

FREDERICTON PLAYHOUSE INC.

# ANNUAL REPORT

JULY 1, 2019 - JUNE 30, 2020

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*Gravity & Other Myths, February 14, 2020*

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(506) 458-8345

[www.theplayhouse.ca](http://www.theplayhouse.ca)

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Fredericton, NB. E3B 1C2



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# 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 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 2019-20, we find ourselves very proud of the successes, but concerned by the impact that the COVID-19 global pandemic has had on our operation. At the same time, we remain committed to tackling the challenges of our declining infrastructure as we move toward a new performing arts centre.

The Playhouse is a charitable non-profit managed by a 12-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 are pleased to share some of the highlights from this season.

Of course, 2019-20 was marked by the arrival of COVID-19 and the immediate challenges it posed. Closing the Playhouse in mid-March for the remainder for the season grounded our operations and brought our earned revenues to a halt. But through the support of our government partners and the exceptional effort of our board and staff, we made a series of critical decisions that kept our organization healthy.

It is the Board's priority to maintain Fredericton Playhouse Inc.'s organizational health such that when we are able to return to our full functionality, we will be ready to continue to serve our community as we have always done. That health is multi-faceted and includes not only financial health, but also maintaining our team and our relationships with artists, funders, donors, and the business community.



Our 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 have never been more committed to this vision. While we know that the 2020-21 season will be even more challenging as the pandemic continues to impact our sector in unprecedented ways, we are up for the challenge and are ready to work internally and with our stakeholders to weather this storm.

With each year that passes, the need for a new performing arts centre continues to grow. While we still 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 were happy to participate in the process of selecting a design team to develop a fully realized vision for a new facility.

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 2019-20 was a successful year at the Fredericton Playhouse. It was another busy season for the main stage – that is until mid-March, when the COVID-19 pandemic forced the closure of our facility.

We started the year with a new strategic plan in hand, a renewed vision for our organization, and an energy and plan to reach our strategic goals. In March, we saw ourselves move into “survival mode” – first trying to keep our team, the artists, sponsors, and ticket holders informed and treated fairly and with compassion as events were cancelled and postponed. Then, as time went on, to busily attending to our financial health, our human resource assets, and our role in the wider effort to control the spread of COVID-19. By the end of the year, we had moved on to figuring out what role we would play in supporting our local arts community and how we might best deliver on our mandate whilst in a pandemic – a health crisis that is not particularly friendly to organizations whose business is built on the idea of people gathering to share experiences.

Throughout the spring, we did not lose sight of our strategic goals to strengthen our relationship to the community, address our failing infrastructure, and contribute to our local arts scene. We resolved to simultaneously do our part to contribute to the wider efforts to control the spread of the virus and deliver on our mandate. Our team, including our board leadership, management, and our employees and volunteers all stepped up, and this was perhaps our greatest achievement of the year.

Looking back to the nine months that preceded the arrival of COVID-19, we were having a great year. Facility usage was high, new partnerships were developed with local arts organizations, and our programs were delivering excellent results. Donations from our annual fall Friends of the Fredericton Playhouse campaign exceeded our targets and these funds were put to good use in delivering our community and school-based programs.



Incidentally, it was a year when we had an unusually high number of turnovers in our management team. With the arrival of new technical services management, programs, and fund development professionals joining our team, we found ourselves injected with fresh ideas and energy just at the right time.

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. As we embark on what is sure to be the most challenging year in our organization's history to date, our board leadership and our team of employees and volunteers will persevere and find new and perhaps surprisingly effective ways for the Fredericton Playhouse to contribute to a strong community. In this, I am confident.

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 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  
 Murray Jamer ..... Vice President  
 Craig Leonard ..... Treasurer  
 Kim Schnarr ..... Secretary

John Ball	Paul MacNabb
Shawn Bringloe (to December 2019)	Duncan Matheson
Chris Carson (to September 2019)	Shae McCarthy
Molly Demma	Diane Morrison (to December 2019)
Giselle Goguen	Jennifer L. Murray
Ian Howey (to December 2019)	Julia Ramirez (to March 2020)
Scott Kennedy (from January 2020)	Natalie Sappier (January to May 2020)

