pharmacists Association | - Leo Hayes High School | - Theatre New Brunswick |
| - Chinese Cultural Assoc. | - Lesandra Dodson* | - Town of Oromocto |
| - Comedy 150 Canada | - Maclsaac Agency | - UNB Rock & Ice Club |
| - Council for the Advancement of Native Development Officers | - McLean Media Enterprises Inc. | - VaughnCo. Entertainment Inc. |
| - Cyrus Entertainment / Jason Vautour | - NB College of Craft and Design | - WestBeth Entertainment |
| - Dance Fredericton | - NB Country Showcase | - The Wiggles Live Pty Ltd. |
| - Elite Dance | - NB Innovation Foundation | - Xtreme Dance |
| - EVENKO | - NB Power | |
| - Filipino Canadian COMMUNITY | - NB Physique & Fitness Assoc. | |
| | - NB Teachers Association | |
| | - Paquette Productions | |
| | - Production Studio Nicko | |

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

162 days in use

110 ticketed performances

92 different offerings

66K+ total attendance

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. (FPI) since 2011. In 2017-18, we continued to work with the City of Fredericton toward developing the “preferred option” as described in the 2015 feasibility — an 850-seat main hall and a 300-seat flexible performance space with shared lobbies, amenities and backstage functions.

In 2017-18, we continued to make strides toward achieving this goal. In fall and early winter, FPI led a substantial “revisiting” of the site. An investigation into the feasibility of an expanded version of the existing site (using St. John Street, which had not previously been considered) was followed by an exhaustive public and stakeholder consultation of this option. Two scenarios were developed: (1) all new construction and (2) maintaining the auditorium and building the new facilities around it.

The result of this study was a decision by FPI’s board and Fredericton City Council to pursue an “all new construction” option on this expanded version of the existing Playhouse site and to pursue a phased approach to the construction to reduce closures and interruptions of service. Following this decision, the project budget was updated and reduced to \$45.1 million and officials from FPI and the City met with the Legislative Administration Committee to present the new site plan.

In March, a revised funding request was made to the provincial and federal governments along with a short-term request to fund the design phase of the project. FPI engaged Webb Management Services to update the Operations Budget pro forma, from the 2015 feasibility study, to take into account current FPI operations and new information from the project’s operational funding model. This update revealed that the increase in operational funding required from the City would only be 5%.

FPI worked with the City to develop a process for the procurement of a design team. This process was approved by FPI and City Council in June 2018.

Ongoing public awareness and communications were made around the project, significantly the preparation of a new public awareness and support-building campaign called “Build the Playhouse 2.0” — to be launched in summer 2018. Fredericton Playhouse Inc. continued to advocate to both provincial and federal governments for financial support.

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

Programs

Spotlight and Kidstage Series

Fredericton Playhouse Inc.'s (FPI) flagship program, the Spotlight series features professional, world-class performers in music, theatre and dance. The Kidstage series is designed to introduce young audiences to the magic of performing arts. In 2017-18 we presented **34 performances** in the Spotlight and Kidstage series with **total attendance at 14,866.**

34 Spotlight & Kidstage shows

14.8K+ attendees

5 "Pay-What-You-Will" performances

- The Nothern Pikes
- Late Nite Catechism
- O-Celli
- Bill and Joel Plaskett
- Paris – The Show
- A Passage to Bollywood
- Classic Albums Live: 2112
- The Jerry Cans
- Emilie- Claire Barlow
- The Barra MacNeils
- Toronto Dance Theatre
- Girls Nite Out
- Basia Bulat
- Victoria
- Call Mr. Robeson
- Lemon Bucket Orkestra
- Inside/Out PostSecret: The Show
- Ivan Coyote
- Rosie & the Riveters
- Classic Albums Live: Breakfast in America
- Flip FabriQue
- Cadence
- Cinderella
- Manxmouse: The Mouse Who Knew No Fear
- Mermaid Theatre of Nova Scotia

New partnerships and expanded programs

Highlights from the 2017-18 season include **a new partnership with the New Brunswick African Association for Black History Month** — including a talk with Tayo Aluko (Call, Mr. Robeson) and pre-talk event with African food samples. Two-hundred and seventy-two patrons attended this event followed by a performance of Call Mr. Robeson the following day attended by 429 patrons.

