



TOWN OF NEWMARKET

Clerks Department
clerks@newmarket.ca

Request for Deputation

Request for deputation and/or any written submissions and background information for consideration by either Council or Committee of the Whole must be submitted to the Clerk's Department by the following deadlines:

For Council – by 12 noon on the Wednesday immediately prior to the requested meeting

For Committee of the Whole (for items not on the agenda) – by 12 noon on the Wednesday twelve days prior to the requested meeting

PLEASE PRINT

Council / Committee date: MARCH 17-2014

Agenda Item # _____ Subject: NEWMARKET THEATRE -

Name: JOHN DOWSON

Address: _____

Street Address

NEWMARKET ON

Town/City

Postal Code

Phone: Home _____ Business: _____

Fax #: _____ E-mail Address: _____

Name of Group or Person(s) being represented (if applicable)

VANITY VOGUE THEATRE CO.

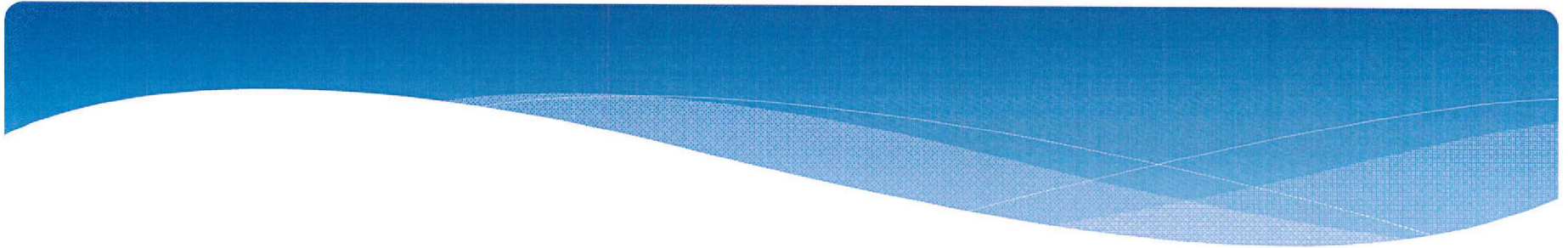
Brief summary of the issue or purpose of your deputation:

COSTS & FUNDING OF THEATRE

Personal information on this form will be used for the purposes of sending correspondence relating to matters before Council. Your name, address, comments, and any other personal information, is collected and maintained for the purpose of creating a record that is available to the general public in a hard copy format and on the internet in an electronic format pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.M.56, as amended. Questions about this collection should be directed to the Clerk, Town of Newmarket, 395 Mulock Drive, P.O. Box 328, STN Main, Newmarket, ON L3Y 4X7; Telephone 905-895-5193 Ext. 2202; Fax 905-953-5100.

395 Mulock Drive, P.O. Box 328, STN MAIN NEWMARKET, ON L3Y 4X7
Tel: 905-895-5193 Fax: 905-953-5100

VISIT OUR WEB SITE AT: www.newmarket.ca



Very Useful Theatre Company

October 23 2011

Very Useful Theatre Company (VUTC)

2010/2011 season

Operating deficit was	\$318,000
Deficit per day was	\$883.00
Salaries were	\$190,000

We predicted that “ *by 2015 the operating deficit would be \$400,000 and operating it as a theatre would not an option* ”

March 2014

Very Useful Theatre Company (VUTC)

2013/14 season

Operating deficit	\$794,203.36
150% increase in 3 years @	\$159,000 per year
Deficit per day	\$2,206.00
Salaries	\$314,000
65% increase in 3 years @	\$42,000 per year

Newmarket is not alone: 3 years ago

- Vaughan City Playhouse, 386 seat theatre
- Markham Theatre, 527 seat theatre
- Rising costs and low attendance

Users

- * Dance Companies,
- * Theatre schools from Aurora
- * One Community Theatre group

✓ Old town hall opens in 2015

City of Markham

527 seat Markham Theatre

- 12 member theatre advisory board
- Hired full time theatre manager and staff
- Sold theatre naming rights
- Seat naming sale
- Capital fundraising campaign
- Advertising firm
- Targeted foundations and sponsors for productions
- Membership program
- Season ticket holders campaign

Flato Markham Theatre

- Number of seats 527
- 90% booked with near full houses
- Successful subscribers for season tickets
- Sponsors for each production
- Booked into 2015
- Markham Little Theatre
- Profit centre

City of Vaughan

386 seat Vaughan City Playhouse

- Get out of the theatre production business
- A rental Facility only
- Hired a manager with theatre rental experience
- Daily rental rate \$1,800
- Schools pay daily rental fee
- Dance schools & recitals pay daily rental fee
- Corporations, trade shows, conferences
- Touring theatre productions, revenue sharing 60% - 40%
- Concessions remain with the theatre
- Attached High school, 10 free days a year

