# 5 Year Business Plan

Community Services Division,

Town of Huntsville

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TSVILLE CIVIC CENTR
ALGONQUIN THEATRE





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# 1. Executive Summary

The next 5-years at the Algonquin Theatre is an exciting time as we enter a renaissance, a new beginning and time for re-discovery of art and culture.

There is a pent-up demand coming out of COVID-19, and trends are pointing to a busy couple of years at the theatre.

We are ready, the space is safe, affordable, and has been deeply missed.

It is time to reconnect with a new focus on children, youth & young adults. We are thrilled to deliver edu-entertainment, with culture and arts re-imagined.

Council has provided clear direction to staff through the Scope of Work, to complete the 5-year Business Plan at the Algonquin Theatre, Staff Report CS-2022-5 that included:

- Objectives of the business plan,
- Expected outcomes,
- Project phases and timelines,
- And other components that are not to be in the business plan.

In addition, Council provided further direction to use the Community Service (focus on youth/schools) Service Delivery Approach to complete the Community Services 5-year Business Plan for the Algonquin Theatre, Staff Report CS-2022-9. This service delivery approach allows for more community and youth usage of the theatre, off-set by a slightly higher percentage of commercial rentals. This service delivery mix is anticipated to not result in an increased impact to the tax payer.

Some of the exciting, new ideas and what to expect over the duration of the next five years are included in the following (6) six key action areas :

| Finance | People | Rental Targets |
|---|---|---|
| -Lower projected operating net levy<br>-Increased revenues during non-prime usage<br>-Double historical bar sale revenues, by licensing front of house<br>-Increase revenues with 3rd party food services operator to enhance theatre experience<br>-Controlled expenses projected over 5-years | -Recruit twenty new volunteers, supporting increased attendees<br>-Utilize Recreation staff to offer new participatory art & culture programs for all ages (focus on children and youth)<br>-Increase box office sales & customer service with support from Community Services – Sales Team | -Create a pricing plan and schedule, allowing more affordable access to the theatre for schools and education<br>-Work closely with youth, utilizing our recreation staff to reflect diversity & showcase events/concerts<br>-Investigate technology to offer enhanced & new movie offerings |

| | | |
|---|---|---|
| despite increased costs (CPI) | -Offer special access for certain events to high school students i.e. $5 ticket | |
| **Marketing** | **Partnerships** | **Presenting/Programming** |
| -Huntsville Culture Pass Offer packages including Art & Wine Nights, Shop & a Show (movie), Dinner & Theatre<br>-Leverage youth influencers with social media/digital strategies<br>-Educational speaker series/ programming applicable to curriculum<br>-Member incentive programs: backstage passes, VIP tickets | -Improve ways to measure the economic impact of tourism<br>-Offer food that is themed and tied to events through 3rd party operator<br>-Strategic partnership plans to offer cultural events- to grow tourism & local participation<br>-Open our venue during under-underutilized times to include arts & non-arts programming | -Present edu-tainment shows annually for youth & our own “high quality” cultural experience<br>-Collaboration with Recreation, MHP & Library to provide increased intergenerational programming & film<br>-Reflect diversity by providing exposure to the arts; indigenous, LGBTQ12S+ community<br>-Engage young adults by offering boutique experiences / unique venues |

The initiatives highlighted above are just a sample of more to come, with further details outlined in this 5-year Business Plan that staff are pleased to provide to Council.

# 2. Business Plan Summary

The 2019-2023 Town of Huntsville Strategic Plan supports the creation of 5-year business plan for the Algonquin Theatre.

### Purpose

The purpose of the business plan is to describe who we are, and what sets us apart from others. The business plan also describes what we plan to achieve, how we will deal with challenges and what returns we anticipate, with accompanying financial projections.

### Objectives

1. To infuse the principles of sustainability, efficiency, accessibility, and integration into the theatre.
2. To apply the operating model: Option #2 outlined in the Staff Report CS-2022-9, with the Strategic Focus: Community Service – Youth and Schools.

### Outcomes

- Vision and values that aligns with Council's 2018-2023 Strategic Plan and the 2022 Community Services Master Plan.
- An operating model that aligns with the ideas and initiatives that are generated and supported by Council, the community and stakeholders.
- Clearly defined role for the Algonquin Theatre.
- Defined service levels that appreciate strengths and limitations and a clear plan that optimizes spaces and assets, expanded programming, the integration of trends and the addition of what's already available but underutilized.
- Identification of initiatives being undertaken in the private sector and surrounding communities that may impact programs and services.
- Outline the current staffing structure, including the use of volunteers, and future proposed staffing structure changes to attain service standards.
- Outline financial projections, potential grants, sponsorships, partnerships, and other budgeting options. Identification of potential savings and efficiencies, including the continued response to COVID-related challenges.

# 3. Background

The Algonquin Theatre 5-year Business Plan was mandated in and directly ties to the vision, mission and goals of the 2019-2023 Town of Huntsville Strategic Plan, as well as the 2022 Community Services Master Plan.

### Town of Huntsville 2019 - 2023 Strategic Plan

**Vision**

A vibrant, inclusive, healthy community which inspires innovation and growth, celebrates the arts, culture, and heritage, promotes recreation while developing a resilient economy founded on social caring and environmental stewardship

**Mission**

Providing superior and sustainable services for the people of Huntsville

### Goals

Arts, Culture and Heritage – To inspire innovation, growth and celebration of arts, culture and heritage toward a vibrant, inclusive, and healthy community.

Objective CW.3.2: Prepare and implement a five-year business plan for the Algonquin Theatre in 2019. (mandate)

Objective CW.3.3: Continue to evaluate the feasibility of a public art gallery. (mandate).

### Town of Huntsville 2022 Community Services Master Plan

**Mission**

Huntsville Community Services – everyone can engage in safe, quality, and inspiring active and cultural experiences.

**Goal**

Support the provision of a wide range of arts, culture and heritage opportunities available to residents and visitors alike. (Goal #6)

# 4. Business Overview

### Our History

The Algonquin Theatre officially opened its doors on May 14, 2005, to a full house of supporters. Opening week was filled with excitement as a vision was being realized in Huntsville. The Algonquin Theatre is part of the Huntsville Civic Centre, in the heart of downtown Huntsville.

The Algonquin Theatre has been host to a wide variety of plays, musical performances, meetings, videos, presentations, and school groups. The Theatre has offered outstanding performances from comedians to orchestras, from elementary school plays to musicians of international acclaim.

As you stroll along the historic streets of downtown Huntsville, you have the opportunity to view the breath-taking bronze statue of Tom Thomson, created by local sculptor Brenda Wainman-Goulet. This is a piece of history incorporated within the Civic Square illustrating the Town's motto "touch the past, embrace the future".

The space is for the many, not for the few. The Algonquin Theatre strives to be the venue of choice for area events, attractions, and meetings. In this digital age, attractions are facing a variety of challenges including budget, application of new technologies, competition, changing internal and external environments and changing demands of user groups, audiences and workforce.  The Theatre is adapting to these changes and is a key attraction that is, affordable, convenient and the community hub for all ages.

The Algonquin Theatre is about to enter into a renaissance, a “rebirth”, defined with a new operational focus, with COVID-19 slowly becoming a part of our past and a bright future ahead.

### Who we are and our Role

The Algonquin Theatre is a municipal facility located in the heart of downtown Huntsville. The 408-seat theatre offers a mix of artistic experiences for all ages, social economic backgrounds, and diverse cultures. The theatre strives to be a place that supports early, affordable and frequent exposure to the arts through community based, grass-roots initiatives and professional level, artistic experiences: A place for all.  A place of public benefit.

The Algonquin Theatre also includes an art gallery, for visual artists to display and sell their work. The gallery is located within the theatre, in Partner's Hall and is curated by the Huntsville Art Society (HAS). The art gallery provides the opportunity to view a variety of mediums of artwork, as well as the option to purchase. The staff at the Algonquin Theatre support HAS by connecting buyers with artists to support the on-going work of local artists.

This mix of use is important and provides opportunities to be exposed to unique cultural experiences, as well as enjoying professional level talent for both residents and visitors. The proposed service mix provides a strategic focus on Community Service – public benefit, for youth, education, and access for schools. The theatre will operate based on the mix of uses identified in the chart below.

| Percentage of Use | Category of Use | Example(s) of Users |
|---|---|---|
| 25% | Commercial | Shantero Productions |
| 20% | Resident/Non-Profit | YWCA, Muskoka Concert Band |
| 20% | Youth/Schools | Huntsville Highschool, Prism Theatre |
| 29% | Huntsville Festival of the Arts | Main tenant, 3-year Agreement |
| 6% | Movie/Speaker Series | Reel Alternatives |

The role of the theatre is also to increase cultural awareness and provide exposure to the arts for youth and younger audiences. Increasing the commercial use slightly will help offset the costs of expanding the use of the theatre for youth, school, and education.

Through more engagement of youth with arts-rich experiences and greater participation in extra-curricular activities, studies show, higher engagement in communities with activities such as voting, volunteering and visiting the library. In addition, high school students from low-income backgrounds that have art-rich experiences participate in student government and clubs at 4-times the rate compared to similar students with low-income backgrounds, who did not have those experiences. (Source: The Arts and Achievement in At-Risk Youth, Findings from Four Longitudinal Studies, Dumais and Hampden-Thompson)

In addition, the theatre's role is to support volunteerism, and partnerships with the arts community both in the non-profit and private sector to develop a creative economy that generates cultural experiences using local, creative individuals, assets and events. The theatre is a "public benefit" organization.

The theatre will be doing some of it's "own presenting" and programming over the next 5-years, this is a newer approach that has been successful in the past and will make a re-emergence. Theatres that have a balanced approach of non-profit access, commercial use, and their own presenting – helps to increase the profile of the theatre, by offering new experiences. There will be a focus on children, youth and young adults with the programs and productions brought to the theatre over the term of this business plan.

Lastly, municipal theatres were not created to directly compete with the private sector, but to support business to be successful with their cultural business niche and to strategically

partner to offer larger community events that support the overall goal of making Huntsville the destination for arts and culture. Focusing on education, youth and a mix of commercial and non-profit uses, is a different focus from the local private sector businesses, thus creating a niche for the Algonquin Theatre.

### Demographics

The Town of Huntsville has the largest population in the District of Muskoka at 21,147 permanent residents and 6200 seasonal residents, for a total of 26,016 residents (2016 census). Huntsville also has the largest amount of land, located 215 kilometres north of Toronto. According to Statistics Canada Census Data 2016, Huntsville is projected to grow to 30,300 (permanent and seasonal) by 2031, which equates to 16% forecasted growth. Statistically, 22% of the population are made up of seasonal residents which may suggest a greater demand on peak-season events at the theatre, as well as demand on other community services in Huntsville.

The table below outlines the District of Muskoka 2016 census for the Town of Huntsville, as well as a breakdown by percentage of attendees within each age range at the Algonquin Theatre.

