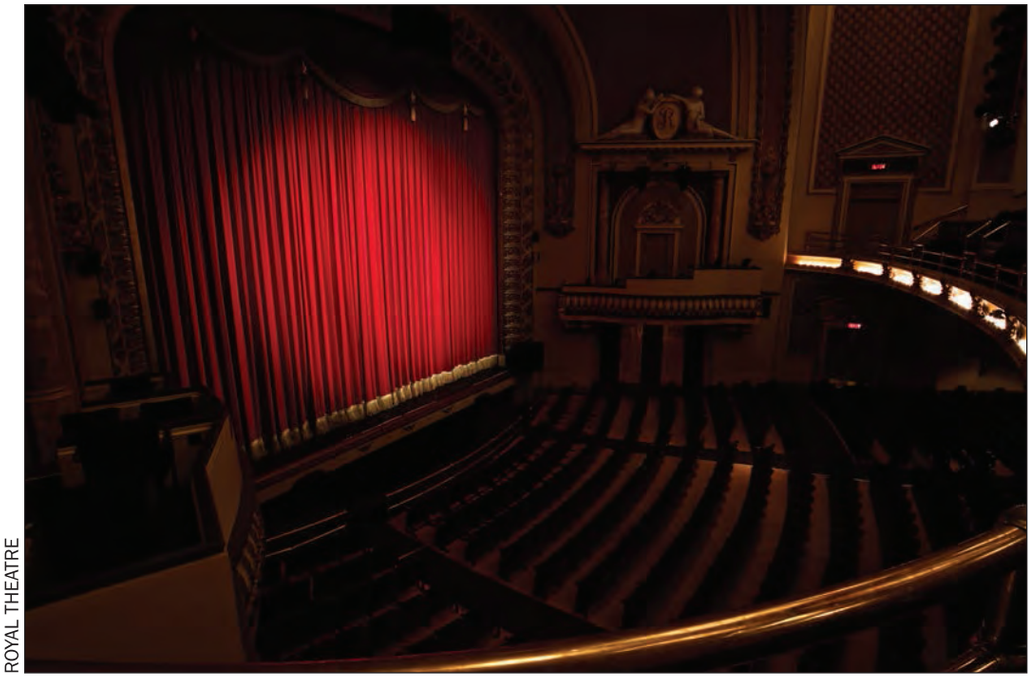


ROYAL THEATRE



McPHERSON PLAYHOUSE

ROYAL THEATRE
McPHERSON PLAYHOUSE
ROYAL THEATRE
McPHERSON PLAYHOUSE

the
ROYAL & McPHERSON
theatres society

FY 2016: ANNUAL REPORT

ROYAL THEATRE
McPHERSON PLAYHOUSE
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ROYAL THEATRE
McPHERSON PLAYHOUSE

PRESIDENT'S REPORT 2016



On behalf of the Board of Directors, it is my pleasure to present the 2016 annual report for the Royal and McPherson Theatres Society. This year, the Society continued to play a critical role in supporting arts and culture in Greater Victoria as stewards of our historic civic theatres.

The Society's Board and staff laid the groundwork for the future of our organization by undertaking a strategic planning business study with consultant Janis Barlow in 2014 and 2015. This was a comprehensive process that engaged a myriad of stakeholders and envisions an expanded role for the Society as leaders in supporting a robust cultural milieu in the region.

In 2016 we began to activate this role with our staff participating in two local arts and culture planning processes: the Capital Region District Arts Strategy Implementation plan and the City of Victoria's Arts and Culture Master Plan, where our Executive Director is on the advisory committee.

We also hired our first Manager of External Affairs in late 2016. With responsibility for communications, fundraising and government relations, this position adds needed capacity to fulfill our potential as a cultural community leader. Early outcomes include a bolstered social media presence and increased community engagement as we have joined the Professional Arts Alliance of Greater Victoria and are supporting a Downtown Victoria Business initiative to explore shared arts space.

2016 was a banner year at the theatres with 179,000 attendees at 220 events - a 16% increase in attendance from 2015. This can be attributed to a terrific line up of shows and our staffs' great work with clients. As we enter into what some are referring to as the post-digital age, where vinyl records, printed books, film photography and live performance are resurgent, the theatres are more important than ever to a connected, livable and prosperous region.

Our Society manages the theatres with the collaboration of their civic owners and the Capital Region District. I am grateful to the municipalities of Oak Bay, Saanich and Victoria for their commitment to arts and culture and to the Capital Region District staff for their dedication.

As I look to the completion of my three-year term as President in April 2017, I am optimistic about the future of the Society and the theatres. It has been my privilege to have been a part of the organization in this important period of visioning and planning. I thank my fellow Board members for their commitment in charting this future, and I leave knowing that there is a strong, involved, and engaged group of directors at the helm.

I want to recognize Kathy Kay, Pam Madoff, and Pat Ferns who are also completing their terms on the Board. It has been a pleasure serving with each of you for the past six years. On behalf of the Society, thank you for your significant commitment, dedication, time, and advocacy for the Royal and McPherson theatres and the great contribution that they make to life in the region.

Thank you to our partner organizations and the artists who created and presented great shows in the theatres in 2016. Thank you to the audiences that supported and celebrated arts culture in our region this past year. Finally, thank you to our staff for their dedication and professionalism – our strength truly is our people.

Respectfully,

Byron Smith

WELCOME TO THE ROYAL & McPHERSON THEATRES SOCIETY

Exciting performances, gorgeous architecture and environmental sustainability all come together in the Royal Theatre and McPherson Playhouse. These beautifully maintained historic theatres are in their second century serving the Capital Region as the premier theatre venues, and play an integral role in enriching the cultural life of the community.

Since 1998, the theatres have been managed by the Royal and McPherson Theatres Society (RMTS) on behalf of their civic owners and by extension, the region's citizens and visitors. The RMTS management, technical and creative teams facilitate the use of the theatres by approximately 75 groups a year, who produce their own music, dance, live theatre, and many other forms of performing arts entertainment for the community. The Box Office and Front of House departments provide exceptional service to over 179,000 attending patrons, setting the stage for an exceptional customer service experience, from ticket purchase through to the final curtain.

The Royal Theatre is owned by the Capital Regional District and receives funding from the municipalities of Saanich, Victoria and Oak Bay. The McPherson Playhouse receives funding from its sole owner, the City of Victoria.

The RMTS is governed by a volunteer Board of Directors consisting of three Municipal Councillors, six Elected Directors, and four CRD Appointed Directors, who work to maintain, preserve, and further develop the Royal Theatre and McPherson Playhouse by providing governance and management of the organization's resources.

The RMTS acknowledges that the McPherson Playhouse and the Royal Theatre are on the ancestral, traditional and unceded territories of the Lekwungen peoples.

2016 BOARD OF DIRECTORS

- Byron Smith, President
- Lorne DeLarge, Vice President
- Pat Ferns, Treasurer
- Kathy Kay, Secretary
- Bruce Cameron
- Gregory Damant
- Tiffany Gartner-Bouffard
- Tom McCarthy
- Councillor Pam Madoff
- Councillor Tara Ney
- Councillor Vicki Sanders
- Richard Schick
- Raj Wirk

ROYAL THEATRE



PHOTO: PACIFIC OPERA VICTORIA, A MIDSUMMER'S NIGHT DREAM, DAVID COOPER

McPHERSON PLAYHOUSE



PHOTO: CANADIAN COLLEGE OF PERFORMING ARTS, MARY POPPINS, LEANNE GREEN

MANAGEMENT TEAM

The RMTS is managed by an experienced professional team:

Lloyd Fitzsimonds *Executive Director*

Karen Ainey *Web & Software Application Manager*
Nancy Downer *Finance Manager*
Sheelagh Drever *Finance Assistant/Accounts Payable & Payroll*
Debora Johns *Front of House Manager*
Randy Joynt *Manager of External Affairs*
Darcy Lipsey *Finance & Communications Associate*
Blair Morris *Technical Director*
Mandy Niddrie *Manager of Client Services/Rental Information*
Melissa O'Shea *Box Office Manager*
Jennifer Phillips *Administrative Assistant/Marketing*

The management team is supported by 200 full and part time theatre professionals, creating:

35 Full Time Equivalent (FTE) Jobs

$1,995,000 Total Employment Income

88% of the RMTS revenues are earned from theatre operations

$3,238,000 Total Expenditures

$450,000 Municipal Operating Grant



PHOTO: PACIFIC OPERA VICTORIA, SIMON BOCCANEGRA, DAVID COOPER

OPERATING HIGHLIGHTS

GRACING THE STAGE IN 2016!