Following the success of our "Pay-What-You-Will" pricing scheme over the last two seasons, FPI expanded the initiative for 2017-18. This year we offered "Pay-What-You-Will" pricing for two Spotlight series performances *The Jerry Cans* and *Inside/Out* and all Kidstage performances.

Canada 150 Series

In 2017, Canada celebrated the 150th anniversary of confederation, a pivotal milestone and an opportunity to connect with our past, celebrate who we are today, honour our exceptional achievements and build a legacy for tomorrow. With that in mind, we presented a special multidisciplinary series, consisting of four shows that reflect Canada's vibrant performing arts landscape:



- Kaha:wi Dance Theatre: *Re-Quickening*
- FIXT POINT: *The Tale of a Town – Canada*
- *WWI in Film and Music: Battle of the Somme*
- Breabach and Old Man Luedecke: A Special Double Bill Concert.

In addition to these performances, we presented several Experience More! enrichment activities, including a contemporary indigenous dance primer, a conversation with Kaha:wi Dance Theatre Artistic Director Santee Smith, and a scotch whisky tasting with Frank Scott.

Thanks to the support of our funding partners, all tickets in the Canada 150 Series were \$18.67 to mark the year of confederation.

Patron Feedback Survey Results

This year we implemented a short post-show survey to measure how well we are meeting our patron's expectations. The Patron Feedback Survey is sent at 11 p.m. after each show to those email addresses associated with accounts that held tickets to Spotlight, Kidstage and Canada 150 series performances. This year, we received 1,827 responses. Here are the results:

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

Experience joy	Share creative experiences with others	Connect with family & friends	Learn about my own or other cultures	Be transformed by a remarkable artistic experience	Uplift my soul
914	752	810	388	662	711

How did your experience compare with your expectations?

- Exceeded – 44%
- Fully met – 45%
- Somewhat met – 8%
- Did not meet – 3%

Experience More!

The Experience More! program is a series of innovative workshops and activities held in conjunction with the Spotlight series, intended to further enrich the experience of our patrons. In 2017-18, the Playhouse offered a total of 14 Experience More! activities.

Highlights this season include a sold-out Indian Dining Experience in partnership with the Indo-Canadian Association. This was a full 3-course meal at the Crowne Plaza built upon the previous year's activities during Diwali. We hope to partner with the Indo-Canadian Association again in the future.



Other activities included several pre- or post-show artist talks, several food and drink experiences, a senior's movement workshop with Dulcinea Langfelder) and readings at the Fredericton Public Library.

In total, 840 people participated in Experience More! events during the 2017-18 season. That's a 50% increase over 2016-17.

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 FPI's strategic initiative to contribute to the local arts community.

School Field Trips

In 2017-18, the Playhouse offered five school performances featuring a variety of artistic genres and intended for a number of age ranges.

FPI continued to offer a bus subsidy to help schools with the cost of attending matinee shows, as well as an access grant (funded in part by the Fredericton Community Foundation), which allowed 800 students to attend a performance free of charge. This included a special daytime bussed-in performance by the Fredericton Symphony Orchestra which was presented completely free of charge.

In total, **2,677 students experienced the magic of live performance** through the School Field Trips at the Playhouse during the 2017-18 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 tickets — 413 of which were redeemed. In 2017-18 we worked with eight partner organizations, including: Autism Connections, Family Friends program at the YMCA, Family Enrichment & Counseling Services, Multicultural Association of NB, OPAL Family Services, Hayward House Recovery Centre, Fredericton and Area Down Syndrome Society and Greener Village (Fredericton Food Centre).

FPI brought Ivan Coyote to Leo Hayes High School for a special complimentary performance where he performed and spoke to students.