## STAFF MEMBERS

Bonnie Barlow.....	Janitorial
Jonathon Best.....	Technician (Stage Head)
Melissa Cameron .....	Ticketing Supervisor
Wendy Caron.....	Ticketing Operations Manager
Wylie Casey.....	Patron Services Supervisor
David Cook.....	Technician (Sound Head)
Tammy Faulkner .....	Assistant Technical Services Manager (December - June)
Jeff Fevens.....	Facilities & Systems Manager
Dave Garson .....	Technical Services Manager (August - June)
Claire Geldart.....	Communications Director
Sally Goodwin.....	Patron Services Manager
Jonathan Harpur.....	Technician (Lighting Head)
Valerie Hillier.....	Director of Programming (July - January)
Lesandra Dodson .....	Director of Programming (December - June)
Charity MacDonald.....	Ticketing Supervisor
Christina Nicoll.....	Development Director (July - February)
Julie Friddell .....	Development Director (March - June)
Della Shepherd.....	Finance & Administration Manager
Tim Yerxa.....	Executive Director

## COVID-19

In early 2020, the Fredericton Playhouse was one of countless organizations impacted by the COVID-19 pandemic. On March 13, we closed our doors and cancelled all live performances on the advice of Public Health.

The performing arts is one of the hardest hit sectors in this pandemic – we were forced to rethink what was possible for live performances, audiences, and close-quarter spaces. Our consistent work towards the 2019-2020 organizational goals, as well as the new strategic plan, were all measurably impacted.



As the entire performing arts sector has been brought to its knees, Fredericton Playhouse has been active in local, regional, national, and international discussions, assessments, and advocacy efforts to best prepare the sector for recovery.

In June of 2020, a new artist residency program, *InterMISSION*, was developed, to be launched in the late summer.

## STRATEGIC PLAN 2019-2022

In 2018-19, the Board adopted a new three-year strategic plan (2019-2022), 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 carefully considered our role alongside our stakeholders in pursuit of each objective.

Within the first year of the new strategic plan, Fredericton Playhouse Inc. (FPI) was significantly impacted by the spread of COVID-19 and the implications of the pandemic, which included an extended closure. In mid-March 2020, FPI was ordered to cease theatre operations as a measure to control the spread of COVID-19.



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

### **GOAL: Foster the community's sense of ownership in our organization**

We know that we are sometimes seen as “experts” .- deciding what should be offered or pursued for the community; however, we want to redefine our role, and our voice, to ensure that community members see themselves in our organization. We want to move beyond a transactional relationship, to a more invested and reciprocal one. Ultimately, we want to empower our community to improve the delivery of live performances in our region, however they might define that be done.

### **GOAL: Collaborate with artists and arts organizations to develop and celebrate the local arts community**

While our facilities have always provided opportunities and support to the local performing arts ecology, the Playhouse is often maligned as a venue “only for professionals” or “touring artists, not locals.” Many local artists and arts organizations don't see themselves in our organization.

We are committed to investing more of our time, money and knowledge locally. Through these collaborations, the local arts community, and the community, will better appreciate our organization's value to the local arts community.



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# STRATEGIC PLAN 2019-2022

## **GOAL: Champion and prepare for a new Performing Arts Centre and prepare for the risks associated with our current infrastructure**

The time for The Playhouse 2.0 is now. As a critical community asset, we see ourselves as champions for the development of sustainable infrastructure. We will continue to devote resources to the realization of a new performing arts centre but have come to realize that refining our role in the project is critical to success.

## **GOAL: Pursue an innovation agenda for the organization**

Having benefited from an extended period of operational stability, and recognizing the maturity of our organization, we are ready to question how we reach our objectives. This readiness is grounded in a commitment to continuous improvement and innovation, as defined in our Core Values, and reflects a passion within our organization to think creatively in achieving our Vision.

## A NEW PERFORMING ARTS CENTRE

Addressing the aging physical infrastructure of the Playhouse has been a strategic priority for Fredericton Playhouse Inc. since 2011. Throughout 2019-20, we supported the City of Fredericton in its pursuit of developing the “preferred option” as described in the 2015 feasibility study – a new performing arts centre (PAC) with an 850-seat main hall and a 300-seat flexible performance space with shared lobbies, amenities, and backstage functions. This new facility will be located on an expanded version of the existing Playhouse site.

Although this project is considered municipal infrastructure, FPI plays a major role in its realization, providing advice, support, and concrete action in bringing the project to fruition. In 2019-20, we continued to make strides toward achieving this shared goal.

### **Being Prepared**

FPI continues to prepare for the risks associated with our current facility’s condition while preparing for the new PAC’s development. Currently, a failure plan for the Playhouse is underway and strategies for the organization’s transition into the construction and occupancy phases of the project are being developed.

### **Making Progress: Design**

In May, Fredericton City Council approved the procurement of a design team for the performing arts centre using the process agreed to by the FPI Board and City Council in June 2018. FPI participated in and co-lead the steering committee and provided substantial support and facilitation of the 3-phase process to select the best suitable team of architects, engineers, and other specialized consultants. The steering committee’s final recommendation was approved by the FPI Board in June and sent along to City Council for their consideration.