Throughout 2016, Victoria's two iconic entertainment venues, the Royal Theatre and McPherson Playhouse, staged a memorable parade of world-class entertainers who invigorated the senses, stimulated minds, aroused emotions, and thoroughly entertained patrons.

From Chris Cornell, Chantal Kreviazuk, David Crosby, the Royal Winnipeg Ballet, Raffi, The Beach Boys, Jeremy Hotz and John Prine, to John Cleese and Eric Idle, Roger Hodgson, formerly of Supertramp, Hannibal Buress, Dr. Jane Goodall, Rodriguez, Celtic Thunder, Mamma Mia!, and many more, the Royal Theatre and McPherson Playhouse continue to host some of the best and most exciting performers entertainment has to offer.

The Royal and McPherson Theatres Society gratefully acknowledges our municipal funding partners which allow the theatres to continue to be accessible to local presenters. In 2016, the RMTS was thrilled to welcome back Kaleidoscope Theatre to once again reside at the McPherson Playhouse.

The Royal Theatre receives a total $100,000 operating grant from: Oak Bay, Saanich and Victoria.
The McPherson Playhouse receives a $350,000 operating grant from: Victoria.


PHOTO: JOHN CLEESE & ERIC IDLE


PHOTO: HANNIBAL BURESS


PHOTO: DR. JANE GOODALL


PHOTO: RODRIGUEZ


PHOTO: NELLY FURTADO

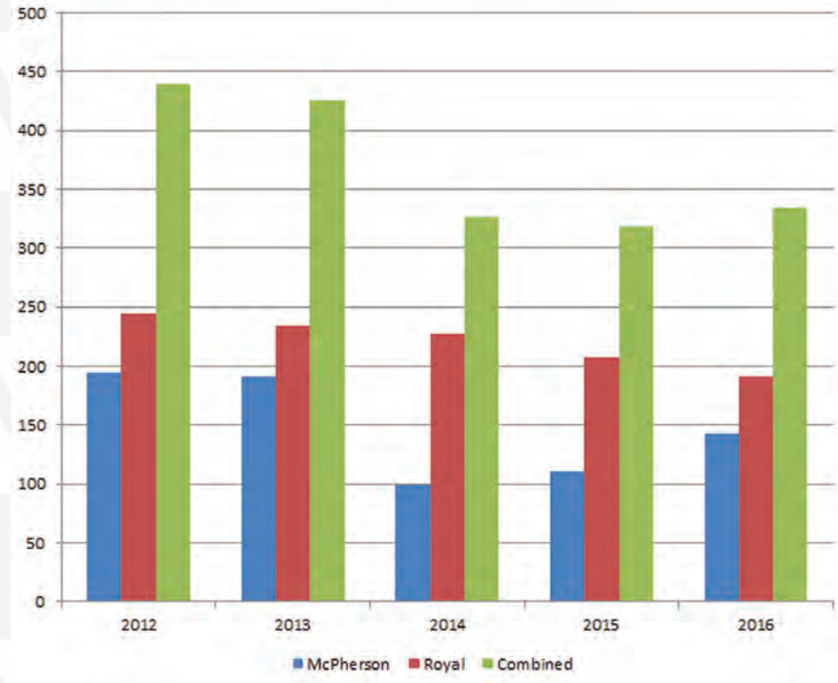

PHOTO: THE BEACH BOYS


PHOTO: TEDESCHI TRUCKS BAND


PHOTO: NEKO CASE, K.D. LANG, LAURA VEIRS

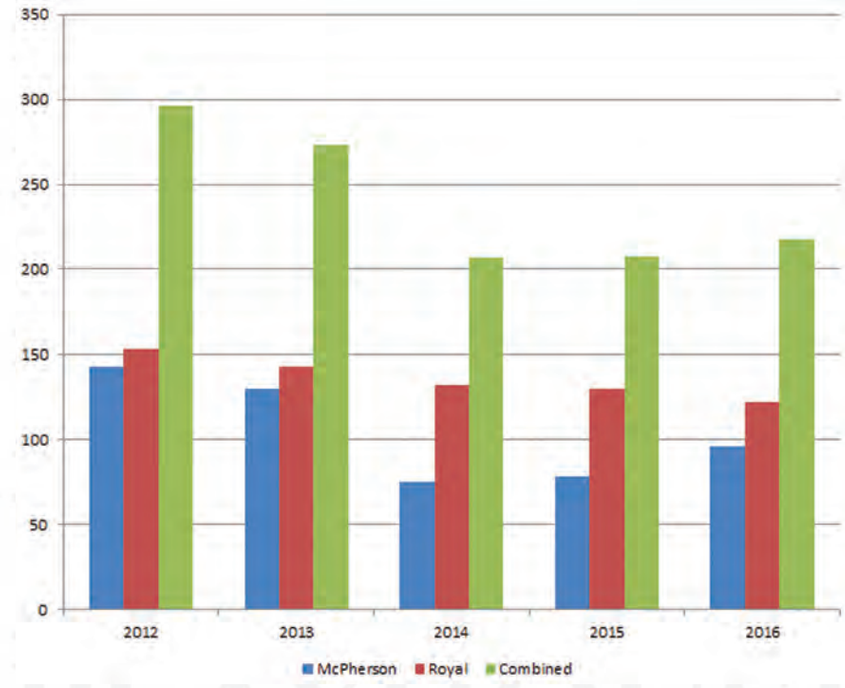
COMPARATIVE HISTORY OF EVENT LEVELS

RMTS: USE DAYS



USE DAYS	5 YR Average	FY 2016
Royal Theatre	221	191
McPherson Playhouse	148	143
Combined	**369**	**334**

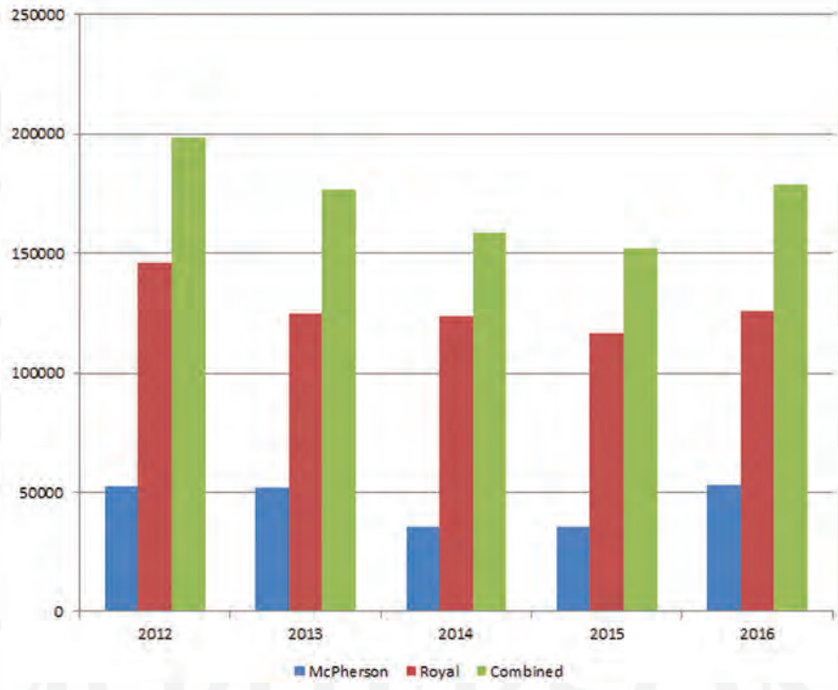
RMTS: PERFORMANCES



PERFORMANCES	5 YR Average	FY 2016
Royal Theatre	136	122
McPherson Playhouse	105	96
Combined	**241**	**218**