Intergenerational Project

This season we continued last year's pilot Intergenerational Project. Residents from Ste. Anne's Court and Farraline House Senior's Residence were paired with students from Theatre New Brunswick's Theatre School to attend a show together. A pre-show reception offered the chance for them to chat and get to know each other before attending *A Passage to Bollywood*.

Food for the Soul

The Food for the Soul ticketing program continued this year through the Fredericton Food Centre. FPI staff visited the food bank when clients came to pick up hampers and offered ticket vouchers to shows our Spotlight series. An additional 8 tickets were redeemed through this program.

Making Connections

The Making Connections program is a partnership with the Multicultural Association of Fredericton that gives newcomers in English Second Language classes an opportunity to understand how to navigate a performing arts centre from finding information on upcoming events to purchasing tickets and attending a performance. In total, 54 tickets were redeemed. For many, this was their first experience taking in a live performance at the Fredericton Playhouse.

AT THE FREDERICTON PLAYHOUSE

the arts
are for
everyone

FREDERICTON FOOD CENTRE
SPECIAL OFFER

We are pleased to offer up to 4 FREE tickets
to ONE of the following performances:

LEMON BUCKET ORKESTRA
Feb. 23 at 7:30 p.m.
(World music)

ROSIE & THE RIVETERS
April 11 at 7:30 p.m.
(Folk music)

CADENCE
May 5 at 7:30 p.m.
(A cappella music)

BOX OFFICE VOUCHER | THIS IS NOT A TICKET
VOUCHERS MUST BE REDEEMED AT LEAST 30 MINUTES BEFORE THE PERFORMANCE
AT THE FREDERICTON PLAYHOUSE BOX OFFICE
For more information call the box office at 458-8344

Playhouse Honours



For 40 years, Lynn Addleman has worked diligently as a leader and supporter of the arts community in Fredericton. Much of this work has been behind the scenes in her volunteer role as costume designer and coordinator for Fredericton High School drama and musical theatre productions.

Lynn crafted costumes for more than 100 students each year. The care she took to ensure each student felt special and valued was evident from the work that was put into each costume, always making sure it fit just right, that each student was comfortable and happy in their garments, and that the costumes fit the period of the show.

Lynn has also maintained more than 10,000 costume pieces, and has prepared rentals for local public schools, universities, Notable Acts, Bard In the Barracks, Theatre New Brunswick's Theatre School as well as other community theatre groups and individuals. She has also taken on roles as a fundraiser, event coordinator and volunteer for many other arts groups in Fredericton.

Lynn has demonstrated excellence in her craft of costume design, while showing care and compassion for those she serves. Her ability to support and inspire others while working behind the scenes is most impressive.

The Playhouse Honours recipients received their award during a private ceremony at the Fredericton Playhouse with their family, friends and collaborators, and Addleman'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

Fredericton Playhouse Inc.'s (FPI) private donor program is called the *Friends of the Fredericton Playhouse*.

Donations made through this program play a large role in ensuring that education and outreach initiatives are made available to the community — like Arts are for Everyone, School Field Trips and Experience More!

Although donations are accepted year-round, a targeted campaign took place from October to December 2017.

During the 2017-18 season, 248 individual donors contributed a total of \$62,062.

Share the Magic 50/50+ Draw

This season, we introduced a brand new fundraising initiative, to support our community outreach and youth programs.

From Feb. 1 to May 5, patrons had the chance to enter our **Share the Magic: 50/50+** contest through the box office and in the lobby during all performances. The grand prize winner received 50% of the proceeds collected and our generous sponsors WestJet and Spicer Cole donated two bonus early bird prizes: a diamond, gold and quartz necklace and two plane tickets anywhere WestJet flies.

The draw raised \$5,057 to support important Playhouse programs, including our School Field Trips series and the Arts are for Everyone program.



Grants, Funders and Sponsors

The Fredericton Playhouse receives generous support from many funders and partners.

FUNDERS:

Canadian Heritage provided a grant in support of the Spotlight Series, the Canada 150 Series and the purchase of specialized equipment.