Table 1: Census Results 2016 and 2021: Permanent Population

| Census Subdivisions (Municipalities) | 2016 Census | 2021 Census | % Difference |
|---|---|---|---|
| Bracebridge | 16,010 | 17,305 | 8.1% |
| Georgian Bay | 2,514 | 3,441 | 36.9% |
| Gravenhurst | 12,311 | 13,157 | 6.9% |
| Huntsville | 19,816 | 21,147 | 6.7% |
| Lake of Bays | 3,167 | 3,759 | 18.7% |
| Muskoka Lakes | 6,588 | 7,652 | 16.2% |
| **District of Muskoka*** | **60,406** | **66,461** | **10.0%** |

Table 2: 2021 Census Results and Growth Strategy Projections: Permanent Population

| Census Subdivisions (Municipalities) | 2021 Census | Growth Strategy Projections 2021 (2019 GS) | # Difference |
|---|---|---|---|
| Bracebridge | 17,305 | 16,690 | +615 |
| Georgian Bay | 3,441 | 2,890 | +551 |
| Gravenhurst | 13,157 | 12,950 | +207 |
| Huntsville | 21,147 | 21,060 | +87 |
| Lake of Bays | 3,759 | 3,230 | +529 |
| Muskoka Lakes | 7,652 | 6,640 | +1,012 |
| **District of Muskoka*** | **66,461** | **63,460** | **+3,001** |

Table 3: 2016 Census breakdown of age range in comparison to 2019 Algonquin Theatre age range attendees. (2021 Census data not available)

| Age Ranges | Breakdown by % 2021 demographics: Town of Huntsville | Breakdown by % 2019 estimate demographics, attendance Algonquin Theatre |
|---|---|---|
| 0 to 14 years | 13.5 % | 8% |
| 15 to 64 years | 61.6% | 70% |
| 65 years and over | 24.9% | 20% |
| 85 years and over | 3.1% | 2% |
| Average age | 46.3 | 50-55 |
| Average median age | 49.6 | n/a |

Further analysis of the breakdown of attendees at the Algonquin Theatre is outlined in the next section under Goals and Target Market. While the breakdown between the 15 – 64 years category is not collected through the theatre's software program, using an educated guess, staff identified the average age attending the theatre is between 50 – 55 years of age. This might reflect to the type of events and shows offered, the disposable income available by this demographic, targeted marketing, and possibly the physical atmosphere in the theatre with its comfortable seating.

With lower attendance of children and young people accessing the theatre in the past (with the exception of children's dance competitions), stakeholders have recommended children, youth & young adults be an area to target for growth. In this business plan, there are set goals and action steps to increase participation of younger people at the theatre.

Staff will continue to accept and welcome rentals from non-profit groups, residents, commercial businesses and work with our partners, Huntsville Festival of the Arts and the Huntsville Art Society.

# 5. Goals and Target Market

### Goals

The following SMART goals are tied to the proposed service delivery approach. The three (3) goals provide a focused and a "keep it simple" approach heading into the next five years of theatre operations. However, there are a significant number of action items coming out of these goals, articulated at the end of this document, in the Operational Plan section.

In addition, given the ever-changing status due to the pandemic, the goals will continually be evaluated and if necessary, updated, and communicated to Council as necessary.

1. To fill the theatre with rentals and town operated activities at not less than 60% of the available prime time and non-prime time* hours, starting in January 2023.
2. To increase the proportion youth, school and education related rentals and programs to 20% of the available time in the theatre, starting in January 2023.
3. To increase the proportion of commercial rentals to 25% of the available time in the theatre, starting in January 2023.

*_Prime hours include_: typically heavier use of the theatre
12:00 pm – 11:00 pm Thurs. – Sun. (except late Sunday evening)

*_Non-Prime hours include_: unregular use of the theatre
Mon. afternoons,
Tues. & Wed. all day,
Thurs. – Sun. mornings
Sun. evenings.
(Mondays tend to be blackout time for staff to recover from the weekend).

It is important to note that any type of use, including non-profit/resident, movies, lectures, as well as youth/ education and commercial use of the theatre will be welcome and accommodated beyond the 60% targeted usage.

We will also continue to support our partnership with the Huntsville Festival of the Arts (HFOA) at 29% usage of the theatre by working closely together and balancing any additional use of the theatre between the prime-time and non-prime time slots to ensure the overall goals of the 5-year business plan are met. In addition, the partnership with the Huntsville Art Society (HAS) is also extremely important, as their historical use of Partner's Hall continues to be a unique and creative use of that space as a public art gallery. Both HFOA and HAS will be encouraged to support the theatre's goals through their own programming, specifically related to children and young people.

### Target Market

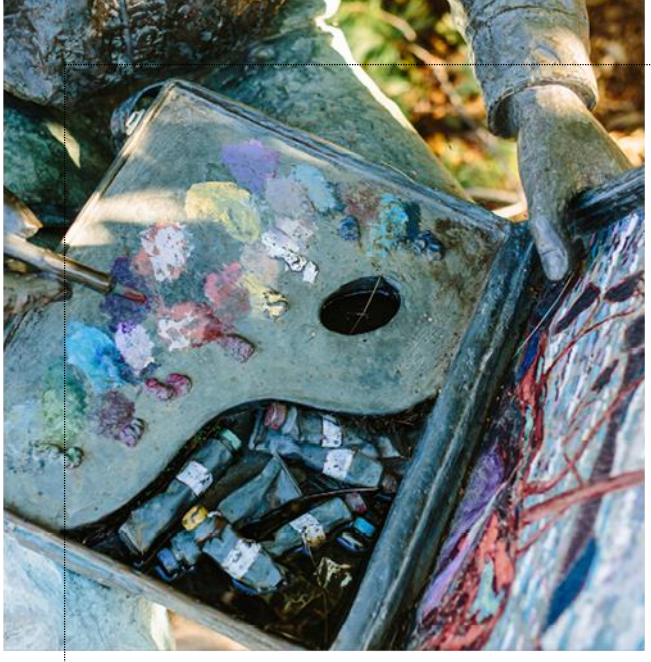
The market for the Algonquin Theatre is broad as it is a municipally funded facility meant for "all". The market includes all ages, genders, cultures, individuals with little exposure to extensive exposure of the arts.

However, there will be a special emphasis on targeting children and young adults for more usage of the theatre through town led programs, partnerships, and expanding rental opportunities for non-profit groups that serve youth, with culture, art and music education.

### What we plan to achieve

Including the goals outlined, there are a number of critical action items that require attention during the next five years, with a significant number of items of focus for the next 18 months. The action items are outlined in the last section of the Business Plan, in the Conclusion and Next Steps section. The key performance areas include:

- Finance
- Marketing
- Partnerships
- People
- Presenting/Programming
- Rental Targets











# 6. Importance of the Performing Arts and Trends

## Industry overview

The arts are integral to the social, civic, and economic wellbeing and vitality of our community. Arts participation in childhood and youth has been linked to positive academic, social and emotional outcomes later in life. There are also positive relationships between the arts and other social and civic activities, such as volunteering in communities and creating value in community engagement.

From the industry perspective, the direct economic impact of culture industries was estimated at $58.9 billion in Canada in 2017, or $1,611 per capita and 2.8% of the country's GDP. In 2017, there were 715,400 jobs directly related to culture industries, or 3.8% of all jobs in the country. (Source- Canadian Association for the Performing Arts -CAPACOA, Hill Strategies).

Arts and culture, similar to other sectors, have experienced significant economic setbacks as a result of the COVID-19 pandemic. Across the spectrum of artistic and creative endeavors, restrictions on gatherings, changes in consumer behavior (voluntary or otherwise), and severe unemployment have taken a devastating toll on the sector. The full scope and scale of the impact can be hard to discern, in part because of the size and diversity of the industries and occupations that constitute arts and culture. Given that we are still living within a pandemic, the true impact on the performing and visual arts is yet to be fully understood.

**Arts, Identity and Belonging**

Canadians who regularly attend live music are almost twice as likely to have stronger sense of belonging to their city or town compared to those who don't attend.

Canadians who rate arts, culture, and leisure in their community as "excellent" are nearly three times more likely to report a "very strong" sense of belonging to their city or town.

Source: Community Foundations of Canada and CAPACOA, Vital Signs: Arts and Belonging, 2017.

Approximately 79% of Canadians consider that arts and heritage experiences make them feel part of their local community.

It is anticipated that the need for the arts to bring people together, create connection and enhance relationships will be greater than ever once the COVID-19 pandemic has ended.

During community consultation regarding the future of the Algonquin Theatre, stakeholders agreed that arts and culture is immensely important to the Huntsville community. Feedback from almost all community members that responded to the survey indicated that they were planning on purchasing tickets at the theatre this year, which is extremely encouraging and speaks to some of the trends with respect to a greater demand for arts and culture as we emerge from the pandemic.

**Tourism Trends and Impact to the Performing Arts**

According to the Canadian Association for the Performing Arts (CAPACOA), research shows that amongst travellers, there is a growing desire for authentic experiences that enliven and deepen connections to place. Live events and festivals provide these types of experiences year-round.

"Tourism in Canada has never been in such a state of crisis. In the initial COVID-19 wave, the industry lost 500,000 jobs. Based on current trends, **tourism in Canada is not expected to recover to 2019 levels until 2025 or 2026.** Tourism businesses contribute to the quality of life and fabric of the places we live, including festivals and events, recreation venues, art services and amenities. Consequently, the impacts of the downturn affect communities across the country," indicated David Robinson, Vice-President of Strategy and Stakeholder Relations with Destination Canada. Local industry experts suggest we expect a quicker return to pre-pandemic participation in the performing arts in the coming months, in comparison to some of the national tourism predictions. As government restrictions continue to ease, we can expect to experience a continuous increase in demand on town facilities over the next couple of years, with the expectation that we will plateau and then possibly realize some slowdown in demand for culture in the next 5-years after people have indulged themselves after two years of a pandemic lifestyle.

Muskoka Tourism also suggests a slow recovery related to tourism in Muskoka, "Tourism levels are not expected to get to pre-pandemic levels until 2024, although Muskoka seems to have a faster than average return," said Executive Director, Janet O'Connell. The 5-year projections for usage of the Algonquin Theatre are more closely aligned with J. O'Connell's predictions.

Based on industry scans, Destination Canada predicts key market trends as the sector emerges from the pandemic. Of particular importance to the performing arts, travellers are increasingly forming an aspirational view of travel, pursuing personal growth and enrichment. Destination Canada defines these as "high value travellers," who seek cultural experiences, Indigenous tourism experiences, and ways to engage more deeply with the places they visit. These types of travellers represent a key opportunity for festivals, live performances, and events organizers. Research shows that tourism will restart at the hyperlocal level, according to CAPACOA, which is hugely beneficial for local markets and encouraging for the Algonquin Theatre.

### Huntsville's Community and Non-Profit Sector

We are slowly seeing a return to "normal" with bookings from local groups, led by the Huntsville Festival of the Arts, Huntsville Art Society, and local dance schools who have been at the forefront in opening our Theatre. While the suggestion of returning to "normal" is positive, it must be prefaced with the unknowns of the continuation of tightening and loosening of provincial regulations since March 2020.

The Festival of the Arts is coming back cautiously, striving toward 2019 booking levels, still with some hesitancy of the audience returning. Dance schools are seeing the need to get their students back on stage and performing after a two-year absence, however the approach

is to continue to restrict class numbers and audience sizes. Recouping financial loss from a two-year shutdown is a driving factor of the push to return, with the understanding that a safe, cautions approach will make it slower for these organizations and businesses to bounce back.

The Huntsville Art Society is back with monthly art exhibits in Partners Hall. With the length of lock downs, due to the pandemic, artist have an excess of art to display and to sell. The Art Society has a fully booked 2022 season and are now booking into 2023. With over 130 + active members and growing they are proud to call Partners Hall home of the Huntsville Art Society.

The Town of Huntsville believes in the value of "Public Benefit" by recognizing and supporting community-based organizations. The Town relies on grass roots clubs and not-for-profit organizations to fulfill dozens of roles that meet residents' needs, invigorate our community, and creates inclusive economic opportunities.

Public benefit organizations are important because they:

- operate for the public good, not private gain
- reinvest and retain assets in the public domain for the public good
- help drive the economic strength and stability of communities
- play an active role in public policy by channeling community voices to hold government and decision-makers accountable, and
- demonstrate the value of care and service to others as a core value of their work.

# 7. Analysis of the Private Sector

Business in the entertainment industry, that also host special events and rent space to artists in the culture and artistic industry, are described to provide an understanding of their niche and how the Town of Huntsville operates to support those businesses, while operating in a similar industry.

The Algonquin Theatre is a medium size event venue (408 seats) in comparison to Deerhurst Resort that accommodates larger events (1000 seats) and Canvas, being the smaller venue (200 seats). In consultation with our private sector partners, we all agree each venue has a different feel and the type of event that works for each venue is different. For example, some performers want a more intimate setting and may not command a large attendance, making a larger venue cost-prohibitive and the smaller audience feeling lost in an empty space. In contrast, a smaller, venue like Canvas, is targeting a casual crowd that enjoys craft beer and secondly, some fun entertainment.