Vaughan City Playhouse

- * Number of seats 386
- * Rental capacity 2013 - 92%
- * Rental capacity 2014 - 92%
- * Rentals booked into 2015
- * Rental revenue @ 266 production days=\$478,000
- * 2013/14 revenue @ Newmarket theatre=\$261,807
- * 2013/14 deficit for Newmarket theatre = \$794,203

NOTE-Aurora theatre schools no longer perform at the Playhouse

Newmarket's 416 seat Theatre

Conclusion

1. Become a full time theatre with productions as a profit centre?
2. Become a rental facility as a profit centre?

Recommendations

- 1) Strike a task force to meet with members of Markham and Vaughan theatres and other community theatres to examine the programs for their theatres
- 2) Submit recommendations to town council
 - Do it before the Old Town Hall opens

STATUS QUO IS NOT AN OPTION



Very Useful Theatre Company

Presentation to town council

March 2014

Presented by

John Dowson

Newmarket Theatre Operation

Performance dates for the 2013-2014 season

October 1st to June 30th

Quote from the brochure

"Newmarket theatre continues its tradition of providing world class artists and high quality entertainment with the 2013-2014 season

Total number of performance days 266

<u>Organization</u>	<u>days</u>
Dance schools recitals - Newmarket	35
Marquee Productions (Aurora)	28
High school performances and events	19
Newmarket Stage Company	15
World class artists, high quality entertainment one night only (town shows)	10
Set up and rehearsal days	<u>40</u>
Wavestage (Aurora)	9
Public schools graduation – Newmarket	7
Arts Huron One act play festival (Huron Heights High school)	4
VPAN Afternoon only	4
Spotlight theatre (Newmarket)	1
Arts Bursary Gala	1
Town of Newmarket	<u>1</u>
Total days in use	174
Dark Days	<u>92</u>
Total days	266

<u>Organization</u>	<u>Number of days</u>	<u>Percent of use</u>
Schools	30	11.5%
Dance schools	<u>35</u>	<u>13.5%</u>
Total	65	24.4%

Newmarket theatre's world class artists and high quality entertainment for the 2013-2014 season.

- | | |
|--|--------------|
| 1. Robinsons Karate Black belt spectacular | one night |
| 2. Frank Mills in concert | one night |
| 3. John McDermott in concert | one night |
| 4. A Christmas Carol "Famous People theatre" | three nights |
| 5. Abba Mania- Bee Gees and guests | one night |
| 6. Boomer show | one night |
| 7. Gino Monopoli as Elvis | one night |
| 8. Judy and Davis school shows | two nights |
| 9. Multi Media Film Festival of York region Gala | two nights |
| 10. Enrichment band | one night |
| 11. Robinson Karate Black Belt Spectacular | one night |

Newmarket Theatre Operation

Performance dates for the 2013-2014 season

October 1st to June 30th

Quote from the brochure

"Newmarket theatre continues its tradition of providing world class artists and high quality entertainment with the 2013-2014 season

Total number of performance days 266

<u>Organization</u>	<u>Number of performance days</u>
Marquee Productions (Aurora)	10.5%
Dance schools recitals - Newmarket	13%
High school performances and events	7%
Newmarket Stage Company	5.6%
World class artists, high quality entertainment one night only (town shows)	3.76%
Wavestage (Aurora)	3.3%
Public schools graduation – Newmarket	2.6%
Arts Huron One act play festival (Huron Heights High school)	1.5%
VPAN Afternoon only	1.5%
Set up and rehearsal days	<u>15%</u>
Spotlight theatre (Newmarket)	1
Arts Bursary Gala	1
Town of Newmarket	1
Total days in use	65.5%
Dark Days	<u>34.5%</u>
Total days	266

<u>Organization</u>	<u>Number of days</u>	<u>Percent of use</u>
Schools	30	11.5%
Dance schools	<u>35</u>	<u>13.5%</u>
Total	65	24.4%

Newmarket theatre's world class artists and high quality entertainment for the 2013-2014 season.

1. Robinsons Karate Black belt spectacular
2. Frank Mills in concert
3. John McDermott in concert
4. A Christmas Carol "Famous People theatre"
5. Abba Mania- Bee Gees and guests
6. Boomer show
7. Gino Monopoli as Elvis
8. Judy and Davis school shows
9. Multi Media Film Festival of York region Gala
10. Enrichment band
11. Robinson Karate Black Belt Spectacular

FOR IMMEDIATE RELEASE - Markham, Ontario, December 10, 2013

The Flato Markham Theatre is launching its *Take Your Seat* campaign, which offers individuals, groups and businesses the opportunity to become a permanent part of the Flato Markham Theatre by naming a seat or box in its intimate, state-of-the-art, highly accessible performance hall. The Theatre plays a vital role in the community as a premier performing arts venue that attracts world-class live theatre, concerts, comedy shows and family entertainment from across the globe. It is also an important space for cultural events, educational opportunities and community groups.