The next logical step in developing the new performing arts centre will be the design process itself.

### **Community Engagement & Support**

Ongoing public awareness and communications continued, notably the public awareness and support-building campaign called “Build the Playhouse 2.0”. In addition to numerous information-sharing activities on the website, e-mail, and social media channels, we executed a letter-writing campaign around the federal election in September 2019, encouraging supporters to express their concerns to elected federal, provincial, and municipal officials.

Fredericton Playhouse Inc. has continued to advocate to both provincial and federal governments for financial support for a new performing arts centre.

**For more information: [www.buildtheplayhouse2.ca](http://www.buildtheplayhouse2.ca)**

## FACILITY & OPERATIONS

# 118

DAYS IN USE

# 74

TICKETED  
PERFORMANCES

# 65

DIFFERENT  
OFFERINGS

# 39K+

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 2019-20, facility usage remained high until our closure in mid-March due to the COVID-19 pandemic. In total, the stage was in use a total of 118 days of the year. In addition, the galleries and meeting rooms were in use for a variety of receptions, meetings, and other functions.

The COVID-19 closure was responsible for 44 cancelled performances and 75 cancelled usage days between March 17 and June 30.

User satisfaction with FPI's services was high with an average rating of 4.8/5.0. With many organizations returning year after year, FPI enjoys a very high retention rate among user groups.

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.

Providing opportunities for our local artists to perform at the Playhouse continued to be an organizational focus. With local organizations accounting for 39% of all days used, we continue to make progress on this strategic goal. Through strategic partnerships and special investments in new users' events, we are continuing to develop our relevance to the Fredericton arts community. Despite the cancellation of so many of our local events in the spring due to COVID-19 (dance recitals, year-end productions, music festivals, etc.), we saw 555 locals perform on our stage this year.



Rawlins Cross 30th Anniversary Tour  
November 16, 2019

## FACILITY & OPERATIONS

The Playhouse hosted 74 ticketed performances featuring 65 different offerings and hosted 8 non-ticketed events using the main stage (school, corporate or free events). Users included:

- Atlantic Ballet Atlantique Canada
- Ben Smith\*
- Brookes Diamond Productions
- Capital Arts Support Inc.\*
- CBC Radio
- Chinese Cultural Association of NB\*
- Dance Fredericton\*
- East Coast Production Group\*
- Embou Productions Inc.
- EVENKO
- FMZ Vintage Sounds\*
- Fredericton Convention Centre\*
- Fredericton District Soccer Association\*
- Ghostfinger Productions
- Groundswell Music
- Harvest Jazz & Blues Festival\*
- HubCap Comedy Festival
- Jason Vautour
- K-Tel International
- NB Country Showcase\*
- NB Filmmakers Co-Op\*
- New Brunswick Youth Orchestra
- Rocklands Entertainment
- Shantero Productions Inc.
- Sonic Concerts
- St. Thomas University\*
- Starseed Entertainment
- Symphony New Brunswick
- Theatre New Brunswick\*
- UNB Rock & Ice Climbing Club\*
- VaughnCo. Entertainment Inc.
- Word Feast\*

\*Local organization



Harry Manx and Steve Marriner  
September 13, 2019



Hypnotist Jason Cyrus  
October 19, 2019



Atlantic Ballet Fall Celebration  
October 24, 2019

# FREDERICTON PLAYHOUSE PROGRAMMING

In addition to providing facilities and services to our community, the Fredericton Playhouse programs its own series of events throughout the season. In 2019-20, live performances were scheduled for Spotlight Series, Kidstage Series, Experience More!, school field trips, and more.

Due to COVID-19, each of these series was interrupted in March of 2020. Eleven (11) of the 31 scheduled Spotlight Series; 3 of 4 Experience More! events; 2 Kidstage shows, and 5 of 7 scheduled school field trips were cancelled.



*Tentacle Tribe*  
January 17, 2020

**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.

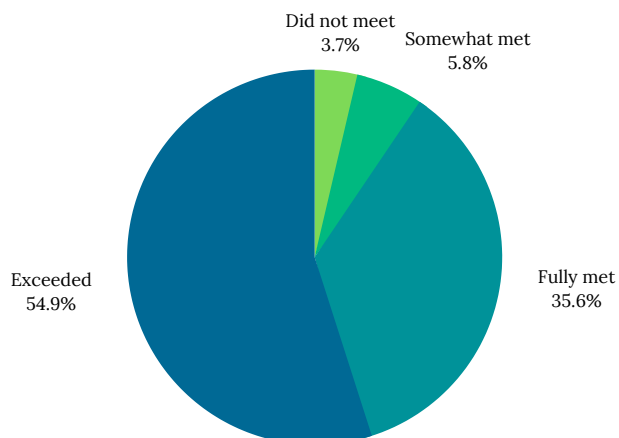
**In 2019-20 we partnered with nine community agencies to provide tickets to their clients or residents, providing 241 tickets, and seeing 152 used.**



*Formidable!*  
November 21, 2019

Our post-show survey measures how well we're meeting our patrons' expectations. This year, we received 864 responses.