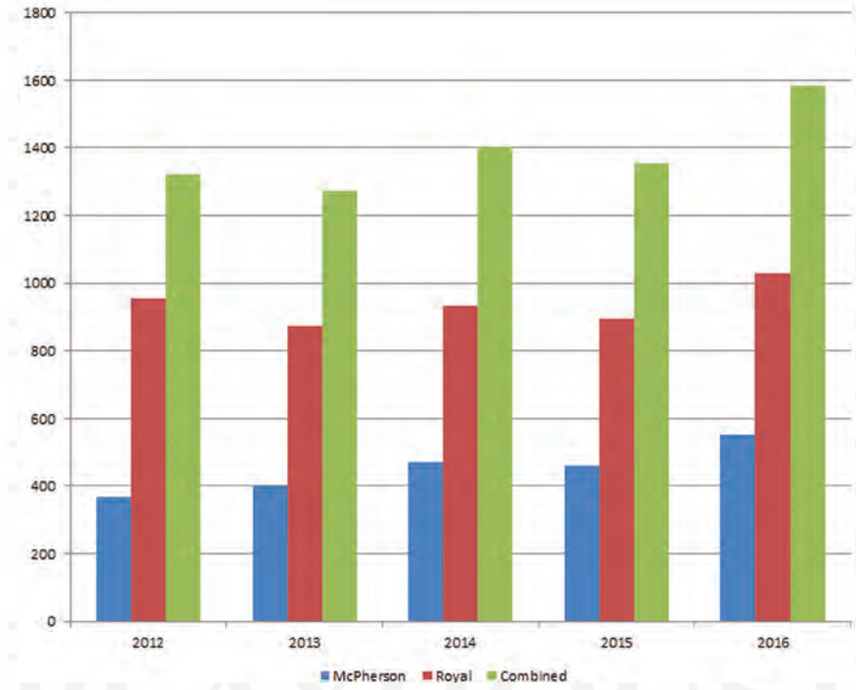
COMPARATIVE HISTORY OF ATTENDANCE

RMTS: ATTENDANCE PER YEAR



ATTENDANCE	5 YR Average	FY 2016
Royal Theatre	127,084	125,482
McPherson Playhouse	45,755	53,067
Combined	**172,839**	**178,549**

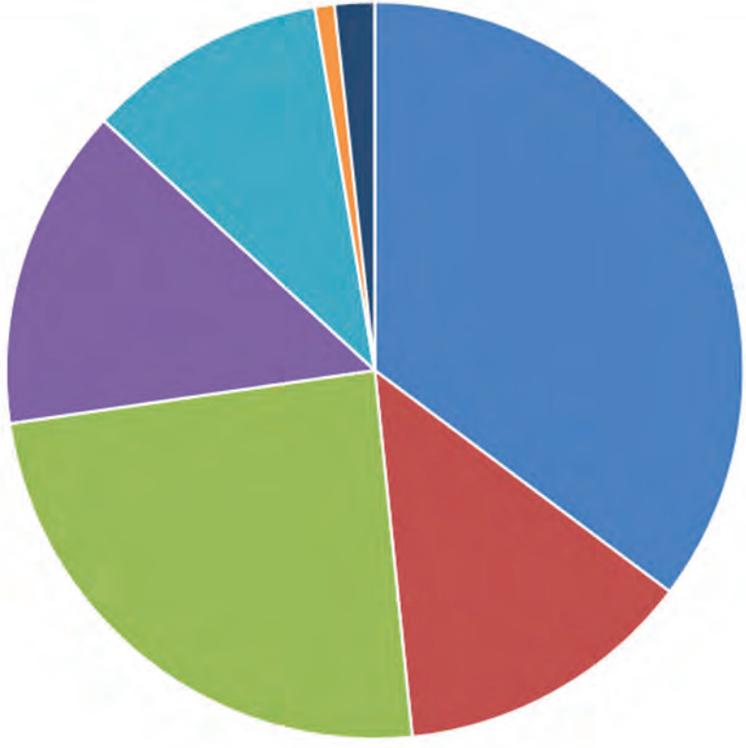
RMTS: AVERAGE ATTENDANCE PER PERFORMANCE



AVERAGE ATTENDANCE	5 YR Average	FY 2016
Royal Theatre	936	1029
McPherson Playhouse	450	553
Combined	**1386**	**1582**

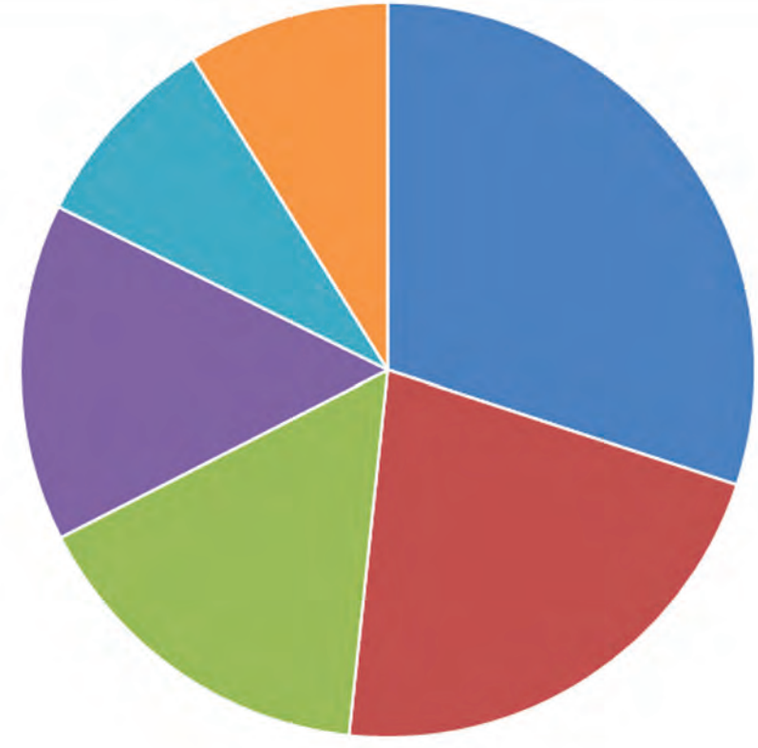
2016 SOURCES OF REVENUES & EXPENSES

OPERATING REVENUES: $3,428,872



Production Recoveries	$ 1,208,775
Grants from Owners	$ 450,000
Box Office Charges	$ 833,776
Building Rental Income	$ 485,806
Concession Sales	$ 361,125
Interest Income	$ 29,546
Other	$ 59,844

OPERATING EXPENSES: $3,238,367



Production Expenses	$ 973,130
Admin Salaries	$ 700,691
Box Office Operations	$ 511,214
Building Operations & Maintenance	$ 480,428
Concession Operations	$ 284,680
Admin Operations	$ 288,224