Private sector venues are slowly expanding bookings as restrictions loosen. Anticipated trends include an increase in weddings and small musical events that accommodate venue size. Canvas Brewing will stay focused on securing revenue though weddings while still partnering with the Huntsville Festival of the Arts to produce smaller concerts with a capacity of 200 or less.

Deerhurst Resort will continue to try and capture their share of tourist revenue through resort attractions and a limited event schedule. The Huntsville Festival of the Arts will continue to produce concerts at Deerhurst Resort. The event centre at Deerhurst can accommodate an attendance up to 1000 which allows the Festival to have higher costing artists perform while keeping the ticket price down. Performers that charge a premium to perform, increase the cost of tickets substantially at the Algonquin Theatre, therefore these artists are better suited for Deerhurst and sets the Festival up for more financial success.

The Huntsville Festival of the Arts (HFoA), Dan Watson explains, “who we are” well when he describes how he decides what the most appropriate venue is for his shows. The Algonquin Theatre has the best acoustics and is favoured by many professional level performers looking for a certain quality experience for their audience. In addition, the Algonquin Theatre has a more formal, true theatre feel, with cushioned seating and professional lighting that makes it ideal for performance art, sit-down concerts, and a variety of entertainers that appeal to audiences that enjoy the theatre experience.

As venues slowly open, with less restrictions, producers are struggling to secure dates for their clients who have had dates cancelled and/or are looking to recoup the severe financial loss over the past two years. Dates are booked as far out as 2025/2026 to ensure facilities are available at the Algonquin Theatre, as well as other venues.

What is important is that much of what the private sector is doing, supports the Town of Huntsville’s 2019-2023 Strategic Plan and 2011 Cultural Strategy by being innovative, growing and celebrating arts and culture for a vibrant, inclusive, and healthy community. These shared values are important to Huntsville and as such, the Town wants our private sector partners to be successful and together we make our community *the* location where everyone can enjoy arts and culture. And this richness that comes from a vibrant, artistic community, also benefits the retail and restaurant businesses, as well as the artists themselves that make a living by entertaining, making Huntsville a leader in culture and arts for Muskoka and area.

**Private Sector Venues outlined include:**

- Casino Rama
- Canvas Brewery
- Deerhurst Resort
- Local Restaurants

**Casino Rama - niche**

- To continually increase revenue by utilizing resort/casino facilities,
- Provide ownership and stakeholders with positive quarterly and yearly revenue reports,
- Key demographics are resort and casino guests that travel,
- Entertainment - focusing on a well-balanced event portfolio that are designed for key demographics that want to travel and have a higher disposable income. Expensive, professional entertainment is scheduled throughout the calendar year, ensuring a

constant revenue stream that also supports the goals of bringing visitors to the casino to gamble. For example:

- Michael Bolton
- Gordon Lightfoot
- Ice Cube
- Avril Lavigne

**Deerhurst Resort - niche**

- To continually increase revenue by leveraging entertainment during the shoulder season,
- Targeting the overnight visitor, tourism market interested in the Muskoka experience,
- Limited summer concerts when occupancy rates are traditionally strong (summer months),
- Large venue style concerts are produced in partnership with the Huntsville Festival of the Arts, to bring new visitors to Huntsville and surrounding area,
- Continuous partnership between Deerhurst Resort and the Algonquin Theatre to gain new visitors to the theatre during higher occupancy months.
- Entertainment examples:
    - Burton Cummings
    - April Wine
    - Johnny Reid

**Canvas Brewing - niche**

- Immediate goals are to focus on the wedding industry. These events offer a strong revenue line through beer sales and rental of the event space with minimal financial risk,
- Slowly expanding their in-house event offerings by promoting smaller patio concerts and themes such as trivia nights,
- Revenue driven, expanding event offerings, to increase attendance and drive alcohol revenue through the brewery,
- Smaller, private venue that offers space for local artists to perform in a bar type atmosphere.
- Entertainment examples:
    - Sean Cotton
    - Skydiggers
    - Julian Taylor

**Various Local Restaurants – niche**

- Revenue driven, focus on filling their business with customers looking for a great eating experience,
- Periodic entertainment to provide theme nights to attract more customers,
- Offering entertainment is not normally the business restaurants are in, however it can help increase business with the added value of a performer.
- Entertainment examples:

- Acoustic Soul Ensemble
- Neil Hutchinson

Competition for theatres comes in a number of different forms. Indirect competition includes any entertainment alternative in the local area. Competition comes from the local brewhouses, resorts and various restaurants. Restaurants also present a potential complimentary offering that we will leverage later through strategic alliances, dinner/show at the theatre is an obvious opportunity and many people are interested in these types of packages. The Theatre can also provide a value-added service to the restaurant or resort with the addition of entertainment through a joint promotion.

### Strategic Partnership Opportunities

The Algonquin Theatre must continue to work hand in hand with the private and public sectors. While working together to promote Arts & Culture in the Town of Huntsville. Through these continued coordinated efforts with larger events, these partnerships will help to strengthen and continue to bring the entire community together.

The Huntsville Lake of Bays Chamber of Commerce and the Downtown Huntsville BIA are key strategic partners in marketing and promoting Arts & Culture in our community. By creating strategic alliances with these two important organizations, we are able to develop a Partnership Plan that creates revenue opportunities by partnering with local business. Some of the components of a Partnership Plan may include:

- Sponsorship opportunities
- Theatre ticket and dinner packages
- Theatre ticket, dinner and hotel/lodging packages
- Theatre providing ticket sales service
- Marketing partnerships to promote multiple events
- Upselling culture, recreation and leisure programs
- Partner to offer events outside the Theatre, utilizing event spaces throughout the Huntsville core:
    - Muskoka Heritage Place
    - Bandshell
    - Concert on the Dock
    - Parks and green spaces

Post pandemic, there will be the opportunity to have a more collaborative approach, partnering with local business in the Tourism industry to better market Huntsville overall and create new revenue streams to create interesting cultural and artistic events. New events that appeal to individuals that are not traditional attendees to the theatre. (i.e. young adults looking for cultural experiences that are located in non-traditional settings, making them more attractive and appealing to that audience).

# 8. Industry Comparisons – Operational Models

This section outlines various types of theatre operational models, as well as a description of the current Algonquin Theatre operational model, and the proposed operating model.

**Model 1: Presenting**

Presenting is where the Theatre takes 100% of the financial risk of the event, including responsibility for performer fees, all marketing and associated costs, in exchange for 100% of ticket sales and ancillary revenues. Presenting occurs in both private and publicly owned theatres.

Publicly owned and operated performing arts facilities are found within all levels of government as well as within universities, colleges and schools. Some are used almost exclusively for educational or community purposes, but many present a series of professional performances for the public.

The National Arts Centre and the Confederation Centre for the Arts are two well-known federal institutions. Yet, the most prevalent type of publicly owned performing arts presenting organizations is by far the municipal presenter. In the Vitality and Impact of Arts Presenting report, of all 250 survey respondents, the following stats provide a glimpse into the percentage of theatres that do their own presenting:

- 21% (52) - municipal government,
- 3% (8) - school or university, provincial/territorial government, or the federal government. (Source: Canadian Association for The Performing Arts)

This is not to suggest the respondents above exclusively present in their theatre, each would have their own business model, whereby they may also, be a rental facility.

It is important to note that theatres that present tend to have larger numbers of staff members: the average number of full-time paid staff is 7 for municipal venues and 4 for non-municipal. (This does not take into consideration the large numbers of part-time, contract, casual staff and volunteers). (Source: Vitality and Impact of Arts Presenting, www.ontariopresents.ca).

**Model 2: Rental Facility (current Algonquin Theatre operating model)**

The theatres that operate as a rental facility are rented to customers and promoters for a fixed fee plus the recovery of out-of-pocket costs for event set-up, stagehands, box office set-up, etc.

The Algonquin Theatre currently operates as a rental facility to a broad selection of clients. Producers and artists act as presenters in our venue. We are in the business of not only

being a rental facility for the performing arts, movies, private events, meetings, and education opportunities, we are also a space for the visual arts and have a partnership with the Huntsville Art Society to exhibit and sell art. The Algonquin Theatre is also the home to the Huntsville Festival of the Arts, the largest user of the facility. The advantages of this operating model are:

1. Less financial risk (when not presenting);
2. Commercial rentals are lucrative;
3. Capture other fees and charges, (i.e., food and beverage);
4. Affordable venue for community rentals, non-profits, education, movies, youth groups;
5. Affordable venue and art space that supports artists and an appreciation for the visual arts; and
6. An anchor to the downtown to support tourism and the local business economy.

The Algonquin Theatre is a municipally operated facility that off-sets some of its costs through commercial rentals and is required to be "a theatre for all" meaning the space is available at affordable rates. Similar to the rest of the town's municipal recreation, culture, and heritage infrastructure, each are subsidized currently at the following rates (based on 2019 operating year).

- Algonquin Theatre: 54.1% (includes an allocation of Civic Centre facility costs)
- Canada Summit Centre: 58.7% (includes arena, CSC rentals, facility costs, aquatics, recreation programming, etc.)
- Muskoka Heritage Place: 58% (includes MHP operations & facility costs)
- Huntsville Library: 86.3% (includes Library operations, facility costs & Annex)

Each of these facilities has some off-setting revenues, however all depend on the municipal tax base to support the facilities and programs offered that benefits residents and visitors.

**Model 3: Non-Profit Board Operating Model**

A Non-Profit Board focuses on the high-level strategy of operating a theatre, by overseeing operations and ensures the accountability of the organization. A non-profit Board reports to the owner of the theatre, often a Town and/or City, however they could also operate out of a theatre owned by another entity, i.e. school. The day to-day management of the operations and facilities of the theatre would be performed by the management and employees who report to the non-profit Board of Directors.

**Model 4: Third Party Management**

Under third party management, the municipality would continue to own its theatre but would enter into a management agreement with the third party who would manage the operations of some or all of the theatre's facility for a fixed period.

This model is employed by numerous municipalities/governments throughout Canada for a variety of entertainment and public service needs. Although the municipality would lose day-to-day control over the theatre's operations, the intention is that the deeper financial and

human resources and industry specialization of these third parties would result in enhanced utilization and economic efficiencies. This idea of enhanced utilization and economic efficiencies is not always the case, relationships can breakdown creating operational and financial challenges.

**Model 5: Co-operative Theatre**

A cooperative is "an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned or rented space. Operating strictly by members of the public a theatre co-op brings members of community to share a space and present a diversified menu of entertainment.

A co-operative's business decisions are also guided by a set of co-operative principles, which keeps their need for profitability balanced with the needs of their members and the well-being of their communities.

Currently there are no Co-operative Theatres in our region. The Greater Toronto area has a smaller community theatre group, that run as a true co-operative.

**Proposed Algonquin Theatre Operational Model:**

Council provided direction to focus on Community Service – Youth and Schools. This strategic focus is an investment in non-profit, and the creative community (arts & culture) for youth and education. The highest proportion of events in the theatre will be local in focus and consist of resident/non-profit rentals, (20%) with a new focus on more internal programming/presenting for children, youth & young adults, an increase in use by schools, increase in use by businesses that focus on children's education, (i.e. music lessons), (20%) complimented by the same level of usage by the HFoA.

The anticipated increase in costs to focus on this area will be offset by more commercial rentals (25%). The percentage of use breaks down in the following way:

| CATEGORY | PROPOSED MIX | ANTICIPATED MARGIN |
|---|---|---|
| Commercial | 25% | 24% |
| Resident/Non-profit | 20% | (31%) |
| Youth/Schools | 20% | (106%) |
| HFOA | 29% | (41%) |
| Movie/Speaker Series | 6% | (106%) |

Theatres exist within a complex set of community and industry relationships. As the impact of social and cultural change begins to be felt in live performance products and programming, the Algonquin Theatre's business model is set to act in a way to respond to that cultural development, and to be accountable to the taxpayer through our municipal budgets.