Boasting excellent sightlines from all 527 seats, Flato Markham Theatre underwent renovations this summer to give this almost 30-year-old landmark a facelift, and more importantly, enhance accessibility for its patrons. The renovations include versatile new seating that better accommodates mobility devices such as wheelchairs, along with new lighting and extra handrails.

"I'm extremely proud of the local, national and world-class talent hosted at Flato Markham Theatre," said Markham Mayor Frank Scarpitti. "Our commitment is to entertain, educate and engage residents and visitors through live arts and culture in our state-of-the-art performance hall. This new program is a great way to celebrate resident and business contributions to our theatre."

Among the theatre's many supporters is Flato Developments, which provided an important theatre endowment last year.

"I invite individuals, groups and businesses to join me by taking a seat, or box, at the Flato Markham Theatre," said Flato Developments President Shakir Rehmatullah and Honorary Chair of the *Take Your Seat* Campaign. "Each donation will help to sustain the growth of performing arts in Markham. Your generosity and commitment to the arts will be recognized by theatre audiences for generations to come."

Over 125,000 guests attend more than 300 events each year at the Flato Markham Theatre. Through Markham Theatre Discovery, the Flato Markham Theatre offers comprehensive educational and community outreach initiatives, including student matinees, youth camps and artist residencies. Last year, those programs provided opportunities to 35,000 children, seniors, families, and others from all walks of life. The theatre also provides service to more than 100 community organizations, promoters and corporations producing over 250 events and performances each year.

The Flato Markham Theatre Take Your Seat campaign enables donors to give a tax deductible gift at one of three distinct levels and choose the location of their seat or box from those not yet reserved. Anyone interested in becoming a Take Your Seat campaign donor can do so by visiting the '[Take Your Seat Campaign](#)' page at www.markhamtheatre.ca, emailing asmitko@markham.ca, or calling 905-415-7537, extension 5700.

Culture is a vital part of a vibrant and liveable community. To learn more about the City of Markham's long-term strategic management and development of its civic cultural assets, including the Flato Markham Theatre, read the [City of Markham Culture Policy and Plan](#).

- 30 -

Markham Mayor Frank Scarpitti: fscarpitti@markham.ca or 905-475-4872

Markham Media inquiries / interview requests: Dennis Flaherty, 905-415-7520, media@markham.ca



Recreation & Culture Flato Markham Theatre About Us Theatre Advisory Board

RECREATION & CULTURE

FLATO MARKHAM THEATRE ADVISORY BOARD

[Back to top of page](#)

Flato Markham Theatre

- What is it?
- Box Office Ticket
- Support the Lake Huron Sea Campaign
- Support Corporate Partners
- Venue Rental
- Support Your Theatre
- About Us:
 - Manager & Staffing
 - News/Press Kit
 - Theatre Advisory Board
 - Location & Directions

Pan Am Games

Programs & Activities

Community Centres

Parks & Pathways

Culture

Discover Markham

Markham Museum

Varley Art Gallery

Markham Public Library

Sports Celebration Day

2013 THEATRE ADVISORY BOARD MEMBERS

Regional Coordinator Jim Jones
 Councillor Alex Chao
 David T. Radfield
 Christine Bristow
 Neil Fernandez, Sponsorship & Development Committee Chair
 Suzanne James
 Jennifer Kuhl, Sponsorship & Development Committee Member
 Stephen Matheson
 Ronald Matheson
 Karyn Tebo
 Arun Mathan
 Stephen Timms
 Ada Young, Trustee York Region District School Board Markham Area 12
 Margaret Weaver, Principal Ursinville High School
 John Tidball, Chair of the Theatre Advisory Board
 Alan Syme, Art Director of Culture, Culture Services
 Fran Lawrence, Flato Markham Theatre General Manager
 Scott Hill, Rental Business Manager
 Bonnie Armstrong, Operations Manager, Flato Markham Theatre
 Wendy Woolf-Green, Marketing & Development Manager, Flato Markham Theatre

[Designated Employment](#) [ET Reg. & Employment](#) [Privacy & Confidentiality](#)

[City of Markham Website Accessibility Statement](#) [Copyright](#)

City of Markham, 2013. All Rights Reserved. [Privacy & Confidentiality](#)

About Flato Markham Theatre: Flato Markham Theatre is a jewel in the crown of the Markham community located only 30 minutes from the downtown core. The intimate, 527-seat, state-of-the-art performance facility provides patrons with unforgettable access to a host of internationally acclaimed artists and productions through its annual **Diamond Series Season presented by Weins Canada**. Illuminating the central theme that live arts in Markham matters, the season features the best of classical, jazz, world music, dance, comedy, pop artists, and family entertainment. Flexible ticket package options, student discounts (EYE GO to the Arts/UGO) and complimentary parking are available.