INCOME STATEMENT

CALENDAR YEAR ENDING	2016	2015	2014
REVENUE			
Earned Revenue	$ 3,374,872	$ 2,961,210	$ 3,102,726
Municipal Operating Grants	$ 450,000	450,000	450,000
Building Improvement Fee	315,949	276,124	281,286
Discounts to Local Non-Profit Presenters	(396,000)	(372,000)	(379,000)
Total Revenue	$ 3,744,821	$ 3,315,334	$ 3,455,012
DIRECT OPERATING EXPENSE	2,260,785	2,144,538	2,359,516
GROSS PROFIT	$ 1,484,036	$ 1,170,796	$ 1,095,496
INDIRECT COSTS	977,582	916,661	883,328
EARNINGS FROM OPERATIONS	$ 506,454	$ 254,135	$ 212,168
Building Improvement Fee transferred to Capital Funds	315,949	276,124	281,286
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	$ 190,505	$ (21,989)	$ (69,118)



ROYAL THEATRE

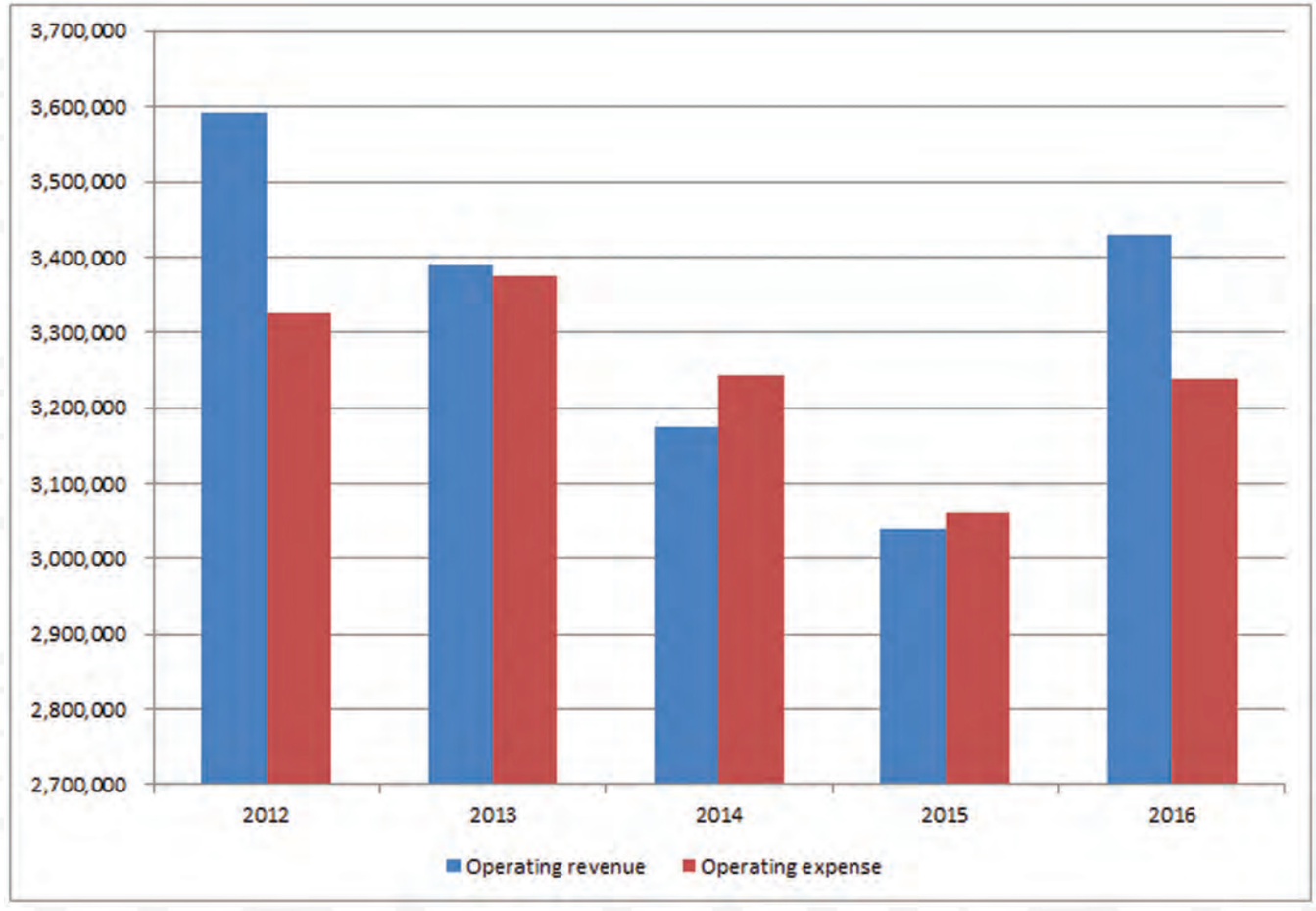
PHOTO: ROGER HODGSON, FORMERLY OF SUPERTRAMP



McPHERSON PLAYHOUSE

PHOTO: VICTORIA INTERNATIONAL JAZZFEST

COMPARATIVE HISTORY OF FINANCIAL RESULTS



FY 2016 YEAR END - EXCESS OF REVENUE OVER EXPENSE: $190,505

CHILDREN'S PROGRAMMING

THEATRE FOR YOUNG AUDIENCES!

Children's programming is as much about citizenship development, community involvement, and education, as it is about entertainment. Performing for a live audience helps build confidence, ignites imagination, inspires creativity, encourages teamwork, and for some children, it can plant a seed that will grow into a lifelong passion.

The Capital Region is home to a variety of exceptional companies whose focus is producing live theatre especially for children and young people. Kaleidoscope Theatre Productions, the Canadian College of Performing Arts, the Victoria Operatic Society, the Cadet Honour Band, Victoria Academy of Ballet, Dance Unlimited, Dansko Studios, Allegro Performing Arts, Boston Dance Collective, Shawnigan Lake School, and St. Michaels University School, all work with children in the cast, and nurture young talent by providing opportunities for students to receive theatre production and performance knowledge, as well as mentorship and training, enabling them to participate in every aspect involved in the production of their shows.

Many of our adult companies include children's programming in their seasons. The Victoria Symphony through their Community and Children's Programs, the Pacific Opera through their Student Dress Rehearsal Nights, Dance Victoria through their "Pay Your Age" and "Nutcracker Kids" Programs, the annual Nutcracker performances, and the Naden Band through their student matinees, provide many opportunities for young audiences.

Outside the Capital Region, touring theatre companies bring us the most popular children's performers from around the world, including Raffi, Koba's Great Big Show, and Potted Potter.



PHOTO: VICTORIA OPERATIC SOCIETY - SPAMALOT



PHOTO: ST. MICHAEL'S UNIVERSITY SCHOOL - WIZARD OF OZ



PHOTO: KALEIDOSCOPE THEATRE - JAMES & THE GIANT PEACH

ROYAL THEATRE HIGHLIGHTS



ROYAL THEATRE

ECONOMIC IMPACT ON COMMUNITY

- **$1,905,000** Operating Revenue
- **$100,000** Municipal Operating Grant
- **$2,005,000** Total Operating Revenue
- **$1,901,000** Total Operating Expense
- **$301,000** Discounts to Local Non-Profit Presenters
- **$4,941,001** Total Box Office Activity
- **125,482** Total Attendance



PHOTO: MAMMA MIA!

ROYAL THEATRE EVENTS

Still retaining its original Rococo/Renaissance Revival style décor, the elegant 1416-seat Royal Theatre has graced the skyline of the Capital Region since 1913, housing some of Victoria's larger non-profit companies, and is Vancouver Island's premiere venue for touring attractions - often the launching point for many national tours.