The Algonquin Theatre will diversify the operating model through the expansion of new programing with a keen eye on utilizing nonprime booking hours at the theatre. In addition, the theatre will continue to have a strong focus on diversifying our rental portfolio, to encourage events that attract a younger audience, while continuing to service our longstanding clientele base.

**Key Areas of Delivery:**

1. Children & Young Adults - Creative and Learning Opportunities

   This area will focus on working with business that caters to the target demographic, as well as partnerships with the elementary and secondary schools. In addition, there will be expanded opportunities to provide creative programming by tapping into our Town of Huntsville, Recreation and Leisure Services team.

   Working with local partners and vendors to develop programming to better utilize the stage and Partner's Hall during non- prime rentable hours will also be pursued. This will garner the opportunity to present new programming to our community in a unique space.

   a. Arts
      i. Drop-in arts program, crafts, art club, preschool messy hands, writers, and poets. It is also anticipated this type of programming during the day would be successful for seniors.
   b. Music
      i. Learn to play an instrument.
      ii. Expand creativity through music with our drop-in classes & scheduled classes.
   c. Drama
      i. Improvisation, character development, storytelling, scene building and developing a script, including final performances.
      ii. Theatre Day Camp
   d. One Day Workshops
      i. Specialty classes i.e. make your own horror film, the art of mixology, becoming a successful freelance writer, do it yourself wedding ideas, entertaining in style, mystery adventure evening, health and intelligent nutrition, yoga on the stage etc.
   e. Creative Writing
      i. Story writing, blogging, and writing lyrics for a song.

2. Education:
   a. Partnering with our local elementary schools and Huntsville High School to expand our schools programming options for using the Algonquin Theatre. Also working more closely with the Huntsville Public Library, various local organizations and business that focus/support youth to better promote the arts.
      i. Music Class
      ii. Art Class
      iii. Theatre
      iv. Improvisation
      v. Public Speaking

3. Presenting Educational Programming
    a. Work with our current producers and present high-quality school/youth programming. This will allow the Theatre to take 100% of ticket sales and ancillary revenues.
    b. Work with our partners, HFoA and HAS to expand offerings for youth and young adults.
    c. Inclusiveness, by allowing all children access to the theatre and the adjoining space to promote and develop skills. Presenting educational programming, which is not intended as profit driven, but to expose children to the arts. i.e. Indigenous events/productions.
    d. Adult education, including Friday Drop-in Jam Session and speaker series for adults
4. Presenting – for Profit
    a. Where the Theatre takes 100% of the risk of the event and responsibility for performer fees and all marketing and associated costs, in exchange for 100% of ticket sales and ancillary revenues.
    b. While the Algonquin Theatre does not want to become a full presenting venue, there is value in expanding programming in certain targeted markets, outside of what HFOA and other promoters are offering.
    c. One or two events per year would be the targeted frequency of the Algonquin Theatre doing its own presenting.
5. Utilizing more Town of Huntsville Venues
    a. Staying on trend by expanding presenting venues, outside of the Algonquin Theatre stage to appeal to a younger, adult audience. Some activities could include: murder mystery, one act play festival, intimate concert venue, Shakespeare in the garden, etc.
        i. Muskoka Heritage Place
        ii. Concerts on the Dock
        iii. Parks & Open Spaces

# 9. Our People

The Town of Huntsville's Mission Statement is *"to provide superior and sustainable services for the people of Huntsville".* The Community services Division delivers exceptional sales and customer service, community events, special interest and lifestyle opportunities and diverse recreation and leisure programming in world class facilities.

The foundation to providing these services to our community lies within our employees, our colleagues who provide internal support and our volunteers. They play a critical role in meeting the strategic direction of Council and the community in the current and future operations of the theatre.

Theatre staff are experts in:

- Customer Service
- Technology
- Dynamic Programming
- Fabulous Events

- Logistics
- Project Management
- Entertainment
- Education
- Edu-tainment
- Trends
- Culture
- Vision
- Planning
- Problem Solving
- Marketing
- They know stakeholders, customers, producers & community very well

**Budgeted FTE and Hours History**

The history of Community Services – Algonquin Theatre full-time staffing is outlined in the chart below for 2018 – 2022 operating years. The comments column provides some supporting information to explain any changes to staffing levels.

| Budget Year | Budgeted FTE* | Budgeted Hours* | Comments |
|---|---|---|---|
| **2018** | 3.799 | 6,916 | |
| **2019** | 4.382 | 7,975 | Increase of 1 full time position "Algonquin Theatre Coordinator" |
| **2020** | 4.382 | 7,975 | No changes |
| **2021** | 0.964 | 1,754 | Algonquin Theatre closure due to COVID-19 pandemic with minimal budgeted hours for fall re-opening |
| **2022** | 3.632 | 6,610 | Theatre re-opened and restructuring of Community Services Division |

**Restructuring 2021**

In 2021, the Community Services Division underwent a review of the organizational structure. The intent of these changes was to re-imagine and streamline the reporting structure, find efficiencies within the operations, maintain levels of service, and cut costs.

Through research, using comparator municipalities, networks and through the exercise of dismantling and re-constructing the division, the refined structure's goals include:

a) Support corporate Strategic Plan;

b) Cover gaps & eliminate duplication;

c) Be effective in roles and leverage trends and shifts;

d) Be responsible to tax- payers and internal divisions;

e) Move forward with a COVID-19 lens; to recover and rebuild; and

f) Respond to Community Services Master Plan Recommendations.

It became clear that the Community Services Division would effectively focus it's operating within a *Sales and Servicing Model*. At the core, the Community Services division, and specifically, the Algonquin Theatre team, sells and schedules programs and facilities; and

then services those programs and facilities through its operations. In alignment with this service model, it allows a comprehensive look and use of the facility and an expanded leverage opportunity for its usage in our community.

Out of this review, the following positions were affected within the Algonquin Theatre Department:

The Manager of Arts, Culture and Heritage was replaced with the Manager of Recreation, Culture and Heritage and the Algonquin Theatre portfolio changed reporting from the Director of Community Services to the Manager of Recreation, Culture and Heritage.

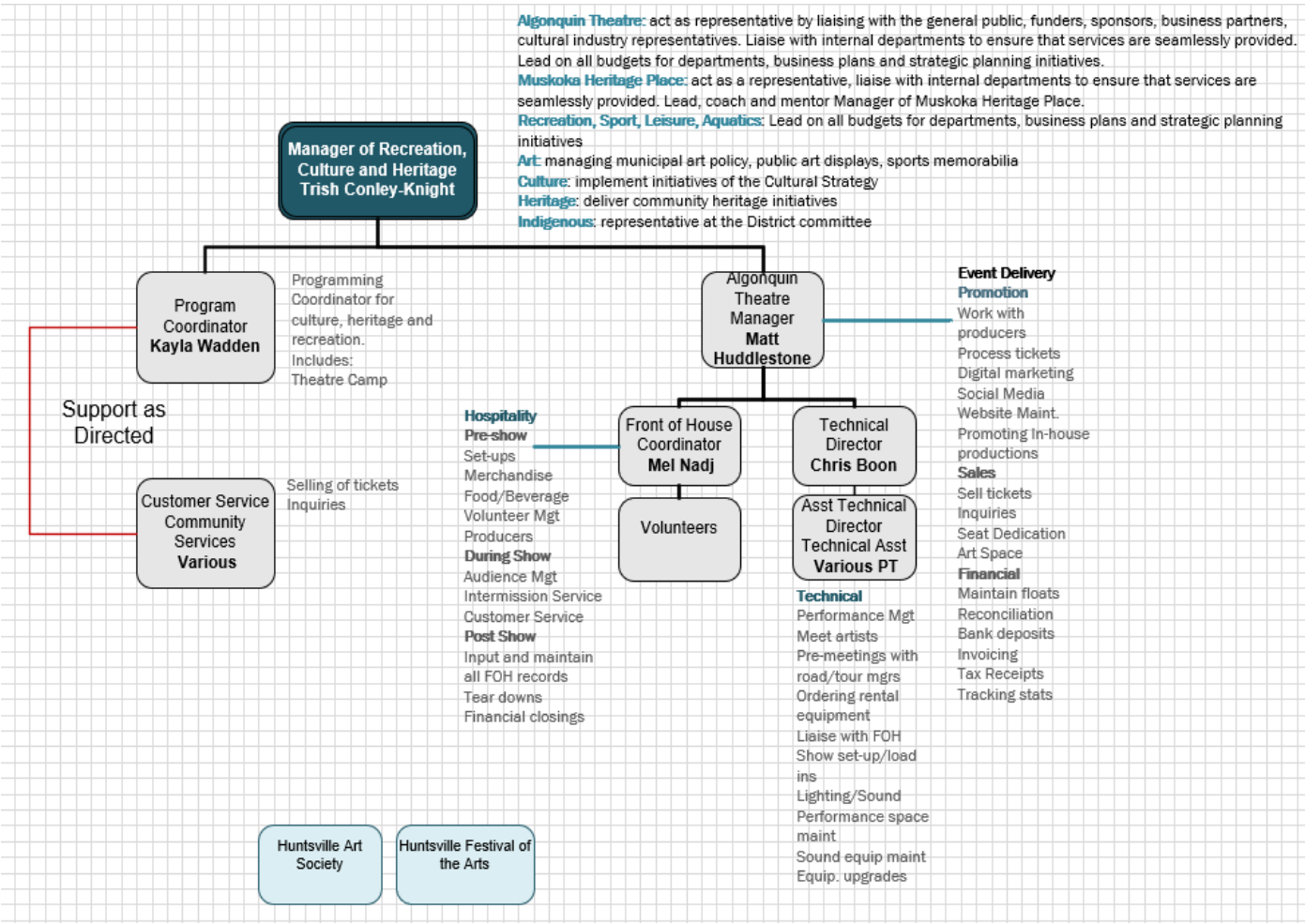
The Algonquin Theatre Manager became a merged position taking duties from the Algonquin Theatre Coordinator, as well as shifting some of the portfolio of the Algonquin Theatre Manager to the Manager of Recreation Culture and Heritage. These included budget preparation and monitoring, business plans and strategic plans, as well as building social capital.

Elimination of Algonquin Theatre Coordinator position.

The intent of these changes was to streamline the reporting structure and to find efficiencies within the operations.

As part of the restructuring within Community Services a Program Coordinator position was added to the Manager of Recreation, Culture and Heritage portfolio. This position would have the capacity to plan, promote and execute corporate community events; art, cultural and heritage, recreation & leisure programs (i.e.: Canada day & Youth Theatre Camp), with the ability to support and deliver programs at the theatre.

## Current Organizational Structure




In response to the reopening of the Algonquin Theatre post COVID-19 the following adjustments were made internally to transition after the restructuring and extended closure:

### Shared Customer Service/Box Office

The Front of House Coordinator and Customer Service from the Canada Summit Centre provide box office services to our customers. Having the help of our Customer Service staff is an important service enhancement to provide more access to in-person ticket purchases, ticket pick-up, refunds, and Q&A for the public, with a live person.

The typical hours for the Front of House Coordinator is on weekends, and evenings when shows and events are taking place. This leaves some time without in-person (live) customer service, mainly during the week, when many people like to shop for their theatre experience, purchase tickets, and amend previous purchases. Customer Service staff has helped filled this gap.

The training, software set-up, and promotion of these enhanced hours was implemented in March & April of 2022. While it is anticipated the transition for Customer Service staff will need time to learn the software and operations of the theatre, it is a good solution to control costs in the theatre operating budget.

**Volunteers**

The theatre could not operate without the support and enthusiasm of its volunteers. The theatre boasts a list of approximately 130 volunteers that require on-going training, recognition, and support.