## How did your experience compare with your expectations?





*Mariachi Herencia de Mexico. October 5, 2019*



*Jeremy Dutcher with Symphony NB. November 14, 2019*

## SPOTLIGHT SERIES

The Spotlight Series, Fredericton Playhouse's flagship program, features professional performances in music, theatre, comedy, circus, and dance from local, national and international artists.

**In 2019-2020, we presented 20 performances in this series, with a total attendance of 8,770, despite cancellations due to COVID-19.**

- Jenn Grant & Great Lake Swimmers
- Mariachi Herencia de Mexico
- Mary's Wedding
- Ashley MacIsaac
- Rachel Beck ft. Atlantic String Machine
- Juliet & Romeo
- The Cabinet of Dr. Caligari
- Tara MacLean, Atlantic Blue
- Matt Mays
- Jeremy Dutcher with Symphony NB
- CAL - CCR: Green River
- Formidable!
- The East Pointers
- Holly Cole
- George Canyon & Aaron Pritchett
- Tentacle Tribe
- The Dreamboats
- Kaumakaiwa Kanaka Ole
- Ladom Ensemble
- Gravity & Other Myths



Experience More!  
Authentic Mexican Street Food Experience  
October 5, 2019

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 2019-20 we offered one Experience More! activity with 50 participants; all other activities were cancelled due to COVID-19.**

## DuffleBag Theatre Sleeping Beauty



*Sleeping Beauty. December 27, 2019*

## KIDSTAGE SERIES

The Kidstage Series is designed to introduce young audiences to the magic of live performance. All shows in the Kidstage Series use a "pay what you will" pricing model.

**In 2019-20 we presented 3 Kidstage shows, with a total of 1,484 attendees. Two shows were cancelled due to COVID-19.**



*The Joshua Show. February 23, 2020*

## SCHOOL FIELD TRIPS

In 2019-20, the Playhouse offered 7 different performances to school field trip groups; 5 were cancelled due to COVID-19. **In total, 768 students experienced the magic of live performance at the Playhouse through this program.**

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 and new sponsor Day & Ross, which allowed up to 1000 students to attend a performance free of charge.

## SPECIAL PROGRAMS

In 2019-20, the Playhouse offered a range of different activities outside of our regular series, including local orchestra, a one-woman play, and an artist residency.



### ARTIST-IN-RESIDENCE MARIE-JOSÉE CHARTIER

*August 2019 & January 2020*

Choreographer Marie-Josée Chartier worked on the "petites danses" project with local artists in August 2019 and January 2020 at the Fredericton Playhouse. Since 2014, this acclaimed production has been presented and re-invented in five Canadian cities, with new casts of performers. Chartier had a strong desire to collaborate with a new group of artists from the Atlantic region. This project had contributions from Solo Chicken Productions in Fredericton as well.

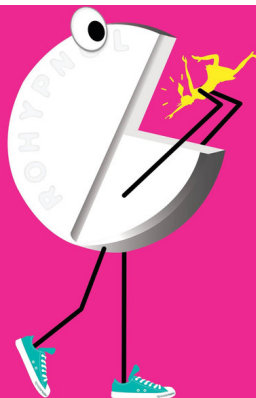


### FREDERICTON SYMPHONY ORCHESTRA

*December 6, 2019*

In this special holiday presentation, the Fredericton Symphony Orchestra delivered Rimsky Korsakov's Christmas Eve Suite.

After intermission they were joined by the Fredericton Choral Society to deliver selections from Handel's Messiah and well known holiday favourites.



**DISSOLVE**

### "DISSOLVE" BY SHAMELESS HUSSY PRODUCTIONS

*March 11, 2020*

The Playhouse partnered with various community groups including the Women's March to present "Dissolve", a solo performance centered on issues of sexual assault and awareness. The presentation concluded with a talkback with a representative from Sexual Violence NB and the Fredericton Police domestic and violence department.

This show was offered for free to students with a valid Student ID.



## PLAYHOUSE HONOURS

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.