Division: Markham Theatre

Department: Culture Services

Commission: Community & Fire Services

Description: Markham Theatre for Performing Arts is one of Canada's premier theatre houses serving the GTA and Markham residents. With over 300 live performances each year, the Theatre presents a performance calendar that showcases the cultural diversity of the community.

Live theatre, concerts, comedy shows and family entertainment provide an ever-changing array of performing arts. Markham Theatre continues to honour respected international artists and Canadian talent in performances offered throughout the annual professional entertainment season held September through May.

Live Arts Matters.

Email: 305_show@markham.ca

Address: 171 Town Centre Blvd.
Markham, Ontario
Canada
L3R 8G5

Phone: 905-415-7537
905-305-SHOW (Box Office)

Fax: 905-415-7538

Web Page: [Markham Theatre](#)

Staff: [Visit Staff Directory](#)

[« All Departments](#)

CHOOSE-YOUR-OWN ORDER FORM

Markham
Theatre

You can Create-Your-Own Flex Pak by mixing and matching the shows you want to see!

Choose any 3 OR MORE shows & SAVE up to 15% • Choose any 5 OR MORE shows & SAVE up to 25%

CHOOSE YOUR PERFORMANCES	CHOOSE YOUR DATES & TIMES	OPTION 1 - SAVE up to 15%		OPTION 2 - SAVE up to 25%		STUDENT TICKETS (where applicable)	DIAMOND 4-PAK (minimum 1 child 17 & under)	# TICKETS	TOTAL COST
		PRIME	REGULAR	PRIME	REGULAR				
ENCORE!									
☐ Colin Wilkinson "Broadway, Christmas & Beyond"	Thurs. Dec. 12, 8 pm	\$54	\$50	\$57	\$53				\$
☐ A Leahy Family Christmas	Sat. Dec. 21, ☐ 2 pm ☐ 8 pm	\$55	\$51	\$49	\$46	EyeGo/UGo			\$
☐ Just For Laughs Road Show	Fri. Apr. 4, 8 pm	\$51	\$47	\$46	\$42				\$
WORLD STAGE									
☐ The Blind Boys of Alabama	Thurs. Nov. 21, 8 pm	\$77	\$72	\$88	\$64	Limited			\$
☐ The Celtic Tenors "Three Tenors, One Voice"	Thurs. Nov. 28, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
☐ Tower of Power	☐ Fri. Jan. 24, 8 pm ☐ Sat. Jan. 25, 8 pm	\$68	\$64	\$61	\$57				\$
☐ Rosanne Cash	Sat. Feb. 1, 8 pm	\$68	\$64	\$61	\$57	Limited			\$
☐ Tiempo Libre	Fri. Feb. 28, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
☐ Roby Lakatos	Sun. May. 4, 8 pm	\$54	\$50	\$57	\$53	Limited			\$
TOTALLY CLASSICAL									
☐ Chamber Orchestra Kremlin	Fri. Oct. 4, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
☐ Vienna Boys Choir	Wed. Nov. 27, 8 pm	\$55	\$51	\$49	\$46	EyeGo/UGo			\$
☐ Sarah Chang	Tues. Feb. 25, 8 pm	\$68	\$64	\$61	\$57	EyeGo/UGo			\$
☐ Measha Brueggergosman	Sat. Mar. 8, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
☐ Kerry Stratton & the Toronto Concert Orchestra "Vienna Here & Now"	Wed. Apr. 2, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
NET GEM									
☐ Billy Cobham's "Spectrum 40"	Wed. Oct. 9, 8 pm	\$47	\$43	\$42	\$38	Limited			\$
☐ Featuring Gary Husband, Don Brown & Ric Fierabracci	Thurs. Dec. 5, 8 pm	\$72	\$68	\$64	\$61				\$
☐ The Manhattan Transfer Christmas Show	Fri. Jan. 17, 8 pm	\$55	\$51	\$49	\$46	EyeGo/UGo			\$
☐ Peter Appleby's "Sophisticated Ladies"	Fri. Feb. 14, 8 pm	\$60	\$55	\$53	\$49	EyeGo/UGo			\$
☐ Jane Monheit "A Sweetheart of a Valentine's Concert"	Thurs. Apr. 3, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
☐ Jan Balisle and The Slay Human Band	Wed. Apr. 23, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
☐ Jill Barber									\$
FABULOUS FOOTWORK									
☐ Ballet Jazz de Montreal	Fri. Nov. 22, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
☐ "Zero In On", "Night Box", "Harry"	Thurs. Feb. 27, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
☐ Coleman, Lemieux & Co. "ALLONEVORD"	Wed. Mar. 26, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