In 2019, volunteers gave approximately 3,000 hours to help operate the theatre. Without their support, it would be costly to replace those individuals with paid staff. In addition, the passion and contribution that volunteers bring to an organization is priceless and an investment that needs to be nurtured.

The Algonquin theatre provides the following volunteer opportunities:

- Bartenders
- Ushers
- Back Stage Tech Assistants
- Student Co-op Experiences

A review of additional volunteer opportunities is currently being explored to ease certain workload areas within the Algonquin Theatre and leverage expertise.

**Use of Technology (E-Services)**

There are two programs currently in use at the Algonquin Theatre:

- Theatre Manager which is the ticketing system and
- PerfectMind which is to book meeting space and contracts.

A review of leveraging these programs is currently underway to:

- Utilize PerfectMind to up-sell or cross-sell to customers both at the Algonquin Theatre and the Recreation Department as well as the Rental and Sales division.
- Further marketing, that Theatre Manager online ticket selling, is the best way to shop for theatre shows.

Currently, any refunding needs to be done in person at or after the event. This has created a service load on staff who are managing patrons and the production during the event.

This feature will be in-line with best practices on selling tickets and will provide the customer the efficiency of managing their tickets and experience online.

**Internal Departmental Supports**

The Algonquin Theatre relies on many municipal departments to succeed in its operations. These areas include:

**Facilities**

In order to deliver programs and events to our customers and community, the Theatre Team relies heavily on the facilities team for day-to-day operations. With increased usage, the impact and need for more repairs and maintenance and general cleaning, is required.

Since the Theatre is a seven (7)-day a week operation with extended hours that often demand time crunch flips, the impact on the scheduling of staff, cleaning, maintenance, repairs and restocking of materials and supplies takes efficient project and resource management.

**Marketing and Economic Development**

The Algonquin Theatre depends significantly on the Town's Marketing and Economic Development Department as the theatre is a tourism attraction and depends on promotions to sell tickets, increase rentals, promote the art exhibits, and expand other types of usages of the theatre. In addition, support with grant applications, administering the community grant program, and liaising with the business community is important.

**Finance**

Other internal departments play a role in the municipally owned facility. The Algonquin Theatre also depends on the Town's Finance team for support with: grant administration and reporting, daily financial reconciliations, invoicing for rental contracts, review and issuance of payments and other general financial guidance and support.

**Customer Service**

The Community Services division and the Algonquin Theatre team sells and schedules programs and facilities; and then services those programs and facilities through its operations. In alignment with this service model, it allows a comprehensive look and use of the facility and an expanded leverage opportunity for its usage in our community. The customer service team provides support for the Algonquin Theatre through providing rental agreements for theatre spaces, general information knowledge to the public and ticket sales for theatre goers.

**Future Staffing Resources**

Any increase in staffing resources would need to be articulated in future operating budgets and measured through both increased revenue targets as well as increased usage of the theatre (i.e. community use that has modest revenue targets), however requires as much, or more, staff time to accommodate.

The baseline in the Theatre is the 60% usage rate for the purpose of this plan. This baseline was established from an average of historical usage (in 2018 & 2019). When the demand and use of the Theatre surpasses 60% usage rate, consideration for additional support through facilities, marketing, customer service, technical and delivery staff resources may be required to accommodate that increase in usage or we find another strategy to accommodate this demand.

**Succession Planning**

The succession plan will be done in consultation with the Human Resources department, Senior Leadership Team, with final approval from the CAO.

# 10. Community Consultation

Community consultation is important because it creates an opportunity for a variety of stakeholders to provide input and advice to the Town of Huntsville to help shape the direction of the Algonquin Theatre.

This consultation helps assess how the Algonquin Theatre has been operating and it can help determine the need for further action, possible changes, and improvements to operations.

There are three areas of community consultation that staff led, providing input into the 5-year Algonquin Theatre Business Plan, which include:

1. Residents/Visitors (through MyHuntsville.ca consultation)
2. User Groups/Strategic Partners (through MyHuntsville.ca consultation & virtual meetings)
3. Council/Staff (through in-person & virtual meetings)

The key findings from the consultation phase are summarized and have been used to form the Business Plan's next steps. They are presented in no particular order.

**Residents/Visitors**

Findings on MyHuntsville engagement page were gathered between March 4 – May 20, 2022. Included on the page was an outline of all the theatre has to offer to help promote the many offerings available. In addition, a nine (9) question survey and one (1) guest book to offer comments was a part of the engagement page. There were 134 visitors to the page as of May 20th and 29 engaged visitors, 38 informed visitors and 125 visitors that were "aware" of the Algonquin Theatre 5-year Business Plan engagement project. Marketing provided social media posts to promote MyHuntsville, Algonquin Theatre 5-year Business Plan to encourage visitors.

The purpose of the survey was to help staff gage the community's comfort level in attending the theatre during the pandemic, as well as projected return rate as COVID-19 restrictions ease. The results of the survey added to the feedback received from stakeholders and provided input into the Operating Plan.

Results of the survey:

1. 45.5% - Purchased tickets during the pandemic
2. 86.4% - Will be returning to the Algonquin Theatre in the next few months
3. 95.5% - Will be purchasing tickets for an event in 2022
4. 95.5% - Are comfortable returning to the theatre as provincial restrictions lift

5. 100% - Believe their usage of the theatre will be similar to their use before the pandemic
6. 66.7% - Are interested in alcohol being served in the Front of House
7. 61.9% - Interested in Dinner & Ticket packages
   28.6% - Interested in just the Ticket
   9.5% - Interested in Dinner, Accommodation & Ticket packages
   0% - Ticket & Accommodation only
8. 100% - Responses were from residents

The last question on the survey was, “what would make the theatre experience better for you?”

Feedback included: more family friendly performances, lower priced tickets, more events/performances, targeting younger adult (20’s) audiences, more local talent, turn the sound-board down please, “nothing – I love hanging out at the theatre”, and shows intended for children.

Guest book feedback included: local entertainment is key to building a vibrant community, Algonquin Theatre concerts are always a great experience, shows are affordable, staff are welcoming at all times, it’s a benefit to have entertainment close to home, parking is readily available, feel free & safe, enjoy seeing shows from outside the area-chance to see things that otherwise would have to travel, culture comes from within-support local talent, do more Producing live theatre as opposed to being a “roadhouse”, continue to support community based art-culture & performing arts centre Huntsville, expand movie offerings now that the movie theatre has closed, the theatre is a gem, Canadian talent should be prioritized, double-feature movie nights in the winter, support community theatre, invite famous authors to give readings from their books, the theatre should be a focal point to share music, drama, suspense and laughter-discuss, ponder, debate, be philosophical or take us on a trip outside our daily lives briefly.

**User Groups/Partners**

The following organizations provided input:

- Huntsville Festival of the Arts
- Huntsville Art Society
- Reel Alternative Huntsville
- Canvas Brewing
- Deerhurst Resort
- Muskoka Dance Academy
- Huntsville Highschool
- Muskoka Seniors
- Huntsville/Lake of Bay Chamber of Commerce
- Downtown Huntsville BIA

### Key findings regarding use of theatre as we navigate COVID-19, over the next 5 years:

| | |
|---|---|
| Use of theatre during 2022 summer, anticipated to be close to pre-COVID-19 use (2019), may experience a "Renaissance". | Visual artists filled the gallery space consistently during the pandemic, every time the province re-opened, a strength of the group. |
| Potential concern of retraction of participants attending the theatre after 2022 surge. | Some renters will continue with enhanced COVID-19 safety precautions, to exceed Provincial Regulations. |
| Concerns about saturation of market due to more promotors / event organizers planning events; potentially good for new rental opportunities. | Dance schools continuing to limit participant numbers, impacting ticket sales, cautious return. |
| Private sector venues compete with the theatre, but each is also unique in venue size, ambiance, and quality of technical equipment/staff. Each caters to their own niche. | Change in Provincial Regulations, approval to sing, use wind instruments, and loosening of school restrictions allows students to learn - back in the classroom and leave the school (fieldtrips for secondary, not primary schools at this time). |
| Difficult to look and plan much beyond 2022. | |

### Key findings regarding theatre strengths and what opportunities would benefit renters:

| **Algonquin Theatre Strengths** | **Algonquin Theatre Opportunities** |
|---|---|
| Downtown location extremely important and advantageous to business/tourism. | Opportunity to **sell alcohol** in Front of House, supported by organizations consulted. |
| The acoustics are superior. | Slow move away from COVID-19, important for parents to socialize, beverage in the theatre, re-connection of social circles. |
| **Collaboration** with Town among user groups, ie. HFOA and HAS mutually beneficial. | Opportunity for town officials to demonstrate **appreciation to the art and culture sector** for their resiliency, by acknowledging their struggles during the pandemic. |
| Box Office ticket sales service, valuable to renters. | More engagement from Council participating in the arts. |
| Town of Huntsville marketing is important. | Marketing: tracking analytics / do ads work? Business and partners interested in a coordinated/cross promotion - tourism. |

| | |
|---|---|
| Important, the **economic Impact** of culture & arts for retailers, restaurants, and those employed in culture/arts. | Would the Town consider matching the commissions from the sale of art, to increase the **art acquisition fund**? |
| Huntsville culture and arts community excels compared to all of Muskoka. | Not being open on weekends during COVID to display art was detrimental to artists. |
| Our theatre manager is extremely valued by user groups & customers. | Lacks dressing rooms for certain performances, requiring exclusive use of Partners Hall and Club55 space. |
| Close proximity to HHS to access theatre for music and theatre programs. | **More food** available for certain events, movies to increase revenues & satisfy customers. |
| Have a relationship with promoters to offer **matinee shows** to students. | More **singing & piano recitals**, while small in attendance, helps support culture and arts. |
| Support & ability to work with education to offer co-op programs, new programming opportunities for youth, "real theatre experience" | Business interested in collaborating. |
| Relationship with the private sector is collaborative and positive. | Business interested in **pouring rights.** |
| When theatre is operating, restaurants are full. | As more Covid-19 restrictions loosen, slow increase in attendance at events. |
| Movies bring in new customer base, potential to attend other events. | **Updating technology** to accommodate new film formats. |
| The theatre is the **anchor to downtown**, attracts new people & is an economic driver for business – **cultural destination.** | Not for profit **funding opportunities** when starting out, to share in potential risks. |
| **Construction improvements** beneficial to theatre and businesses. | **Partner** with the library to offer preschool/children's films. |
| Concerts on the Dock coordinated by theatre staff, chance to attract younger people, economic driver for business; opportunity to partner - BIA. | Continue to work closely with BIA & Chamber, **enhanced economic initiatives** i.e. Email blasts – show/dinner/packages. |
| HFoA & HAS their presence in the theatre is important to the downtown merchants. | Partners Hall/reception, physical space needs **revitalization** & entrance/outside as well. |
| Support from **BIA and Chamber** to market the theatre. | **20-30 yr. old market** are staying close to home, not travelling, potential new client to target. |
| Emerging from the pandemic, people want to **participate in the arts here**, not travel to Toronto | **Artists have suffered** over Covid-19, support them in coming back to the theatre. |

| | |
|---|---|
| Influx of **new people** to the community, retired performers – contributing to the arts. | **Friends of the Theatre –** influencers to provide think tank ideas on-going, and advocacy. |
| | **Municipal Accommodation Tax Board** - funds to support the theatre & culture need to be better accessed/made available. |