## 2019 RECIPIENT: MAGGIE PAUL



Maggie Paul is an Indigenous Passamaquoddy elder, teacher and song carrier who has travelled around the world to share Wolastoqey/Maliseet and Passamaquoddy culture. Known for her voice, Maggie has recorded two albums – capturing the traditional songs of the Passamaquoddy and Wolastoqiyik/Maliseet people.

A leader in the community, Maggie uses song to mentor young people who are looking to find their voice – like Polaris Prize winner Jeremy Dutcher. Work on Dutcher's multi-award-winning album began when Maggie suggested he listen to century-old wax cylinders of Wolastoq songs, housed in the archives of the Canadian Museum of History. In 2018, when Dutcher accepted the Polaris Prize for his album *Wolastoqiyik Lintuwakonawa*, he thanked Maggie for encouraging him to study the songs of his community.

Born in Maine, Maggie has raised six children and lived most of her adult life on the Wolastoqey/Maliseet St. Mary's First Nation in Fredericton. Her contribution and dedication to song has inspired a new generation of singers to maintain their culture. A true inspiration to people through song, Maggie is also an invaluable supporter of those in her community who are struggling.

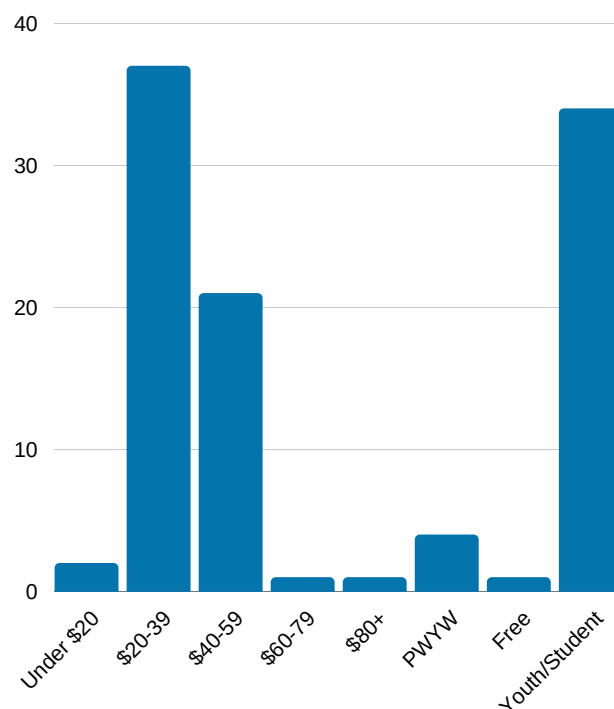


## BOX OFFICE & TICKETING

Fredericton Playhouse Inc.’s box office issued 28,320 tickets in 11,901 individual orders in 2019-20. A total value of \$1,239,626.31 was processed.

In addition to providing ticketing services for Playhouse events, the organization provides ticketing services for event organizers using other venues. In 2019-20, FPI serviced 14 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 largest number of shows in 2019-20 falling in the \$20-\$39 category, with many shows also offering student/youth pricing.



## FUND DEVELOPMENT



\$81,072  
FUNDRAISED



41  
SPONSORS & PARTNERS

Donations play a major role in supporting school and Kidstage Series shows for children and youth, and *Arts Are for Everyone* which provides complimentary admissions for members of our community served by partners such as the Multicultural Association, Autism Connections, Greener Village, and others.

Our annual private donations campaign for Friends of the Fredericton Playhouse ran from late September through December and received over \$56,000 in donations from 305 donors, including more than 100 new donors for the second year in a row.

Our annual Share the Magic 50/50+ campaign launched on February 14 and gave away a Michael Kors watch from Spicer Cole, two WestJet tickets, and a \$770 cash prize, even while interrupted by COVID-19 in mid-March.

# FUND DEVELOPMENT

FPI partners with many businesses operating in our community to support our season programming and events:



The Fredericton Playhouse also receives generous support from many public funding partners:

**The Canada Council for the Arts (CCA)** provided funding for two foreign artists' tours: Gravity & Other Myths, and the Mission Songs Project, both from Australia. We also received support from the CCA's Public Outreach program for performances by nine contemporary dance, theatre, circus, and Indigenous artists.

**Canadian Heritage** supported the full season's Spotlight Series, Kidstage Series, and Experience More! programming.

**The Province of New Brunswick** supported the Fredericton Symphony Orchestra's holiday concert with the Fredericton Choral Society as well as IRAM (Indigenous Reconciliation Awareness Module)\* training for staff and a new organizational rebranding strategy.

**The Province of Québec** provided a joint grant with the Province of New Brunswick to support the performance of Terzetto by l'Aubergine\*.

**The City of Fredericton** provided grants to support the 2019 summer community musical theatre project *Matilda*, as well as the Spotlight and Kidstage Series and Experience More!