Province of New Brunswick provided a grant in support of *A Battle of the Somme*, a joint project with Fredericton Symphony Orchestra; and provided a joint grant with the Province of Québec in support of Emilie Clare Barlow.

Province of Québec provided a joint grant with the Province of New Brunswick supporting Emilie Clare Barlow.

City of Fredericton provided grants to support the Spotlight and Kidstage series, as well as the *Celebrate Diwali* event in partnership with the Indo-Canadian Association of Fredericton.

Fredericton Community Foundation provided support for our School Field Trips accessibility program.

Community Foundations of Canada provided support for the Canada 150 Series.

TD provided funding for TD Student Rush ticket access program.

PARTNERS:

- Andrew Craik, BMO Nesbitt Burns
- Atlantic Mediaworks
- Bell Media (Radio)
- CBC Radio
- Creative Juices
- Crowne Plaza Fredericton Lord Beaverbrook Hotel
- Daily Gleaner
- Downtown Fredericton
- Edwina's
- Frostival
- Jensen's Powertrain
- Pure Leaf
- Taylor Printing
- Teed Saunders Doyle
- TD
- Valley Graphics



Communications



Fredericton Playhouse Inc. (FPI) employs a number of marketing strategies to reach out to existing audiences and to develop new ones.

During the 2017-18 season, FPI continued to use digital tools to spread messages about upcoming performances, events, programs and other general information about the facility. We regularly use Facebook, Twitter, Wordpress and Instagram to engage online users — and offer additional contests and content.

Other marketing initiatives for the year included poster campaigns, e-blasts, press releases and blog posts for each Spotlight series performance, as well as targeted newspaper and radio ads for select shows.

Holiday performances were highlighted in a special blog post, and shows and gift certificates were promoted during a Christmas Gift Giving campaign that included a blog post, social media and radio ads. A number of performances, events and initiatives received media coverage over a variety of platforms.

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

Volunteers

Fredericton Playhouse Inc. (FPI) depends heavily on a team of 79 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, occasionally performing additional tasks, like wine pouring, envelope stuffing and assisting at off-site events. Our volunteers also play an integral role in the event of an emergency evacuation or power outage.



79 volunteers

5,285 hours contributed

25% bilingual

2.5% turnover rate

During the 2017-18 season, FPI volunteers contributed an impressive 5,285 hours. Anne McCluskey was named Volunteer of the Year — contributing 229.25 hours. A total of 19 volunteers contributed more than 100 hours each.

New online scheduling system

This year, FPI switched to an online volunteer system to help streamline the scheduling process. The online system is very easy to use and enables each volunteer to pick and choose which events they want to volunteer for. They can also take themselves off a list if their availability changes. Our volunteers love the ability to manage their own schedules and on the administrative side, the online program is extremely efficient —providing up to date statistics, schedules and contact information for all our volunteers.

We strongly value our volunteers and strive to develop our volunteer program as a robust, successful and appealing enterprise for current and future members in the community. We engage in active recruitment throughout the year, with a special focus on youth and diversity and are proud to note that 25 per cent of our volunteers are bilingual.

Box Office/Ticketing

Fredericton Playhouse Inc.'s (FPI) box office issued 57,219 tickets in 18,856 individual orders in 2017-18.

A total value of \$1,647,140 was processed.

The box office employs two full-time ticketing supervisors and several casual ticketing agents who provide an exceptional level of service.

57,219 tickets issued

18,856 individual orders

\$1,647,140 total value processed

Ticketing services for other event organizers

In addition to providing ticketing services for Playhouse events, the organization provides ticketing services for event organizers using other venues. In 2017-18, FPI serviced 25 other events in various venues including:

- Oromocto Pioneer Days
- Theatre New Brunswick's Open Space Theatre
- FHS Tom Morrison Theatre

Price point analysis

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 2017-18 falling in the \$20-\$39 category.

Price point	# of shows
Under \$20	11
\$20-\$39	54
\$40-59	22
\$60-\$79	1
\$80+	0
Pay What You Will	5
Free	8
Offered Student/ Youth/Child pricing	62

Financial Results

Audited financial statements can be found in Appendix 1.