## Council/Staff

### Council provided input into the 5-year Algonquin Theatre Business Plan, comments include:

| | |
|---|---|
| Provide more **access** to local, community groups. | Need to cater to a variety of audiences. |
| We **subsidize** municipal facilities and services including the pool, arena, library, etc., theatre is also a municipal facility requiring subsidy. | There are lots of great things happening at the theatre, it is a **highly valued facility**. |
| Create a new **grant program** for community groups, arts/cultural organizations to support new initiatives, develop the criteria. | Support to include **movies** in the theatre due to the closure of the Capital theatre cinema. |
| **Partne**r with private sector to offer 3-4 day events together, i.e. Film Festival. | **Partnerships** important. |
| Need to access the **MAT program** for funds, to support theatre initiatives. | **Food, merchandizing, bar** important component of the theatre. |
| More access for local users, and still offer some professional shows – **hybrid approach.** | **Marketing** needs to be strong. |
| Important to support **HFOA.** | Sponsorships/naming rights, great idea. |
| Use **engagement** platform to get community input. | Sponsorships/naming rights, not a great idea. |
| Community Services department is expected to provide **affordable access** to the community within all it's facilities. | What is the bottom line, hard costs of the theatre, are we covering those costs? |
| Serve beverages on the 2nd floor to provide faster service and offer themed food that ties with the entertainment. | What was the historical usage of the theatre, comparisons of commercial vs. community-based rentals? |
| **Revitalizatio**n of the theatre, retrofit. | Is the theatre expected to be subsidized less than other municipal facilities? |
| Need to ensure our theatre manager has authority to be flexible with rates to | Are we maxed for revenue generation, or are there more opportunities? |

| | |
|---|---|
| encourage more community use, i.e. **Children/youth access**. | |
| Affordability important to encourage more than “one” time a year access to the arts. | Consider, **affordable community activities** in the shoulder season, and HFOA/professional shows during the high season. |
| Figure out how to activate the space, less third-party promoters. | We’re not here to compete with private sector, i.e. Deerhurst Resort. |
| Operate like a business, are we charging enough, offer more **packaging**. Tap into BIA and Chamber to assist with packaging. | Continue to bring big **head-line acts** in, this helps **subsidize community group** use. Communicate the discount to user groups. |
| It is a **multi-purpose venue**, hybrid approach– unsure of what percentage of usage should come from different types of use. | Continue to host weddings, karaoke, private rentals for family movie nights, special events. |
| Need to maximize usage of the theatre, expect it to be subsidized, but needs to make sense. **Controlling expenses** are just as important as bringing in revenues. | Ensure financial targets are achievable, allowing for a bit of a stretch based on **attainable goals**. |
| We know there is some level of competition, important to know “**which lane we are in**.” | More usage of the theatre “bums in seats, and ensure **concessions** are available for revenue opportunity. |
| Chaffey Hall – also supports the arts. | **Non-prime time** (daytime programming) important to grow, youth? Seniors? |
| **Pricing education** needed; we are affordable. | |

# 11. Sales Strategy/Marketing

The sales strategy is vital to ensuring our customers are informed through strategic marketing tactics, which promote what we have to offer, and meets their needs and interests.

In this digital age, attractions are facing a variety of challenges including financial cutbacks, application of new technologies, competition, changing internal and external environments and changing demands from user groups, audiences and the workforce. The need to find solutions to these challenges and strategic ways of promoting the value of arts & cultural entertainment as effectively as possible is important to the Town.

### Who is our audience:

New targeted area of focus:

- Children, youth, and young adults: education and exposure to arts & culture
- Continue to serve all ages with a variety of art, entertainment, and programming
- Continue to serve both residents and visitors

## Background

The Algonquin Theatre Marketing plan is reviewed and adjusted annually to incorporate new marketing tactics and industry trends. Our primary goal in the past has been to increase brand awareness of the theatre and its events through radio, print and digital tactics to a Muskoka and GTA market. Branded Campaigns have ranged in promoting genre-based content as well as the emotional benefits of the theatre: by experience with loved ones, learning and discovering new things and the impact and importance that performing arts has on the individual.

Our secondary goal has been to assist production companies and local organizations in promoting individual shows and exhibits to increase ticket sales with specific tactics targeting customers interested in that event.

Our target market, from 2014 – 2019, has been primarily women and men aged 15 – 64 years of age residing in Greater Toronto (GTA), Simcoe, Muskoka, Kawartha, Almaguin, North Bay areas either as a seasonal, permanent resident or visitor to Huntsville (encourage to plan daytrips, or people currently in the area that are visiting). Since marketing to these areas, we have seen an increase in daytrips planned for adults in the 30-45 target audience coming from the GTA.

Tactics used in the past have been: print media (sponsored content, newspaper, magazine, posters, rack cards, billboards), digital media (geofencing, social media promotion, online advertising, google ads, local digital screens), radio interviews, radio advertisements, newsletters and Eblasts.

## Future: 5-year plan and beyond

We will continue to develop creative marketing campaigns to achieve our goals over the next five years. A strategic marketing plan will be developed with a thorough SWOT analysis, specific marketing tactics for the various objectives as well as the associated target audiences. In addition, the Theatre will implement enhanced evaluation measures as part of the marketing strategy to ensure we capture members and guests at point of sale to monitor marketing efforts, their current and future interests and to improve and increase our database.

The following marketing and sales ideas will be explored and implemented as resources allow over the next five years. Worthy to note, the feasibility of developing some of the more robust ideas, are dependent on securing additional support, whether they are Municipal Accommodation Tax funds, grants, or partnerships with third party organizations.

**Travel and Local Event Packages:**
Partner with local organizations to develop affordable travel or local event packages for shoulder seasons. Packages could be offered to cover different public interests or themes: Dinner & Theatre (BIA), Shop & a Show (BIA, Film partner), Art & Wine Nights (Art Organization / paint or sculpture night), etc. A marketing strategy to expand on partnerships with HMATA, Explorers' Edge and Muskoka Tourism once these packages are created to target High Value Travellers who seek these cultural experiences. In addition, coordinated

packages with the Algonquin Theatre, Muskoka Heritage Place and Culinary Destinations could be included in a “Huntsville Culture Pass” giving locals and visitors an all-access pass to various landmarks and cultural destinations for a set duration of time.

**Youthful Programs & Content:**
Better connect with youth audiences by developing and hosting content that appeals to youth (booking youthful bands or a youth focussed art exhibit and programming). Marketing strategy can utilize tactics such as digital, but also by leveraging local youth influencers to assist in content generation. The Algonquin Theatre could explore youth membership plans that could include: affordable seat prices for youth, possibly $5 for certain shows for highschool students, aged 16-29 years, offer discounts for special matinee performances.

**Local Ticket Sales and Marketing:**
Continue to expand on digital advertising tactics to advance our micro targeting and brand/show awareness on a hyper local level. This means targeting visitors while they are here and looking for things to do or pushing last minute ticket sales. Tactics such as geo fencing and google advertising etc. could be further explored. Digital advertising or kiosk screens throughout Huntsville or located near the theatre that showcase all shows or offer the ability to purchase tickets, could assist with advertising on a hyper local level.

**Educational Programs for Students and Professionals:**
Develop Algonquin Theatre educational speaker programming/series, for the performing arts community. Partner with school boards and colleges on professional features and topics that are applicable to curriculums and community. Aim to grow the educational programs into a multi-day speaker-series event. Sponsorship opportunities for businesses and organizations whose mission/goals align with culture/arts and youth could be explored to assist in subsidizing and promoting the event. Targeted marketing within the education stream will support this programming stream.

**Brand Awareness / Enhanced Existing Offerings:**
Advance our content generation of behind-the-scenes content, interviews with the artists or producers to further develop brand awareness as well as continue to support and cross promote with local organizations (HAS and HFoA). In addition, developing member incentive programs such as exploring the ability of offering back-stage passes and VIP tickets on limited shows.

# 12. Economic Impact

It is well known that culture and the arts have a significant economic impact within Canadian communities. According to the Canadian Association for the Performing Arts. The live performance domain:

- Contributed $3.0 billion to the Canadian Gross Domestic Product in 2019.
- Accounted for 73,000 jobs in 2019.
- GDP grew at an annual rate of 4.2% between 2014 and 2018.
- Live performance jobs grew at an annual rate of 3.8% between 2014 and 2018.

Many no-cost festivals and live events attended by locals and visitors impact communities economically. Although these events do not generate direct spending on tickets, they generate significant spin-off spending.

- The average Ontario arts and culture visitor spends twice as much per trip as does other visitors – $667 per trip versus $374.
- 65% of businesses and skilled workers agree that a thriving arts and culture scene is a driving factor when considering relocation

Source: Nanos Research, Culture for Competitiveness: How Vibrant Culture Attracts Top Talent, 2016.

### External Stakeholder – Economic Impact Consultation

Staff completed consultations with local stakeholders from the private sector, other theatres, the BIA and Huntsville/Lake of Bays Chamber of Commerce to understand their perspective of the economic impact of culture, arts and tourism as we slowly navigate our way out of the pandemic. Staff also asked about their opinions related to the importance of the Algonquin Theatre and how it impacts their businesses or organization.

The following feedback was generated:

1. It is the anchor in the downtown core to support & offer events;
2. It is the cultural hub/jewel that brings new people downtown and it is an important attraction for businesses outside of the downtown;
3. Offers exciting, artistic events, productions and has an art gallery that brings people to town, that generates spin off business for retail shops, restaurants, and other businesses;
4. The theatre is a cultural destination that also provides Concerts on the Dock, that is very important to the BIA, and is an alternative venue for a younger demographics looking for their cultural experience in a different way;

   (Outdoor experiences are also on trend with COVID-19 being the driver to find safe ways to enjoy the performing and visual arts).
5. Dinner and ticket packages are important, the Chamber, BIA, and Town staff agree we need to collaborate further to set this up with effective marketing;
6. The theatre has always offered movies i.e. Banff Film Festival, and now, due to the closure of the movie theatre, it is important to expand the movie offerings to fill this gap as it provides spin-off business to the downtown;
7. Covid-19 has brought new trends with visitors to the area, people are not traveling as far and want to be closer to home for their entertainment and cultural experiences, especially young adults (20-30 yr. old's) looking for new ways to be engaged;
8. The theatre is an important strategic partner and collaborates with Deerhurst Resort, Canvas Brewing Co., Huntsville Lake of Bays Chamber of Commerce, BIA, Huntsville

Festival of the Arts, and Huntsville Art Society, etc. with respect to offering community-wide events like Girlfriends Getaway and Nuit Blanche North;

9. Suggestion to jointly market cultural and artistic events in a one-stop shop type of way, as everyone is offering events and finds it challenging to do enough marketing. This may be a tie-in with Economic Development & Marketing's Community Branding initiative;
10. The art exhibit space to show and sell art is important to the livelihoods of many artists; and further consultation regarding the art acquisition fund is of importance to artists;
11. Expanding exhibit space would be a welcome opportunity at other Town facilities and recognition of artists contribution to the culture of the Town is important;
12. Suggestion to do a revitalization of the physical space of the theatre to create a fresh, esthetically attractive appearance with art in the lobby and modernizing spaces to enhance visitor experience.

In addition, investing locally in culture and the arts creates other economic benefits including:

- job growth (accommodations, restaurants and retail establishments);
- strengthening of local cultural sector and diversification of cultural offer;
- fostering creative communities generates economic value by supporting innovation, resilience and quality enhancement;
- improving the ability to attract skilled workers;
- sharpening competitive advantage for tourism*;*
- spawning "spin-off" businesses;
- contributing to the personal and social development of youth; and
- supporting urban renewal and revitalization. (Source: Community Presenter's Network, Feb. 2020).

Collaborating with stakeholders to estimate the economic impact and the influence of arts and culture in Huntsville is needed to fully understand the social and economic viability (post-pandemic). It is also key that organizations such as the Huntsville Festival of the Arts, Chamber of Commerce, BIA and the Town look for opportunities to work more closely together to create efficiencies, such as sharing software to create accurate financial impact reports for the tourism sector. Further investigation into this endeavor is needed and identified in the last section of this Business Plan: Action Items table.