LOCAL NON-PROFITS: 164 DAYS / 96 PERFORMANCES

Pacific Opera Victoria, Dance Victoria, Victoria Symphony, JazzFest, Ballet Victoria, Pearson College, Boston Dance Collective, Nelly Furtado, Naden Band, Chantal Kreviazuk with the Victoria Symphony, Cirque de la Symphonie with the Victoria Symphony, Allegro Performing Arts Centre, Boston Dance Collective, Ballet Victoria, Dansko Studios, Jessica Lang Dance, Raino Dance, Royal Roads University Convocation, Salvation Army Toy Drive.



PHOTO: VICTORIA INTERNATIONAL JAZZFEST - GREGORY PORTER



PHOTO: DANCE VICTORIA - ROYAL WINNIPEG BALLET'S THE NUTCRACKER



PHOTO: CHANTAL KREVIAZUK WITH THE VICTORIA SYMPHONY

COMMERCIAL EVENTS: 27 DAYS / 26 PERFORMANCES

Mamma Mia!, Roger Hodgson, Rodriguez, The Beach Boys, Raffi, John Prine, Hannibal Buress, David Crosby, Chris Cornell, Celtic Thunder, Sturgill Simpson, Snowed In Comedy Tour, Mike Delamont, Moscow Ballet's Swan Lake, Temptations Revue, Koba's Great Big Show.



PHOTO: SNOWED IN COMEDY TOUR



PHOTO: DAVID CROSBY



PHOTO: CELTIC THUNDER

ROYAL THEATRE NON-PROFIT / COMMERCIAL

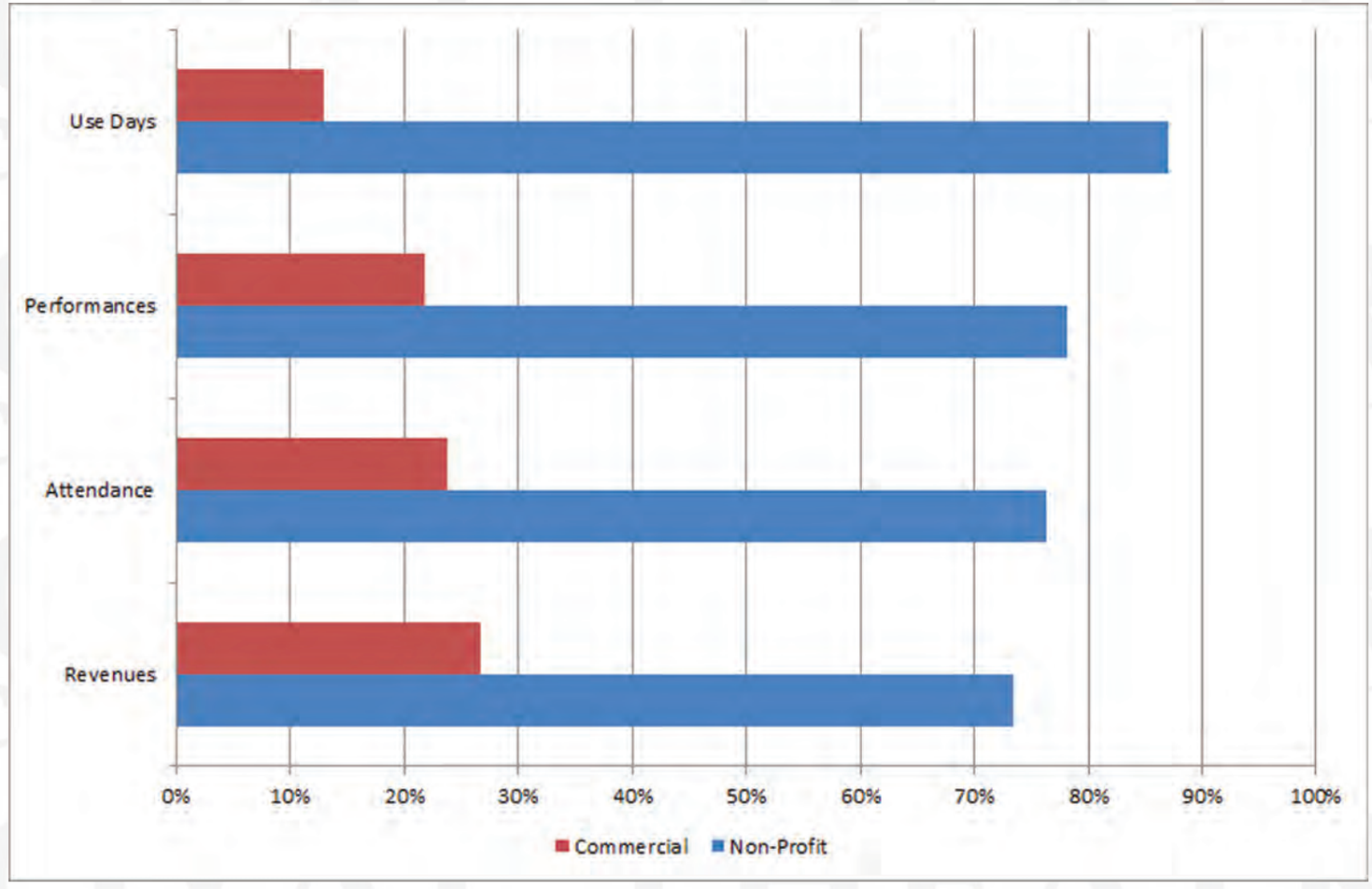


CHART BASED ON 5 YEAR AVERAGE (2012-2016)

The Royal & McPherson Theatres Society supported local non-profit users by providing discounts amounting to $301,000