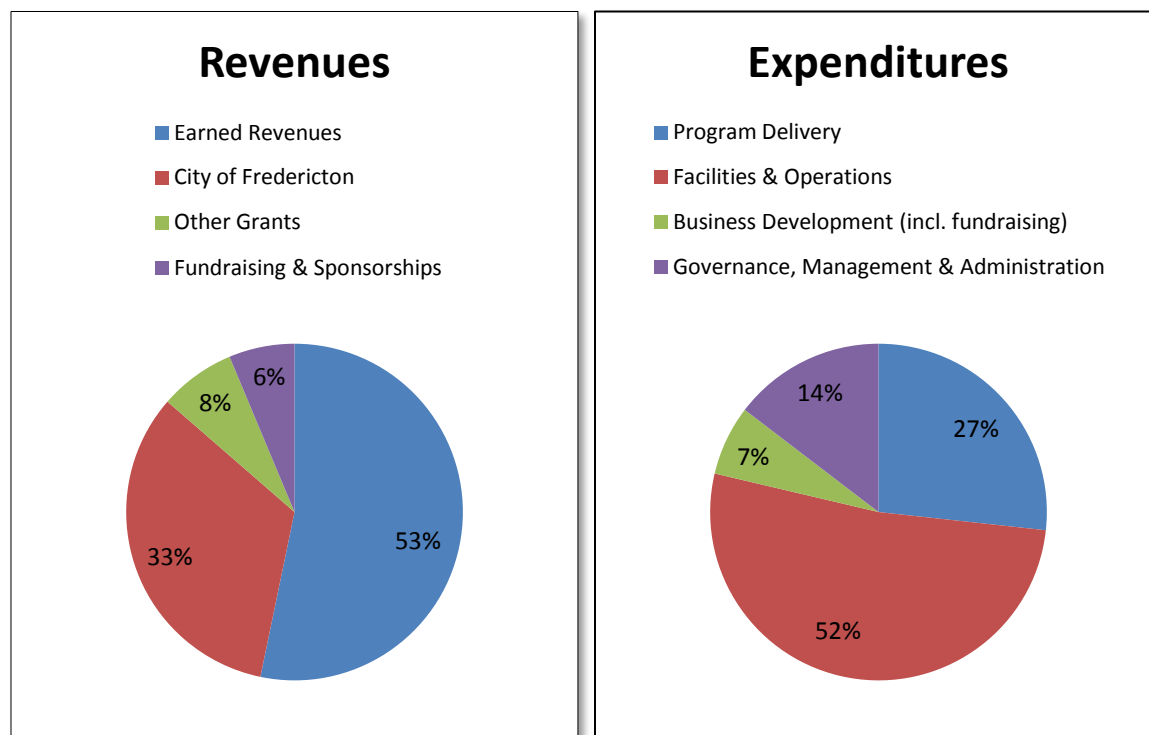
Balance Sheet Summary:

Assets	1,924,589
Liabilities	1,614,183
Net Assets	310,406

Fredericton Playhouse Inc.'s (FPI) operations were a \$2.0 million concern in 2017-18.

The organization posted an excess of revenue over expenses for the year in the amount of \$33,119. It represents less than 1.7 per cent 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):



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, 2018

FREDERICTON PLAYHOUSE INC.

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Year Ended June 30, 2018

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INDEPENDENT AUDITOR'S REPORT

To the Members of Fredericton Playhouse Inc.

We have audited the accompanying financial statements of Fredericton Playhouse Inc., which comprise the statement of financial position as at June 30, 2018 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, 2018 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Teed Saunders Doyle

Fredericton, New Brunswick
September 25, 2018

CHARTERED PROFESSIONAL ACCOUNTANTS

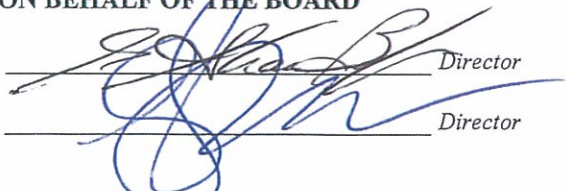
FREDERICTON PLAYHOUSE INC.