☐ Nai-Ni Chen Dance Company and the Alin Trio									\$
NOSTALGIA									
☐ Sandy Hackett's Rot Pack Show	Wed. Nov. 20, ☐ 2 pm ☐ 8 pm	\$47	\$43	\$42	\$38	Limited			\$
☐ Darlene Love "It's Christmas of Course"	Fri. Dec. 13, 8 pm	\$58	\$51	\$53	\$57	Limited			\$
☐ The Karpenters "Top of the World" Valentine's Concert	Thurs. Feb. 13, 8 pm	\$47	\$43	\$42	\$38	Limited			\$
☐ Brass Transit - Chicago Tribute	Fri. Mar. 14, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
☐ Classic Albums Live - "Elton John's Greatest Hits"	Thurs. Apr. 17, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
GRAND CANADIAN ENTERTAINERS									
☐ Buffy Sainte-Marie	Wed. Oct. 2, 8 pm	\$51	\$47	\$46	\$42	EyeGo/UGo			\$
☐ Roch Voisine	Thurs. Oct. 24, 8 pm	\$66	\$64	\$61	\$57	Limited			\$
☐ Jesse Cook "The Blue Guitar Sessions"	Thurs. Nov. 7, 8 pm	\$68	\$64	\$61	\$57	Limited			\$
☐ Amanda Martin	Sat. Jan. 18, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
☐ David Myles Royal Wood	Wed. Feb. 12, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
☐ Jilly Black	Sat. Mar. 1, 8 pm	\$47	\$43	\$42	\$38	EyeGo/UGo			\$
FAMILY FUN									
☐ Jason Bishop "The Paranormal Tour"	Sat. Oct. 19, 2 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	FAMILY FUN 4-PAK \$100		\$
☐ Ballet Jorgen Canada "The Nutcracker"	Mon. Dec. 30, ☐ 2 pm ☐ 7 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	\$100		\$
☐ DINO-Light by Lightwire Theatre	Sat. Feb. 1, 2 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	\$100		\$
☐ The Peking Acrobats®	Sat. Apr. 5, ☐ 2 pm ☐ 7 pm	\$47	\$43	\$42	\$38	EyeGo/UGo	\$150		\$
☐ "TRACES" by The 7 Fingers	Sun. Apr. 13, 7 pm	\$30	\$26	\$27	\$23	EyeGo/UGo	\$100		\$
"SPECIAL ATTRACTIONS", "WINTERLUDE MATINEES", "GIFTED" AND "CANADIAN THEATRE FEST" COUNT AS ONE PURCHASE TOWARDS BUILDING YOUR SEASON TICKET ORDER.									
Only Circle of Stars Members receive a 5% to 20% discount on all Special Attractions Shows... Join Today! See page 39 for details.									
		PRIME	REGULAR	STUDENT TICKETS (where applicable)	DIAMOND 4-PAK (minimum 1 child 17 & under)	# TICKETS	TOTAL COST		
SPECIAL ATTRACTIONS									
Support Flato Markham Theatre "Discovery" 2013 Annual Gala featuring JOSE FELICIANO Fri. Sept. 27									
☐ Exclusive Pre-Show Dinner & Show Package	Reception: 5 pm, Dinner: 6 pm, Show: 8 pm	\$200	N/A				\$		
☐ Show Only	8 pm		\$99				\$		
☐ Dino Vannelli	Wed. Oct. 23, 8 pm	\$84	\$79				\$		
☐ Sampradaya Dance Creations - "TAJ" starring Kabir Bedi & Lisa Ray	Fri. Nov. 1, 8 pm	\$64	\$59				\$		
☐ Al Jarreau	Wed. Nov. 6, 8 pm	\$109	\$99				\$		
☐ Jim Brickman "The Love Tour" with Luke McMaster	Tues. Jan. 28, 8 pm	\$59	\$54				\$		
☐ Jim Belushi & Chicago Board of Comedy	Wed. Jan. 29, 8 pm	\$84	\$79				\$		
☐ Menopause The Musical® - Come Join Our Sisterhood	☐ Wed. Mar. 5, 8 pm ☐ Thurs. Mar. 6, 8 pm	\$84	\$79	\$39	\$199 (minimum 1 child 17 & under)		\$		
☐ The Royal Moscow Ballet presents "Sleeping Beauty"	☐ Fri. Mar. 7, 8 pm ☐ Sat. Mar. 8, 2 pm	\$69	\$64		\$150		\$		
☐ Sing-A-Long-A "Grease" Interactive Movie	Sun. Feb. 9, 2 pm	\$25	\$25		\$80		\$		
WINTERLUDE MATINEES									
☐ JukeBox Hits Live with Freddy Vette & the Flames	Tues. Jan. 21, 2 pm	\$24	\$19		2 tickets for \$35		\$		
☐ Swing Shift Big Band "Tribute to Count Basie"	Tues. Mar. 25, 2 pm	\$24	\$19		2 tickets for \$35		\$		
☐ "TOES for dance" presents "knees and toes/NY's and TOS"	Thurs. Oct. 10, 7 pm	\$20	\$20	\$5			\$		
☐ Sheng Cai, Piano & The Jazz FM91 Youth Big Band	Sun. Jan. 19, 2 pm	\$20	\$20	\$5			\$		
☐ Trudeau Stories	Tues. Apr. 15, 8 pm	\$49	\$44	\$5	2 tickets for \$75		\$		
☐ MT Space "The Last 15 Seconds"	Wed. Apr. 16, 8 pm	\$49	\$44	\$5	2 tickets for \$75		\$		