ROYAL THEATRE USE DAYS BY USER



PHOTO: CHRIS CORNELL

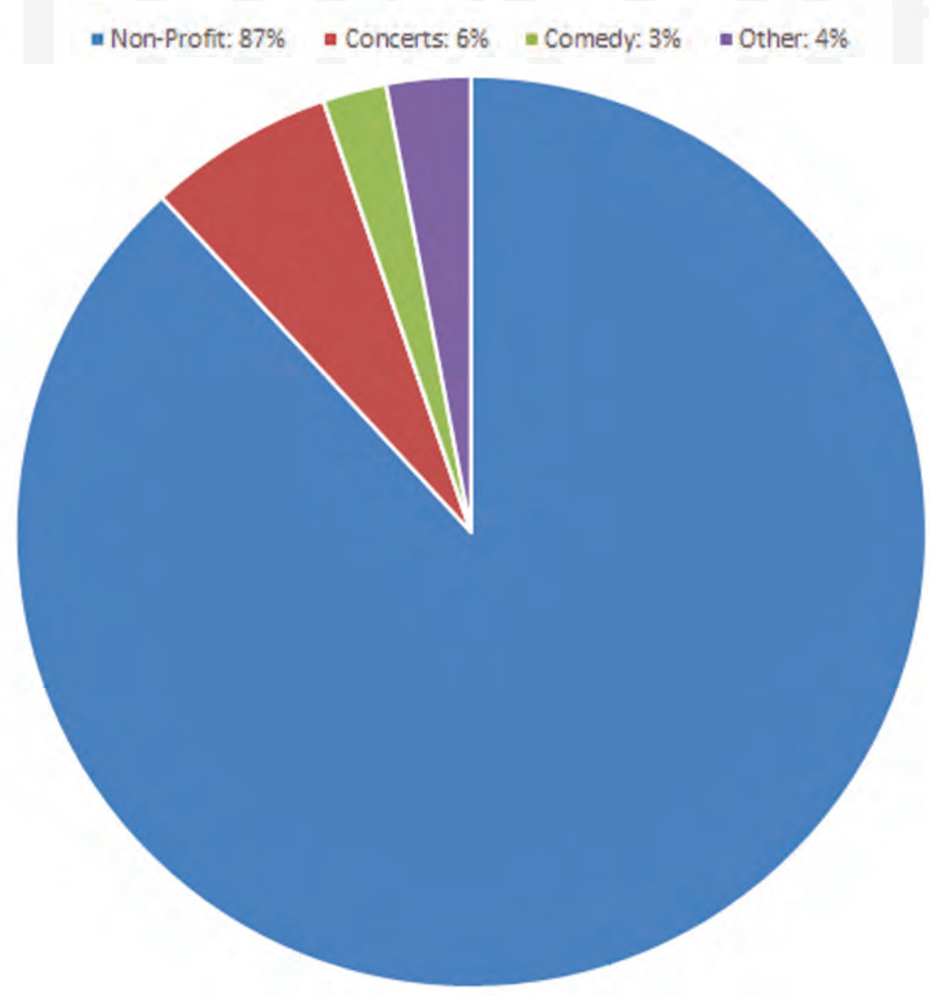
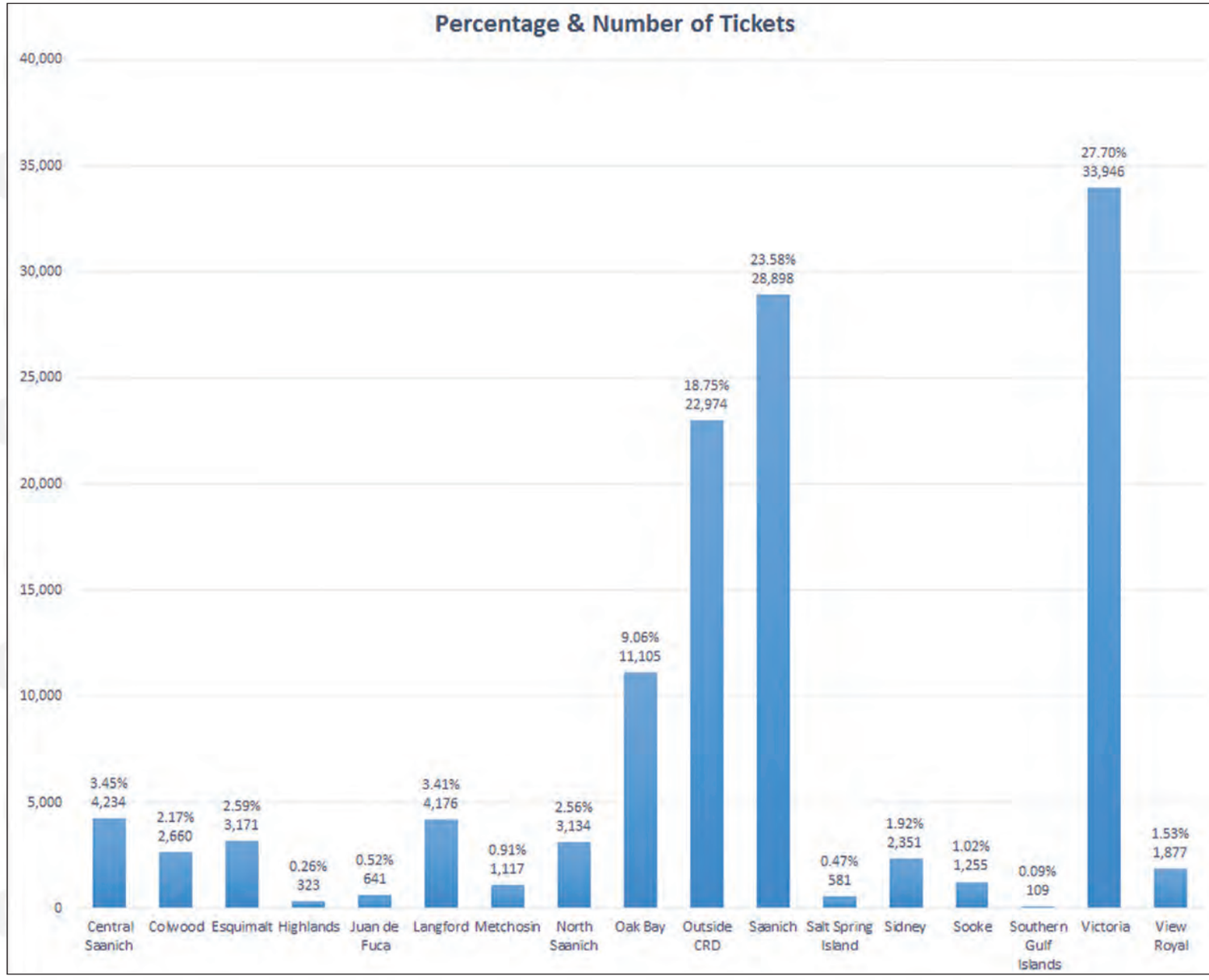


CHART BASED ON 5 YEAR AVERAGE (2012-2016)

ROYAL THEATRE ATTENDANCE BY MUNICIPALITY



CAPITAL PROJECT HIGHLIGHTS









Sustaining two historic and iconic theatres requires constant care and attention to detail, as both the Royal Theatre and McPherson Playhouse are keystone elements in the cultural infrastructure of the Capital Regional District. The RMTS management team identifies and plans all maintenance and upgrades for both the Royal Theatre and McPherson Playhouse and implements all theatrical and audience service improvement projects, while working directly with the CRD Environmental Engineering Department on all building infrastructure projects.

In 2016, RMTS undertook a major audio upgrade to the Royal Theatre's public spaces, as a need for a comprehensive paging and emergency evacuation system was identified. The Audio Department undertook this extensive audio installation which included installing dozens of new speakers and running several kilometers of new cable throughout the building. Several new equipment racks in various locations were populated with state of the art equipment to allow separate paging to both the backstage and Front of House areas, or to the entire building from multiple locations in case of emergency. This equipment operates reduntantly with backups that switch automatically in case of equipment failure to ensure public safety in the event of an emergency. Audience information messages are pre-recorded and played at various times throughout the events.

Another component of this upgrade included several video displays in the lobby areas that allow latecomers to view a hi-definition camera feed of the stage. During non-performance times, these displays show video content that can be provided by a rental group or show an informative loop of historical images of the theatres.

The Royal and McPherson Theatres Society gratefully acknowledges our municipal funding partners whose continued support sustains the ongoing maintenance of these two historic theatres. The Royal Theatre receives a total $480,000 Capital grant from Saanich, Oak Bay and Victoria. The McPherson Playhouse receives a $400,000 Capital grant from Victoria.

McPHERSON PLAYHOUSE HIGHLIGHTS



McPHERSON PLAYHOUSE

ECONOMIC IMPACT ON COMMUNITY

- **$1,074,000** Operating Revenue
- **$350,000** Municipal Operating Grant
- **$1,424,000** Total Operating Revenue
- **$1,337,000** Total Operating Expense
- **$95,000** Discounts to Local Non-Profit Presenters
- **$1,642,530** Total Box Office Ticket Sales
- **53,067** Total Attendance



PHOTO: VICTORIA INTERNATIONAL JAZZFEST, OLIVER JONES TRIO

McPHERSON PLAYHOUSE EVENTS

Hosting a variety of professional, community and amateur events, the McPherson Playhouse has been the home of intimate theatre in Victoria since opening in 1914 as part of the Pantages chain of theatres across North America. The 772-seat theatre continues to be one of the finest examples of theatres from that era still standing in Canada.