### Internal Stakeholder – Economic Impact Consultation

Staff also conducted consultations with internal stakeholders including staff and members of Council to identify business opportunities and initiatives that would enhance the business of the Algonquin Theatre. Feedback was varied and included the following suggestions:

1. Increase learning and awareness of the arts;
2. Increase the usage of the theatre through education and entry level artistic groups;
3. Consider doing our own Presenting (bringing the performance to the theatre, not using a third party/producer);
4. License the front of house to increase theatre bar revenues;
5. Find more concession opportunities, third party food services;
6. Determine the right mix of movies and frequency to fill under utilized times in the theatre;
7. Partnerships with the business community and non-profits;
8. Explore sponsorship opportunities;
9. Consider the physical revitalization of the space to enhance the "sense of occasion" when visiting the Algonquin Theatre, in hopes of increasing attendance and overall visitor experience

Many of the recommendations from both stakeholder groups is incorporated in the Algonquin Theatre 5-year Operating Plan in the final chapter: Conclusion and Next Steps.

### Tourism Regional Economic Impact Model (TREIM) for the Algonquin Theatre

The Ontario Tourism Regional Economic Impact Model is a tool that makes it easier for organizations and individuals working or interested in tourism to determine the economic impact of tourism-related activities within local and provincial economies**.**

The Provincial Government simulation tool, TREIM has a number of uses and for the purpose of this Business Plan, it is being used to measure visitor spending. In the tables below, are estimates of the economic impact of tourism spending in the Huntsville area. The findings below are generated through data inputted from ticket sales at the Algonquin Theatre in 2019 that subsequently generated a summary of visitor spending.

### Summary of Findings

Table 1. Economic Impacts of the Algonquin Theatre, Huntsville, throughout Southwest Ontario in 2019 (in CA dollars)

| | **Southwest Ontario** |
|---|---|
| **Total Visitors' Spending** | $6,376,629 |

| **Gross Domestic Product (GDP)** | |
|---|---|
| Direct | $3,060,356 |
| Indirect | $644,304 |
| Induced | $895,831 |
| Total | $4,600,491 |

| **Total Taxes** | |
|---|---|
| Federal | $826,198 |
| Provincial | $949,015 |
| Municipal | $151,533 |
| Total | $1,926,746 |

Table 2. Economic Impacts of the Algonquin Theatre, Huntsville, throughout Southwest Ontario on GDP by industry (in CA dollars)

Since no Ontario region is economically self-sustaining to produce their own goods and services demanded by its visitors, some goods and services are imported from other regions. Consequently, some of the economic benefits of the visitors' spending outlined below, is for the Muskoka region, and some spill-over to other parts of Ontario.

| **Industry** | **Impact on Southwet Ontario** | |
|---|---|---|
| | **Direct GDP** | **Total GDP** |
| Retail Trade | $450,089 | $587,548 |
| Ground Passenger Transportation | $24,535 | $31,013 |
| Information and Cultural Industries | $6,709 | $59,556 |
| Car Renting and Leasing | $13,374 | $19,773 |
| Education Services | $21,066 | $52,699 |
| Arts, Entertainment and Recreation | $230,181 | $235,174 |
| Accommodation Services | $555,023 | $558,572 |
| Food & Beverage Services | $576,238 | $607,646 |

**Appendix for TREIM:**

**Gross Domestic Product (GDP):** value of goods and services produced by labour and capital located within a country (or region), regardless of nationality of labour or ownership. GDP is measured at market prices which include net indirect taxes on products. Tourism GDP refers to the GDP generated in those businesses that directly produce or provide goods and services for travelers.

**Direct impact**: refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g. accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP,

employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

**Indirect impact:** refers to the impact resulting from the expansion of demand from businesses or sectors directly produce or provide goods and services to travelers, to other businesses or sectors.

**Induced impact:** refers to the impact associated with the re-spending of labour income and /or profits earned in the industries that serve travelers directly and indirectly.









# 13. Funding and Budget

In order to develop our financial projections for the Algonquin Theatre, we have to first understand our challenges. In addition, it is equally important to identify the returns that are expected from the Algonquin Theatre that are not all monetary returns for the municipality but are gains for the cultural vibrancy of Huntsville and the monetary return on tourism.

### Challenges

- The unpredictability of the pace we will recover operationally from COVID-19 in the coming months and over the next few years.
- Will there be a cooling off period to attend the theatre once the predicted pent-up demand has cooled? We believe the answer is yes, however this is a prediction.
- The availability of the labor market and willingness to work at the wages we are offering is a new issue.
- Inflation is high and as result, controlling costs is a priority, however we acknowledge it will be difficult with price increases we have no control over.
- The ability to get certain supplies and services, with longer wait times is real for some items.
- Current staffing levels are stretched thin, however creative solutions have been identified in the “People” section, specifically to the Community Services Department; with any increase in demand for programs and services, this may impact on theatre operations and other departments.

### Returns

- Increased affordable access for children, youth and young adults to enjoy & be exposed to arts and culture will be offset by a slight increase in revenues with commercial rentals.
- Increased usage of the theatre during non-prime time hours, when the theatre normally sits quiet.
- Predict a higher demand on the theatre for 2023-2024.
- Double the historical bar sale revenues in 2023, and 2% thereafter due to licensing front of house, and kept 40% historical margins on food & beverage sales consistent.
- In-house presented shows provide both increase in commercial revenue (one-show annually) and increase in cultural programming for children/community through education related productions (two-shows annually).
- Controlled expenses projected over the next 5-years despite increased costs due to CPI rates; partially off-set by an anticipated 2% increase in fees and charges.

- Debenture will be paid in full by the end of 2023, a savings of over $40,000 per year for the Theatre. It is important to note that although this is a savings for the theatre, it is not a savings organizationally as any savings from long-term debt repayments will be redirected to reserves to help fund future costs.
- Ongoing Capital Improvement Fund fees will continue to be transferred to reserves to support future Theatre capital expenses.

### Financial Projections

Key points that went into the assumptions for this 5-year forecast:

- Service mix of events is consistent with the proposed service mix identified in the Industry Comparisons - Operational Model section above.
- A conservative revenue projection approach was taken which assumes that each event will yield the minimum amount of revenue possible.
- Expenditure projections directly relate to operational needs based on the service mix identified.
- Salary, wages and benefits are based on an annual 2% increase for inflation, with part-time staff costs changing based on the annual demand for rentals and amount of programming & presenting. (See event & attendance trends below).

- Event & attendance trends

  The following trends are based on stakeholder feedback from community organizations, business, industry leader predictions and staff research.

  - 2023: Increased # of events by 5% and increased attendance at events by 10% (from 2018/19 average);
  - 2024: Both event & attendance to remain consistent with 2023;
  - 2025: # of events and attendance at events to be consistent with historical (2018/19) averages;
  - 2026: Reduced # of events by 5% (from 2025) and attendance at events to be consistent with 2025;
  - 2027: Both event & attendance to remain consistent with 2026;

- During 2023/24 attendance is projected to be at 77% theatre capacity (i.e. an average of 315 tickets per event), and in 2025-2027 attendance is projected to drop slightly to 67% (i.e. an average of 275 tickets per event).

- Average of 11 hours for labour, to be recovered from each show at the hourly rate.

- 2% increase in user fees & costs annually to account for historical CPI rates.
- Partner's Hall rental kept consistent at 220 hrs of rented time annually;
- Three (3) in house presented shows annually (one (1) commercial, two (2) youth/education focused).

### Grants

Community Services - Theatre staff work under the direction of the Senior Leadership Team and directly with the Economic Development Department to ensure grant opportunities are accessed. Staff continuously work to identify opportunities that assist in enhancing Algonquin Theatre programs, services and events. In addition, grant programs will be reviewed for capital equipment purchases and theatre facility enhancements.

Grants applied to in the past that are related to arts, culture and heritage include:

- Celebrate Canada
- Ontario Trillium Foundation
- Tourism Economic Development and Recovery Fund

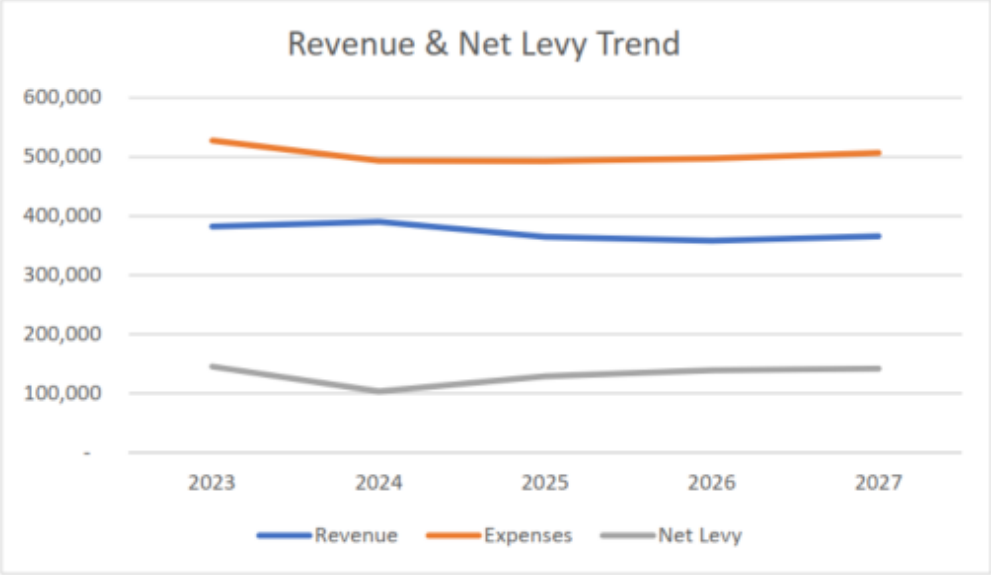
Grants that may be of interest in the future:

- Celebrate Ontario Blockbuster – Supports costs related to hosting major one-time, large-scale events in Ontario.
- Commemorate Canada Program – Provides funding to initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance.
- Tourism Development Fund – Provides non-capital, project-based funding to support investment attraction, product and experience development on a pan-provincial or multi-regional basis, and industry capacity building to help develop Ontario as a successful tourism destination.

Other funding opportunities include the Federation of Ontario Municipalities, for larger capital projects, plans, pilot projects and studies. And the Municipal Accommodation Tax Fund is another program that promotes and grows the tourism industry.

**Algonquin Theatre**
**5 Year Financial Forecast Summary**
**2023 - 2027**

| | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| 3rd party events | 305,446 | 311,792 | 286,489 | 278,711 | 284,430 |
| Food & Beverage | 40,000 | 40,800 | 41,616 | 42,448 | 43,297 |
| Hosted events | 23,435 | 23,904 | 22,343 | 22,789 | 23,245 |
| Merchandise | 1,000 | 1,020 | 1,040 | 1,061 | 1,082 |
| Rental & leasing | 12,583 | 12,775 | 12,970 | 13,170 | 13,373 |
| **Total Revenues** | **382,464** | **390,291** | **364,459** | **358,180** | **365,428** |
| **Expenditures** | | | | | |
| Salary, Wages & Benefits | 325,696 | 332,210 | 334,390 | 336,753 | 343,488 |
| Materials & Contracted Services | 87,102 | 88,844 | 90,621 | 92,433 | 94,282 |
| Rents & Financial | 43,756 | - | - | - | - |
| Food & Beverage | 24,000 | 24,480 | 24,970 | 25,469 | 25,978 |
| Hosted events | 15,078 | 15,380 | 15,687 | 16,001 | 16,321 |
| Transfer CIF fees to capital reserve | 31,867 | 32,349 | 27,315 | 26,358 | 26,764 |
| **Total Expenditures** | **527,499** | **493,262** | **492,983** | **497,014** | **506,833** |
| **Operating Net Levy** | **145,035** | **102,971** | **128,524** | **138,834** | **141,405** |



# 14.Community Grant Program Opportunity

Support for a small community grant program was included in the 2022 Community Services Master Plan. The idea being to continue to build relationships with local groups and partners is essential to the operation of the Algonquin Theatre. Important partnerships include (but not limited to this list):

- Huntsville Festival of the Arts
- Huntsville Art Society
- Limberlost Artists
- Reel Alternatives
- Muskoka Arts and Crafts
- YWCA
- Community Living – South Muskoka
- Huntsville Theatre Company
- Prism Theatre
- And many new partnerships that focus on youth, LGBTQ2 community, indigenous community, and more.