Statement of Financial Position

June 30, 2018

	2018	2017
ASSETS		
CURRENT		
Cash	\$ 676,238	\$ 596,315
Accounts receivable	29,459	11,455
Inventory	10,978	11,742
Prepaid expenses	90,693	62,586
	<u>807,368</u>	<u>682,098</u>
PROPERTY AND EQUIPMENT (Note 4)	<u>1,117,221</u>	<u>1,132,104</u>
	<u>\$ 1,924,589</u>	<u>\$ 1,814,202</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable (Note 5)	\$ 191,095	\$ 192,289
Unearned revenue	504,708	382,983
	<u>695,803</u>	<u>575,272</u>
DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT (Note 6)	<u>918,380</u>	<u>961,643</u>
	<u>1,614,183</u>	<u>1,536,915</u>
NET ASSETS		
Invested in property and equipment (Note 7)	198,841	170,461
Internally restricted (Note 8)	90,290	82,454
Unrestricted	21,275	24,372
	<u>310,406</u>	<u>277,287</u>
	<u>\$ 1,924,589</u>	<u>\$ 1,814,202</u>

ON BEHALF OF THE BOARD


 _____ Director
 _____ Director

FREDERICTON PLAYHOUSE INC.
Statement of Changes in Net Assets
Year Ended June 30, 2018

	Unrestricted	Internally Restricted	Invested in Property and Equipment	2018	2017
NET ASSETS - BEGINNING OF YEAR	\$ 24,372	\$ 82,454	\$ 170,461	\$ 277,287	\$ 267,777
EXCESS OF REVENUE OVER EXPENSES	108,091	-	(74,972)	33,119	9,510
TICKET SURCHARGE	(109,148)	109,148	-	-	-
BUILDING IMPROVEMENT EXPENDITURES	101,312	(101,312)	-	-	-
INVESTED IN PROPERTY AND EQUIPMENT	(103,352)	-	103,352	-	-
NET ASSETS - END OF YEAR	\$ 21,275	\$ 90,290	\$ 198,841	\$ 310,406	\$ 277,287

FREDERICTON PLAYHOUSE INC.

Statement of Operations

Year Ended June 30, 2018

	2018	2017
REVENUE		
Amortization of deferred contributions related to property and equipment	\$ 98,204	\$ 115,383
Box office services	184,884	166,545
City of Fredericton grant - in-kind	220,817	181,496
City of Fredericton grant - operations	491,000	479,000
Concessions and commissions	77,563	56,334
Miscellaneous	121,579	131,138
Other grants	12,168	23,530
Presentations - admissions	311,393	408,073
Presentations - contributions	151,957	141,578
Presentations - other earned	22,992	23,432
Rentals	238,338	222,071
Ticket surcharge	109,148	103,094
	<u>2,040,043</u>	<u>2,051,674</u>
EXPENSES		
Administrative overhead	99,343	118,993
Amortization	171,262	190,618
Building operations	174,511	148,934
Credit card charges	43,354	34,835
Faculty advertising	16,095	22,150
Memberships	3,140	3,595
Miscellaneous (including bad debts)	4,390	6,218
Presentations	423,898	512,232
Professional fees	20,142	12,562
Repairs and maintenance	98,554	90,038
Salaries and wages - administration	191,468	175,476
Salaries and wages - operations	678,612	661,955
Supplies	49,532	39,275
Ticketing system maintenance and supplies	27,812	23,776
Travel	2,897	1,507
	<u>2,005,010</u>	<u>2,042,164</u>
EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS	35,033	9,510
OTHER INCOME		
Loss on disposal of assets	(1,914)	-
EXCESS OF REVENUE OVER EXPENSES	\$ 33,119	\$ 9,510

FREDERICTON PLAYHOUSE INC.