LOCAL NON-PROFITS: 110 DAYS / 63 PERFORMANCES

Dr. Jane Goodall with Royal Roads University, JazzFest, Alan Doyle with Community Living Victoria, Kaleidoscope Theatre, Canadian College of Performing Arts, Victoria Operatic Society, Victoria Gilbert and Sullivan Society, Intrepid Theatre, Shriners Variety Show, Dance Unlimited, Ballet Victoria, St. Michael's University School, Pearson College, Victoria Academy of Ballet, Mastana Jogi, Victoria Magic Circle.



PHOTO: VICTORIA ACADEMY OF BALLET

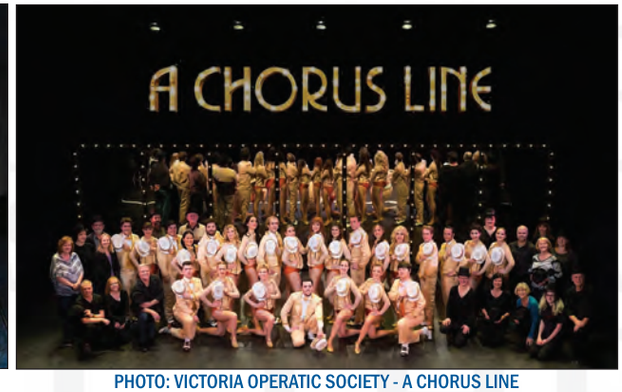


PHOTO: VICTORIA OPERATIC SOCIETY - A CHORUS LINE



PHOTO: ALAN DOYLE & THE BEAUTIFUL GYPSIES

COMMERCIAL EVENTS: 33 DAYS / 33 PERFORMANCES

John Cleese & Eric Idle, Corb Lund, Jeremy Hotz, Half Moon Run, Dylan Moran, CBC The Debaters, The Barra MacNeils, Red Green, Potted Potter, O Christmas Tea, John McDermott, Yellowpoint Christmas Spectacular, A Tribute to Elvis, Beatlemania Live!, Class of '59, Elvis Elvis Elvis, Rock N Roll Christmas, The Rat Pack, Iconic Superstars, Completely Creedence.



PHOTO: JEREMY HOTZ



PHOTO: HALF MOON RUN, RMS MEDIA



PHOTO: POTTED POTTER

McPHERSON PLAYHOUSE USE DAYS BY USER



PHOTO: THE BARRA MacNEILS

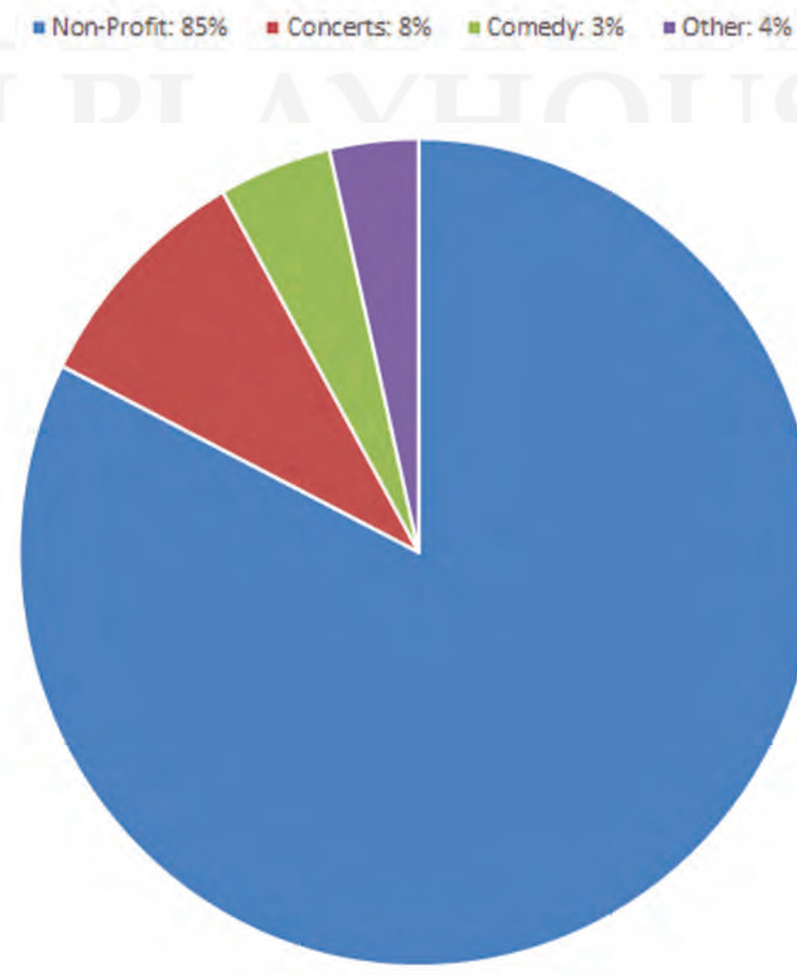
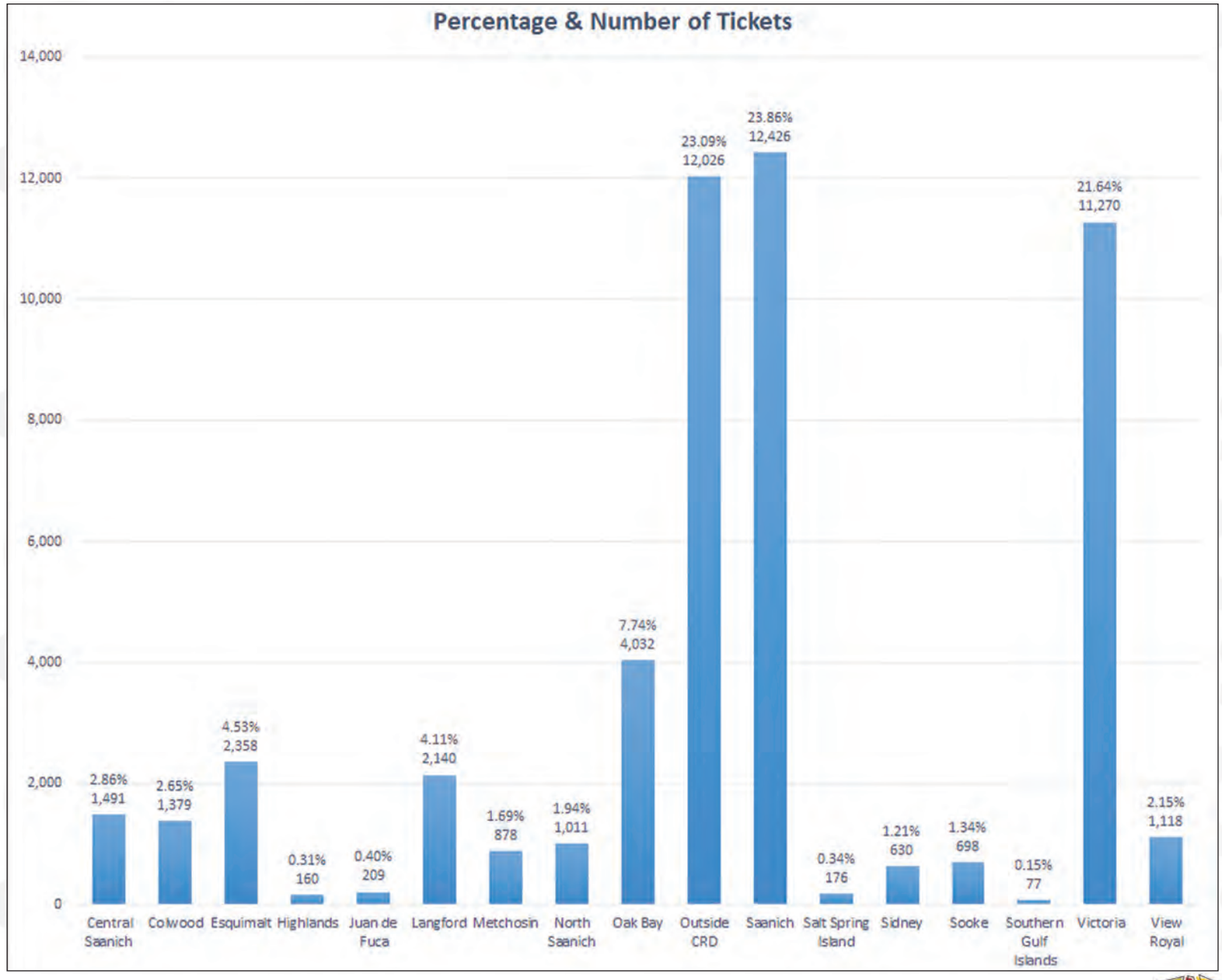