The goal behind this grant program could be to support new initiatives, unique artistic ideas, marginalized groups that provide cultural-non-mainstream programming that needs financial support as their audiences tend to be smaller due to the non-mainstream nature of their events/programs.

Working with grass-roots, community partners to assist them to utilize our municipal cultural spaces, brings residents and visitors together, to make a connection, a sense of belonging, and supports diversity and inclusion.

The Town has a Community Project Grant Program that exists in the Economic Development budget that provides support for projects in the following areas : arts, culture, heritage, recreation, sport, social services, health, and environment. The criteria is fairly broad, and with support from marketing, more groups could access the program. In addition, consideration in future operating budgets to increase the budget for the grant program might assist more community groups to offer new initiatives.

# 15. Operating Plan

### Staff Functions

The responsibility to complete the action items in the Operating Plan fall on the Community Services Division, specifically the Algonquin Theatre Manager, Manager of Recreation,

Culture and Heritage, and the Director of Community Services, with support from other departments.

The Community Services - Algonquin Theatre staff are supported by the following departments: CAO, Finance, Human Resources, Marketing, Economic Development, Corporate Services, and the rest of Community Services team with respect to Customer Service and Facility Operations.

The Community Services, Algonquin Theatre staff team will also utilize other staffing resources within the theatre to assist with the completion of the Operating Plan, including the Technical Director and the Front of House Coordinator.

The Algonquin Theatre Manager is responsible to lead and complete the operational items marked with a 'D' for 'daily operations' and the Manager of Recreation, Culture and Heritage is responsible for taking the lead on the items marked with an "S" for 'strategic operations'. See the detailed chart under Conclusion and Next Steps, "Algonquin Theatre 5-Year Operating Plan

### Operating Plan Overview

The Operating Plan is tied to the Algonquin Theatre Business Plan goals, and it includes strategic items from stakeholder feedback, direction from Council, and direction from the Community Services Master Plan. The Operating Plan highlights key action areas, timelines and performance indicators that are tied to budget and usage hours of the theatre.

A summary of the six (6) action areas within the Operating Plan are highlighted below:

| FINANCE | MARKETING | PARTNERSHIPS |
|---|---|---|
| Monitor operating budget to achieve targets<br><br>Review Fees & Charges<br><br>Implement Community Grant Program<br><br>Consider Naming Rights & Sponsorship program<br><br>Measure Economic Impact of Arts and Culture<br><br>Grants<br><br>Increase revenues- Licensing Front of House | Marketing and Communications Plan<br><br>Cross Promotion with Partners<br><br>Create Ticket/ Dinner/Accommodation Packages | Strategic Partnerships with Private Sector – jointly offer large cultural events<br><br>Community Group/Non-Profit Partnerships – supporting Youth Arts and Cultural Programs, Inclusive & Diverse<br><br>Partnership opportunities with other Theatres in our Region<br><br>Expression of Interest- Third Party Simple Food Services |

| | | |
|---|---|---|
| Capital Equipment – Maintenance & Replacement as needed<br><br>Consider Modernization/Reno<br><br>Review Art Acquisition Fund Policy | | |
| **PEOPLE** | **PRESENTING/PROGRAMMING** | **RENTAL TARGETS** |
| Succession Planning<br><br>Expand the Volunteer Program | Develop a Plan for Presenting that targets diversity, inclusion, children & youth<br><br>Work with schools to offer music & drama education in the theatre<br><br>Boutique cultural/music experiences for young adults (work with private sector).<br><br>Cultural/music programs offered in-house for children | Develop sales call list targeting youth organizations/ schools/music education to increase use of the theatre<br><br>Investigate technology to improve movie offerings and offer during non-prime hours to better utilize the theatre<br><br>Work with recreation, MHP, & library staff to offer cross-over programming / films for children |

### Monitor and Adjust

Regular monitoring of the Operating Plan is imperative to meet timelines, budget targets, and to problem solve when challenges arise. From time-to-time adjustments will be required to stay on track and to find new ways to complete the tasks through partnerships and creative solutions.

With regular monitoring and reporting, we will continue to stay on track. It is also important to not only ensure we are accomplishing our goals, but also celebrating our accomplishments. In addition, it may be prudent to re-evaluate and change direction based on new information, whether it be due to the pandemic or a change in trends, regardless, it is important to remain fluid as we have for the past two years throughout the pandemic.

# 16. Conclusion and Next Steps

There are some exciting changes and opportunities for the Algonquin Theatre over the next five years. The next steps are detailed in the Operating Plan below. The Operating Plan includes key action areas, who is responsible, specific action items, timelines and performance indicators that are tied to budget and usage hours of the theatre.

## Action Items: Algonquin Theatre 5-year Operating Plan

**The second column is coded D/S to identify who is responsible to take the lead on the Action Item.*
*D – (Daily Operations) Manager of Algonquin Theatre*
*S- (Strategic Operations) Manager of Recreation, Culture and Heritage*

| | Action Area | D/S | Action Item | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Finance | S | Review rental Fees and Charges and complete a comparator theatre fees and charges analysis, consider reduced rates on Sunday nights.<br><br>**KPI: provide a recommendation for approval to Council by Sept 2023.** | | | | | | |
| 2 | | S | Develop a small annual budget for Presenting, incorporated into the annual operating budget for approval. | | | | | | |
| 3 | | S | Request Economic Development include an additional budget allocation for the small Community Grant Program, for Council's consideration.<br><br>**KPI: Request Economic Development expand the grant allocation by August 2022 for the draft 2023 municipal budget.** | | | | | | |
| 4 | | S | Consider the Theatre within the inventory of Town assets, to develop a Naming & Secondary Naming Rights program, external resources required. | | | | | | |
| 5 | | D | Continue to develop sponsorship packages & partnerships. | | | | | | |

| | Action Area | D/S | Action Item | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|---|---|
| 6 | | S | Continue to seek & apply for external funding to support the arts and culture through higher levels of government, private funds, or non-profit & charitable organizations. | | | | | | |
| 7 | | D | Implement liquor sales - Front of House, to increase bar sale revenues and support this customer request.<br><br>**KPI: Double bar sale revenue by December 2023.** | | | | | | |
| 8 | | D | Continue to monitor and evaluate the theatres' capital equipment to ensure it is appropriately resourced for on-going upgrades and replacement. | | | | | | |
| 9 | | S | Investigate the interest and cost of a renovation to the theatre to modernize the spaces, including possible grants and sponsorships.<br><br>**KPI: To complete a plan for modernizing the theatre by March 2024.** | | | | | | |
| 10 | | S | Review the Art Acquisition fund policy through consultation with local art groups<br><br>**KPI: Update the policy by September 2024.** | | | | | | |
| 11 | Marketing | S | Continue to identify internal marketing and communication resources to create an annual marketing plan, that uses the tactics & ideas in the marketing section. | | | | | | |
| 12 | | D | Look for opportunities to cross-promote cultural & artistic events (Town and outside organizations) through Economic Development & Marketing – Community Branding project. | | | | | | |

| | Action Area | D/S | Action Item | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|---|---|
| 13 | | D | Identify a strategy between the Town, BIA, Chamber and HMATA to create & promote ticket/dinner/accommodation packages.<br><br>**KPI: Through partnerships, offer 5 ticket/dinner packages and 2 ticket/dinner/ accommodation packages by December 2023.** | | | | | | |
| 14 | | S | Develop & promote Youth Access Packages (i.e. 50% off tickets 16-29 yrs., $5 off for highschool students some shows.)<br><br>**KPI: Develop Youth Packages for town led shows & partner with HFoA and other promoters to do same starting in winter 2023)** | | | | | | |
| 15 | Partnerships | S | Continue to develop strategic partnerships with the private sector and non-profits to offer community wide cultural events that strengthens the performing & visual arts, to grow tourism & local participation.<br><br>**KPI: Develop 3 Partnership Plans by June 2024, and revise annually.** | | | | | | |
| 16 | | S | Encourage community group partnerships that supports arts and cultural programs and events that are inclusive and diverse (all ages, abilities, and interests), specifically with HFoA and HAS. Develop a Partnership Plan. | | | | | | |
| 17 | | D | Explore opportunities to work as a collective with other area theatres with touring acts and other opportunities.<br><br>**KPI: An agreement with at least one other theatre will** | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | **be implemented by December 2023.** | | | | | | |
| | **Action Area** | **D/S** | **Action Item** | **2022** | **2023** | **2024** | **2025** | **2026** | **2027** |
| 18 | | S | Prepare an expression of interest for a third-party business to offer simple food services at the theatre<br><br>**KPI: Send an expression of interest to the community by February 2023 for food services to be available in the theatre in the summer of 2023.** | | | | | | |
| 19 | | S | Investigate working together with the Economic Development Dept., Chamber, BIA, HFoA & other partners to investigate software to measure the economic impact of tourism in Huntsville. | | | | | | |
| 20 | People | S | Work with Human Resources on a Succession Plan to ensure readiness when the Theatre Manager and Technical Director leave/retire. | | | | | | |
| 21 | | D | Work collaboratively with Community Services staff to create an online Volunteer program for recruitment, training, retaining, and on-going recognition.<br><br>**KPI: Recruit 50 new volunteers within Community Services, with 20 targeted for the theatre by June 2023.** | | | | | | |
| 22 | Presenting/ Programming | D | Develop a plan to present that focuses on children & youth, to provide exposure to the arts and culture, inclusion and diversity.<br><br>**KPI: Implement 2 new shows per year, minimum breakeven or small profit.** | | | | | | |
| 23 | | D | Work with Huntsville Highschool & area elementary schools to offer education related programming that supports cultural learning and | | | | | | |

| | | | | | | | | | |
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| | | | exposure to the arts, including the indigenous community and LGBTQ12S+ community.<br><br>**KPI: Plan and offer at least 6 new initiatives annually.** | | | | | | |
| | **Action Area** | **D/ S** | **Action Item** | **2022** | **2023** | **2024** | **2025** | **2026** | **2027** |
| 24 | | D | Engage young adults (20-30 yr. old group) looking for non-traditional cultural/artistic events in different spaces, like the outdoors/ unique settings; partner to offer new "boutique experiences" that appeal to this group<br><br>**KPI: Work with promoters to offer 4 new initiatives annually.** | | | | | | |
| 25 | | D | Hire p/t staff/contractors to offer improv, theatrical, costume, make-up programs, etc. for children<br><br>**KPI: Work with recreation staff to set up 4 new programs annually.** | | | | | | |
| 26 | Rental Targets | D | Using the approved Operating Model, create an action plan to initiate sales calls, develop relationships, and partnerships to increase use of the theatre | | | | | | |
| 27 | | S | Investigate technology that would provide enhanced and additional movie offerings, as well as new streaming opportunities i.e. the Met Opera on demand<br><br>**KPI: Budget for enhanced technology for movies, other streaming opportunities in 2023 for Council consideration.** | | | | | | |
| 28 | | D | Determine the right mix of movies and appropriate frequency, which fills under-utilized timeslots, (rentals and offering our own) | | | | | | |

| | Action Area | D/S | Action Item | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|---|---|
| 29 | | D | Increase the use of the theatre for Huntsville Highschool by offering reasonable pricing for drama and music programs, as well as larger productions.<br><br>**KPI: Create an affordable pricing plan and schedule that will allow the high school to use the theatre each semester.** | | | | | | |
| 30 | | D | Work with MHP, & Library to provide increased preschool and children's programming, film, etc.<br><br>**KPI: Offer 2 new initiatives annually.** | | | | | | |

**The second column is coded D/S to identify who is responsible to take the lead on the Action Item.*
*D – (Daily Operations) Manager of Algonquin Theatre*
*S- (Strategic Operations) Manager of Recreation, Culture and Heritage*