COMPLETE YOUR ORDER ON THE REVERSE SIDE

STEP 2

CHOOSE-YOUR-OWN TOTAL: \$

Very Useful Theatre Company

Presentation to council

October 25 2011

Presented by

John Dowson

Newmarket Theatre meeting October 25 2011

JOHN DOWSON

The bottom line,

Theatre opened 14 years ago without a Mandate.

Over 14 years operating at a deficit each year.

- 2008 deficit \$146,429.00 CIF (\$89,426)
- 2009 deficit \$152,587.00 CIF (\$65,953)
- 2010 deficit \$92,340.00 CIF (\$71,190)
- 2011 deficit \$318,000.00 CIF (\$71,190)
- the salaries alone are \$190,000
- Four year average loss \$177,339.00 a year /\$700.00 a day
- By the year 2015 the operating deficit will be \$400,000 or more
- Operating the theatre as it is not an option
- The taxpayers of Newmarket can't keep subsidizing : with no end in sight
- Naming rights is band aid, short term, not a long term solution
- At a crossroads faced with two choices!!
- Develop a long term viable solution, profit or at least break even or
- Toronto voted to get out of the live theatre business.

MUST DEVELOP A THEATRE WEB SITE TO ADVERTISE THE THEATRE

What's on? Search for a local group find out what they are performing, and where!

What's the Mandate

- Theatre is a product, with 400 seats a day to sell. 255 performance days
- Last year 125 days X 200 = 25,000 seat sales @ \$10 = \$250,000 loss \$98 per day
- There are over 200,000 people living in the trading area.
- Increase ticket sales and be part of the action.
- Bring professional live theatre events to Newmarket.
- For every dollar spent; theatre patrons spend \$3 in town.
- Newmarket is the centre of the Region
- Ontario Arts council 2011 reports people are opting to attend local performing arts productions in place of big productions in the major centres.

Newmarket Theatre 2010 operational costs *

2010-11 operational costs were budgeted at	\$531,276
Actual annual operational costs, 2010-11	\$612,104 over <u>(\$80,828)</u>
Annual inter departmental charges (IDC)	<u>\$429,102</u>
Total annual operating cost, 2010-11	\$1,041,206
Annual operational costs excluding (IDC)	\$612,104
Total revenues for 2010/11 includes item 8292 C.I.F. \$71,190**	<u>\$365,231</u>
Total annual operational costs 2010/11	(\$246,873) –debit
The actual operational costs, including the C.I.F. \$71.190	(\$318,063) - debit

Operational costs calculated on 355 performance days per year.

Daily operational costs.

Daily operational costs including IDC (355 days)	\$2,934
Daily operational costs excluding IDC (355 days)	\$1,724
Daily 2010 revenue per day (355 days) less C.I.F (\$71,190)	<u>\$ 828</u>
Daily net operational loss per day (355 days)	(\$896) debit

Notes:

*Source 2011 operating budget “Newmarket theatre-General” Line 71351

** 8292 Capital Investment fund is a \$2.00 surcharge on every ticket = **\$71,190.**

***Current value of the CIF for the fiscal year of 2010-2011 = **\$450,000**

Prepared by the Very Useful Theatre Company June 13 2011

Notes on the operation of the Newmarket Theatre

The operating budget for the 2010/11 season was \$531,276. The actual operating costs were \$612,104. The 2010/11 operating costs were \$80,828 or 15.2% over the budget.