Statement of Cash Flow

Year Ended June 30, 2018

	2018	2017
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 33,119	\$ 9,510
Items not affecting cash:		
Amortization	171,262	190,618
Amortization of deferred contributions related to property and equipment	(98,204)	(115,383)
Loss on disposal of assets	1,914	-
	<u>108,091</u>	<u>84,745</u>
Changes in non-cash working capital:		
Accounts receivable	(18,004)	18,226
Inventory	764	(1,279)
Prepaid expenses	(28,107)	29,790
Accounts payable	(1,193)	18,339
Unearned revenue	121,725	(45,028)
	<u>75,185</u>	<u>20,048</u>
	<u>183,276</u>	<u>104,793</u>
INVESTING ACTIVITIES		
Purchase of property and equipment	(158,494)	(61,698)
Proceeds on disposal of property and equipment	200	-
	<u>(158,294)</u>	<u>(61,698)</u>
FINANCING ACTIVITY		
Deferred contributions related to capital assets	54,941	-
INCREASE IN CASH	<u>79,923</u>	<u>43,095</u>
CASH - BEGINNING OF YEAR	<u>596,315</u>	<u>553,220</u>
CASH - END OF YEAR	<u>\$ 676,238</u>	<u>\$ 596,315</u>

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2018

1. OPERATIONS

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

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

Cash and cash equivalents

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

Economic dependence

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

Financial instruments policy

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

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

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

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

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

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

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

(continues)

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2018

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

Revenue recognition

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

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

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

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

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

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

Property and equipment

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

Building	4%
Equipment	20%
Office equipment	30%

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

Contributed materials and services

Contributed materials and services are recognized in the financial statements at fair market value. During the year the Theatre recorded in-kind City of Fredericton grants of \$220,817 (2017 - \$181,496) in exchange for building operations expenses. The Theatre also recorded in-kind sponsorship revenue of \$44,303 (2017 - \$41,603) 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 \$28,577 (2017 - \$26,291) for this plan.

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2018

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, 2018.

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	2018 Net book value	2017 Net book value
Land	\$ 345,000	\$ -	\$ 345,000	\$ 345,000
Building	1,800,000	1,296,000	504,000	576,000
Equipment	1,771,876	1,514,244	257,632	198,667
Office equipment	197,686	187,097	10,589	12,437
	<u>\$ 4,114,562</u>	<u>\$ 2,997,341</u>	<u>\$ 1,117,221</u>	<u>\$ 1,132,104</u>

5. GOVERNMENT REMITTANCES PAYABLE

As of June 30, 2018, accounts payable includes government remittances payable of \$44,574 (2017 - \$47,553).

FREDERICTON PLAYHOUSE INC.

Notes to Financial Statements

Year Ended June 30, 2018

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.

	2018	2017
Balance, beginning of year	\$ 961,643	\$ 1,077,026
Add: current year funding received	54,941	-
Less: amounts amortized to revenue	(98,204)	(115,383)
Balance, end of year	<u>\$ 918,380</u>	<u>\$ 961,643</u>

7. INVESTMENT IN PROPERTY AND EQUIPMENT

	2018	2017
<u>a) Investment in property and equipment is calculated as follows:</u>		
Property and equipment, net	\$ 1,117,221	\$ 1,132,104
Amounts financed by deferred contributions	(918,380)	(961,643)
	<u>198,841</u>	<u>170,461</u>
<u>b) Changes in net assets invested in property and equipment is calculated as follows:</u>		
Amortization of deferred contributions related to property and equipment	98,204	115,384
Amortization of property and equipment	(171,262)	(190,618)
Loss on disposal of capital assets	(1,914)	-
Excess of expenses over revenue	<u>(74,972)</u>	<u>(75,234)</u>
Net capital assets acquired	158,494	61,698
Amount funded by deferred contributions	(54,941)	-
Proceeds from disposal of capital assets	(201)	-
	<u>103,352</u>	<u>61,698</u>
Total change	<u>28,380</u>	<u>\$ (13,536)</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.