**The Fredericton Community Foundation and new sponsor, Day & Ross, Inc.**, supported our school field trips accessibility program, providing 1,000 free student tickets along with 10 bus subsidies from the schools to the Playhouse.

**Atlantic Presenters Association** provided funding for the Tentacle Tribe's performance of *Ghost* through their Atlantic Moves program.

**COVID-19 targeted support** has been provided by the Government of Canada's Emergency Wage Subsidy; the Canada Emergency Business Account; Canada Council's COVID-19 Emergency Support Fund for Cultural, Heritage and Sport Organizations; the NB Regional Development Corporation's COVID-19 Support to Not-for-Profits; and Downtown Fredericton's COVID Re-opening Relief Fund.

\* cancelled due to COVID-19; all associated funding moved to 2020-21 season.

# COMMUNICATIONS & MARKETING

During the 2019-20 season, FPI continued to use a variety of marketing tools to spread messages about upcoming performances, events, programs, and other general information about the organization. We regularly use Facebook, Twitter, Wordpress, Instagram, and email marketing to engage online users. While local media (paid and earned) are engaged to share stories about FPI's activities via news articles, radio ads, or print ads.

Fredericton Playhouse Inc. understands the necessity for a mix of marketing and communication tools to help us achieve our mission and strategic objectives. Owned media can be used to foster the community's sense of ownership in our organization; social media offers a platform to engage with our followers in a two-way conversation, rather than strictly one-way marketing messages. Earned and paid media offer platforms for sharing our messages in order to gain more visibility in the community.

COVID-19 impacted media engagement through the spring of 2020, as all performances were cancelled. Many social media followers were less engaged as the pandemic spread, preferring to wait for more certain news upon reopening. Fewer social media posts were scheduled as events were cancelled, and direct email marketing switched to focus on engaging the arts community online rather than in-person.



# VOLUNTEER PROGRAM



**88**  
**VOLUNTEERS**



**3,433**  
**HOURS**



**7.3**  
**AVERAGE # YEARS**

The Playhouse depends heavily on a team of 88 volunteers to provide excellent service to our patrons.

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

During the 2019-20 season, our volunteers contributed an impressive 3,432.75 hours. Leslie McEachern was our Volunteer of the Year. She contributed 220.25 hours.

**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.**

# FINANCIAL RESULTS

Audited financial statements can be found in Appendix 1.

Balance Sheet Summary:

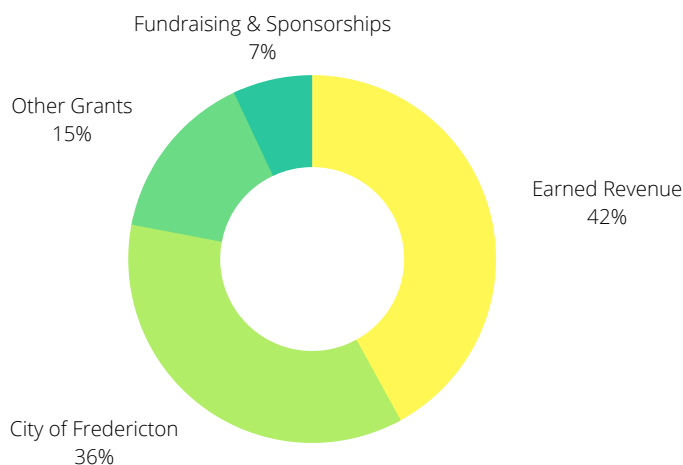
**Assets:** \$1,848,521  
**Liabilities:** \$1,070,093  
**Net Assets:** \$778,428

Fredericton Playhouse Inc.'s operations were a \$2.0 million concern in 2019-20.

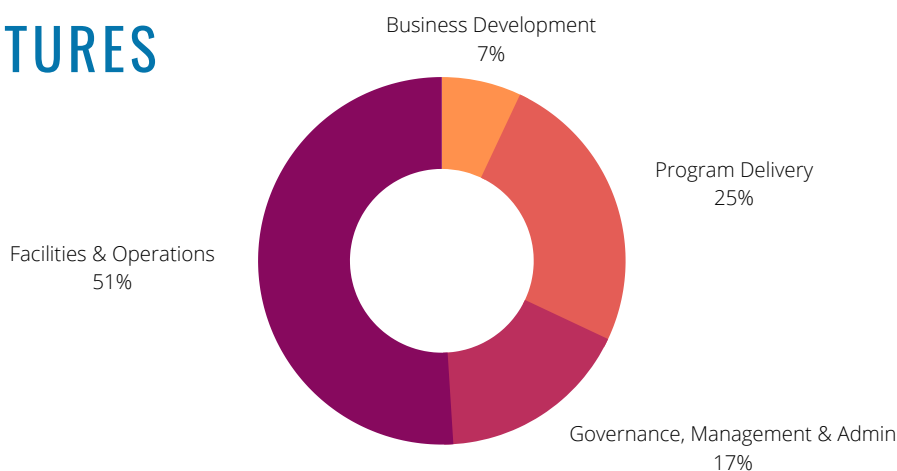
The organization posted an excess of revenue over expenses for the year in the amount of \$49,585. It represents less than 2.2% of the annual budget.