The operating costs for the 2010/11 season were \$612,104 the revenues were \$294,041. The operating loss was \$318,063. 52% , that's \$.52 on every dollar spent operating the building

The total number of days and evenings available for productions 365 less 10 holidays =355

The 2010/11 operating budget was \$612,104 divided by 355 days = \$1,725 a day

The 2010/11 revenue was \$294,041 divided by 355 days = \$ 829 a day

The 2010/11 theater season cost the taxpayers of Newmarket \$ 896 a day

The total number of days and evenings that the theatre could be booked = 355

The total number of actual days the theatre was booked for the 2010/11 =125

The total number of days and evenings that the theatre did not book = 230

(from the 2010/11 theatre brochure)

The \$318,063 theatre operating loss is included in the Parks Recreation and culture's overall budget. The implications of this loss are that it is passed on to the children in minor hockey, baseball, soccer and tennis through increased rental and participating fees and by increasing the taxes for the homeowners. Someone must bear the costs and the costs must be met.

In addition the theatre deducts \$2.00 and a \$1 from every ticket sold. This is an undeclared hidden tax this means Newmarket taxpayers are being taxed twice. This amount should be disclosed on every ticket so that the purchasing public is aware that the full ticket price does not go towards the production costs or the operation of the theatre.

Based on the 2010/11 operating budget one could assume that the operating loss has been increasing every year since the theatre opened in 1997 and will continue to go up.

Renting the stage and not sharing the revenue from the ticket sales will only ensure that the operating loss will continue to increase every year until it becomes impossible to continue operating in this manner.

Using the 2010/11 operating costs the theatre stage must be rented 355 days a year at a rental rate of \$1.725 a day just to break even; that's an impossibility under the current operating philosophy.

The Newmarket theatre is not an ice pad, a ball diamond or a soccer field. To increase revenue from the ice pad, ball diamond or soccer field there is only one option, increase the rent and increase the user fees.

The Newmarket Theatre has 400 seats, to increase the revenue of the theatre there is only one option, share and retain the revenue from ticket sales for each performance.

On a shared operating costs, booking top productions with ticket prices ranging between \$50 and \$65 and entering into a partnership with local talent to sell tickets, the theatre would not only cover its costs it can turn a profit, which will greatly affect the budget line of PRC,

NEWMARKET THEATRE AS A PRODUCT

The objective should be to sell the theatre and not sell the productions. This will help the audience identify with the theatre and not the productions. For example “let’s see what’s on at the theatre”, instead of looking for a production and trying to find out where it is playing. By selling the theatre can build a reputation of excellence for the productions it brings in.

Book well known top acts that will sell out at \$50 a ticket. John McDermit, Tommy Hunter, Don Herron etc. and bring in established theatre productions from Toronto etc.

- The theatre should book the seasons productions one year in advance
- The theatre creates a glossy brochure with all the season’s productions
- Create a subscription series featuring three productions such as musical series, a drama etc.
- Posters in the Mall and poster boards throughout the town
- Create a web site for the theatre, featuring the productions
- Build an email list, every person that purchases a ticket through, phone, internet or box office, should be asked three questions, their postal code and their email address and their phone Number
- These should be placed in a data bank and tracked every time they purchase a ticket this identifies the productions they like, and their postal code denotes profiles
- Email broadcast to the e-list by sending posters on each production
- Tele market via a phone bank and volunteers.

Can the theatre be profitable or break even?

Every theatre production is required to pay a flat fee plus a percentage of the ticket sales. Suggested out of town productions daily rental \$700.00, plus 40% percent of ticket price

Out of town productions

Theatre rental per day	\$700	
Ticket price \$25 x 400	\$10,000	
Theatre rental	\$700	
Percentage of the gate @ 40%	<u>\$4,000</u>	
Total revenue per day	\$4,700	
Objective - 130 production days @ \$4,700	=	\$611,000

Newmarket based groups

Theatre rental	\$300	
Ticket price \$20 x 200	\$4,000	
Theatre rental per day	\$300	
Percentage of the gate @ 40%	<u>\$1,600</u>	
Total revenue per day	\$1,900	
Objective - 50 production days @ \$1,900	=	\$95,000

180 production days total revenue = \$706,000

This leaves 175 dark days in the Newmarket theatre available for use for top acts @ \$50 per ticket produced by Newmarket Theatre

Newmarket Theatre 2010 actual operational costs from the 2011 budget

2010	Operational costs	\$612,104
2010	Inter departmental charges	<u>\$429,102</u>
2010	Total costs	\$1,041,206

2010	Total operations costs [less interdepartmental charges]	\$612,104
2010	Total revenues	<u>\$365,231*</u>
2010	Total net operating loss	(\$246,873)