The following illustrates the sources 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, only \$40,000 in debt, and no financing requirement.

# APPENDIX 1: AUDITED FINANCIAL STATEMENTS



**FREDERICTON PLAYHOUSE INC.**

**Financial Statements**

**Year Ended June 30, 2020**

**FREDERICTON PLAYHOUSE INC.**

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**Year Ended June 30, 2020**

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## INDEPENDENT AUDITOR'S REPORT

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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, 2020, 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, 2020, 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:

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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 22, 2020

CHARTERED PROFESSIONAL ACCOUNTANTS

**FREDERICTON PLAYHOUSE INC.**

**Statement of Financial Position**

**June 30, 2020**

	2020	2019
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 663,808	\$ 682,832
Accounts receivable <i>(Note 5)</i>	127,083	53,252
Inventory	12,212	7,918
Prepaid expenses	37,307	98,478
	840,410	842,480
PROPERTY AND EQUIPMENT <i>(Note 4)</i>	1,008,111	1,133,457
	\$ 1,848,521	\$ 1,975,937
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable <i>(Note 5)</i>	\$ 117,306	\$ 142,958
Unearned revenue	459,904	541,960
	577,210	684,918
DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT <i>(Note 6)</i>	452,883	562,176
LONG TERM DEBT <i>(Note 7)</i>	40,000	-
	1,070,093	1,247,094
<b>NET ASSETS</b>		
Invested in property and equipment <i>(Note 8)</i>	555,228	571,281
Internally restricted <i>(Note 9)</i>	82,856	83,585
Unrestricted	140,344	73,977
	778,428	728,843
	\$ 1,848,521	\$ 1,975,937

**ON BEHALF OF THE BOARD**

 \_\_\_\_\_ Director

\_\_\_\_\_ Director

**FREDERICTON PLAYHOUSE INC.**

**Statement of Changes in Net Assets**

**Year Ended June 30, 2020**

	Unrestricted	Internally Restricted	Invested in Property and Equipment	<b>2020</b>	2019
NET ASSETS - BEGINNING OF YEAR \$	73,977 \$	83,585 \$	571,281 \$	<b>728,843 \$</b>	655,406 \$
EXCESS OF REVENUE OVER EXPENSES	135,178	-	(85,593)	<b>49,585</b>	73,437
TICKET SURCHARGE	(68,182)	68,182	-	-	-
BUILDING IMPROVEMENT EXPENDITURES	68,911	(68,911)	-	-	-
INVESTED IN PROPERTY AND EQUIPMENT	(69,540)	-	69,540	-	-
NET ASSETS - END OF YEAR	<b>\$ 140,344 \$</b>	<b>\$ 82,856 \$</b>	<b>\$ 555,228 \$</b>	<b>\$ 778,428 \$</b>	<b>\$ 728,843</b>

**FREDERICTON PLAYHOUSE INC.****Statement of Operations  
Year Ended June 30, 2020**

	<b>2020</b>	<b>2019</b>
<b>REVENUE</b>		
Amortization of deferred contributions related to property and equipment	\$ 109,293	\$ 96,499
Box office services	137,885	211,915
City of Fredericton grant - in-kind	204,501	192,648
City of Fredericton grant - operations	535,600	491,000
Concessions and commissions	57,090	78,686
Miscellaneous	113,983	117,331
Other grants	207,514	14,291
Presentations - admissions	243,314	408,798
Presentations - contributions	165,343	152,931
Presentations - other earned	21,947	28,143
Rentals	194,098	270,257
Ticket surcharge	68,182	108,234
	<u>2,058,750</u>	<u>2,170,733</u>
<b>EXPENSES</b>		
Administrative overhead	110,500	107,640
Amortization	194,886	170,096
Building operations	172,504	174,897
Credit card charges	20,821	44,636
Faculty advertising	14,880	17,077
Memberships	2,948	3,306
Miscellaneous (including bad debts)	405	5,946
Presentations	396,979	507,155
Professional fees	17,775	28,116
Repairs and maintenance	86,523	72,194
Salaries and wages - administration	197,297	197,708
Salaries and wages - operations	717,918	692,111
Supplies	46,495	47,277
Ticketing system maintenance and supplies	28,861	27,239
Travel	373	1,898
	<u>2,009,165</u>	<u>2,097,296</u>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<u>\$ 49,585</u>	<u>\$ 73,437</u>