Note: Total revenue includes \$71,190 allocated to the Capital Investment Fund C.I.F. The C.I.F. is a \$2.00 per ticket surcharge which is taken away from the price of each ticket. Since the C.I.F. is not available to reduce the operational costs the actual net operating is **\$318,063*

Number of rental days available for the years 2010 = 355

Gross operational costs per day (less IDC)	\$1,724.24
Actual gross revenue per day	<u>\$1,028.82</u>
Net operational loss per day (shortfall)	\$695.42

Objective

To cover the total annual costs of \$700,000 per year or \$2,000.00 per day over a period 355 days available

Comment

The Newmarket theatre will never achieve their annual operating costs through rental fees alone. The daily rental fees would have to be raised so high that it would be impossible for any group to mount a production. To cover a rental fee of \$2,000 per day a performing arts group would require an audience of 400 patrons per day over 5 performances per week. This can be accomplished but only after developing an audience. An expensive daily rental fee will discourage any group from attempting to build an audience.

The solution

Develop a cost sharing partnership between the local performing arts groups that financially benefit the theatre and the group. This will not only ensure the theatre's operating costs are met but it will allow the theatre to become a profitable entity.

The Proposal

A daily rental agreement founded on a partnership between the performing arts groups and the town. The rental fee will be based a daily flat fee plus a percentage of the ticket sales. The net ticket price will not include the C.I.F. and asset replacement fund fees.

Performing arts Groups and entertainers based in Newmarket

Flat fee	\$300.00
Plus 40% of ticket sales	
Ticket price	\$20.00
Less CIF	2.00
Asset replacement	<u>1.00</u>
Net ticket price	\$17.00

Example

75 patrons per performance at \$17	Per ticket	\$1,275.00
40% of ticket sales		\$510.00
Daily fee		<u>\$300.00</u>
Daily theatre revenue		\$810.00

Example

100 patrons per performance at \$17	Per ticket	\$1,700.00
40% of ticket sales		\$680.00
Daily fee		<u>\$300.00</u>
Daily theatre revenue		\$980.00

Example

200 patrons per performance at \$17	Per ticket	\$3,400.00
40% of ticket sales		\$1,360.00
Daily fee		<u>\$ 300.00</u>
Daily theatre revenue		\$1,660.00

Breakeven point

250 patrons @ \$17.00 per ticket	\$4,250.00
40% of ticket sales	\$1,700.00
Daily fee	<u>\$ 300.00</u>
Daily theatre revenue	\$2,000.00

Performing arts Groups and entertainers not based in Newmarket

Flat fee \$700.00
Plus 40% of ticket sales

Ticket price \$20.00
Less CIF 2.00
Asset replacement 1.00
Net ticket price \$17.00

Example

75 patrons per performance at \$17	Per ticket	\$1,275.00
40% of ticket sales		\$510.00
Daily fee		<u>\$700.00</u>
Daily theatre revenue		\$1,210.00

Example

100 patrons per performance at \$17	Per ticket	\$1,700.00
40% of ticket sales		\$680.00
Daily fee		<u>\$700.00</u>
Daily theatre revenue		\$1,380.00

Breakeven point

200 patrons per performance at \$17	Per ticket	\$3,400.00
40% of ticket sales		\$1,360.00
Daily fee		<u>\$ 700.00</u>
Daily theatre revenue		\$2,060.00

Example

250 patrons @ \$17.00 per ticket	\$4,250.00
40% of ticket sales	\$1,700.00
Daily fee	<u>\$ 700.00</u>
Daily theatre revenue	\$2,400.00

Ticket price \$25.00 less \$3 surcharge = \$22

400 patrons @ \$22.00 per ticket	\$8,800.00
40% of ticket sales	\$3,520.00
Daily fee	<u>\$ 700.00</u>
Daily theatre revenue	\$4,220.00

4 nights @ \$4,220.00 total revenue \$16,880.00

Newmarket Theatre 2010/11 season

Number of days the theatre was booked

September	3
October	8
November	9
December	14
January	13
February	12
March	10
April	14
May	16
June	<u>23</u>
Total	122

Number of days used by the following groups

<u>Local schools</u>	<u>Local Dance etc.</u>	<u>Aurora Performing arts</u>	<u>Marquee Pro.</u>	<u>NSC</u>	<u>VPAN</u>	<u>Other</u>
30 - 25%	30 - 25%	17 - 14%	22 - 18%	15 - 12%	5 - 3%	4 - %

Performing arts groups from Aurora used 39 days or 32% of the days booked