**FREDERICTON PLAYHOUSE INC.**

**Statement of Cash Flow**  
**Year Ended June 30, 2020**

	2020	2019
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenses	\$ 49,585	\$ 73,437
Items not affecting cash:		
Amortization	194,886	170,096
Amortization of deferred contributions related to property and equipment	<u>(109,293)</u>	<u>(96,499)</u>
	<u>135,178</u>	<u>147,034</u>
Changes in non-cash working capital:		
Accounts receivable	(73,831)	(23,793)
Inventory	(4,294)	3,060
Prepaid expenses	61,171	(7,785)
Accounts payable	(25,652)	(48,137)
Unearned revenue	<u>(82,056)</u>	<u>37,252</u>
	<u>(124,662)</u>	<u>(39,403)</u>
	<u>10,516</u>	<u>107,631</u>
<b>INVESTING ACTIVITY</b>		
Purchase of property and equipment	<u>(69,540)</u>	<u>(186,332)</u>
<b>FINANCING ACTIVITIES</b>		
Deferred contributions related to capital assets	-	85,295
Proceeds from long term debt	<u>40,000</u>	<u>-</u>
Cash flow from financing activities	<u>40,000</u>	<u>85,295</u>
<b>INCREASE (DECREASE) IN CASH</b>	<b>(19,024)</b>	<b>6,594</b>
<b>CASH - BEGINNING OF YEAR</b>	<b><u>682,832</u></b>	<b><u>676,238</u></b>
<b>CASH - END OF YEAR</b>	<b><u>\$ 663,808</u></b>	<b><u>\$ 682,832</u></b>



**FREDERICTON PLAYHOUSE INC.**

**Notes to Financial Statements**

**Year Ended June 30, 2020**

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1. OPERATIONS

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

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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, 2020**

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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 \$204,501 (2019 - \$192,648) in exchange for building operations expenses. The Theatre also recorded in-kind sponsorship revenue of \$31,230 (2019 - \$55,546) 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.

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**FREDERICTON PLAYHOUSE INC.**

**Notes to Financial Statements**

**Year Ended June 30, 2020**

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

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 \$22,810 (2019 - \$26,580) for this plan.

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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, 2020.

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.

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4. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Land	\$ 345,000	\$ -	\$ 345,000	\$ 345,000
Building	1,800,000	1,440,000	360,000	432,000
Equipment	1,991,111	1,718,739	272,372	348,987
Office equipment	234,323	203,584	30,739	7,470
	<u>\$ 4,370,434</u>	<u>\$ 3,362,323</u>	<u>\$ 1,008,111</u>	<u>\$ 1,133,457</u>

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5. GOVERNMENT REMITTANCES RECEIVABLE AND PAYABLE

As of June 30, 2020, accounts receivable includes government remittances receivable of \$13,528 (2019 - \$nil) and accounts payable includes government remittances payable of \$20,727 (2019 - \$33,243).

**FREDERICTON PLAYHOUSE INC.**

**Notes to Financial Statements**

**Year Ended June 30, 2020**

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.

	2020	2019
Balance, beginning of year	\$ 562,176	\$ 573,380
Add: current year funding received	-	85,295
Less: amounts amortized to revenue	(109,293)	(96,499)
Balance, end of year	\$ 452,883	\$ 562,176

7. LONG TERM DEBT

Canada Emergency Business Account loan bearing interest at 0% per annum until December 31, 2022. The remaining balance is then converted to a 3-year term loan at an interest rate of 5% per annum.

8. INVESTMENT IN PROPERTY AND EQUIPMENT

	2020	2019
<u>a) Investment in property and equipment is calculated as follows:</u>		
Property and equipment, net	\$ 1,008,111	\$ 1,133,457
Amounts financed by deferred contributions	(452,883)	(562,176)
	555,228	571,281
 <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	109,293	96,499
Amortization of property and equipment	(194,886)	(170,096)
Excess of expenses over revenue	(85,593)	(73,597)
Net capital assets acquired	69,540	186,332
Amount funded by deferred contributions	-	(85,295)
	69,540	101,037
Total change	(16,053)	\$ 27,440

9. 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, 2020**

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10. SIGNIFICANT EVENT

During the year, on March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. The duration and impact of COVID-19 is unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial assets and condition of the Theatre in future periods.

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