CHART BASED ON 5 YEAR AVERAGE (2012-2016)

McPHERSON PLAYHOUSE ATTENDANCE BY MUNICIPALITY



McPHERSON PLAYHOUSE NON-PROFIT / COMMERCIAL

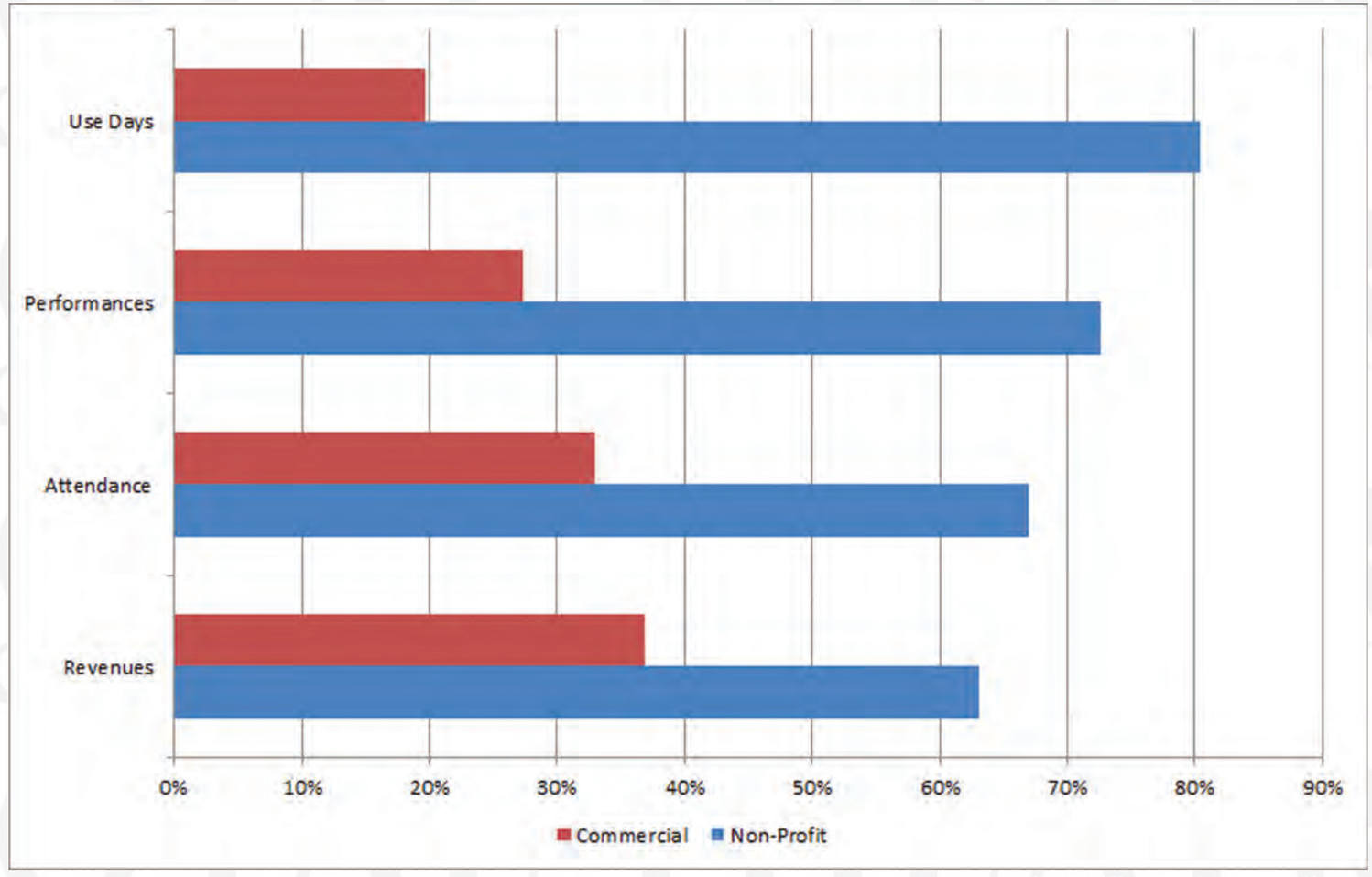


CHART BASED ON 5 YEAR AVERAGE (2012-2016)

The Royal & McPherson Theatres Society supported local non-profit users by providing discounts amounting to $95,000

RMTS & THE NADEN BAND: A STRATEGIC PARTNERSHIP

Two Canadian cities enjoy the privilege of being home to the fleets of the Royal Canadian Navy. Esquimalt plays host to Canada's Pacific Naval Fleet, which like the RMTS, is a vital part of the community. The Royal Theatre and the Naden Band of the Royal Canadian Navy have shared a long history together.

Navy Bands, starting with the Royal Navy Band that arrived with Sir James Douglas, have always been a part of the cultural life of the region. Over the past 104 years they have been regular performers at both the Royal Theatre and the McPherson Playhouse.

For 38 years the Naden Band Christmas toy drive has proven to be a valuable contribution to the community. Partnering with the RMTS at the Royal Theatre, the 2016 concerts welcomed over 3500 adult patrons and 2500 students who donated over 4000 toys.

The Royal and McPherson Theatres Society is honoured to be part of this important tradition.



PHOTO: NADEN BAND OF THE ROYAL CANADIAN NAVY



PHOTO: NADEN BAND OF THE ROYAL CANADIAN NAVY

COMMUNITY EVENT DONATIONS

The Royal and McPherson Theatres Society is pleased to support many community and charity events throughout the year. In 2016, RMTS provided ticket donations to 54 not-for-profit and community event fundraising efforts, which included the following organizations:

Access Pro Bono Society of BC

BC & Alberta Guide Dogs

BC Cancer Foundation

BC Touring Council

BC Transit Fundraising Campaign

Braefoot Community Association

Broken Promises Rescue

Canadian Diabetes Association

Child Find BC

Children's Health Foundation of Vancouver Island

Citizens' Counselling Centre

Community Living Victoria

Community Micro Lending

Cook Street Village Activity Centre

Crohn's and Colitis Canada

Deep Cove Elementary School

Eagle View Elementary School

Fortress Foundation

Gardenworks Saanich

Gorge Park Community Gardens

Greater Victoria Area, Scouts Canada

KidsSport Greater Victoria

Kiwanis Club of Victoria

Ladies Daffodil Bonspiel

Land Trust Alliance of BC

Mosqoy

Oaklands Community Association

Oaklands School – Cops for Cancer

Pacific Opera Victoria

Recreation Integration Victoria

Ronald McDonald House BC

Rotary Club of Sooke

Royal LePage Shelter Foundation

Royal Roads University United Way Committee

Spectrum Community School

Spectrum Community School Bands

St. Andrew's Cathedral

St. Michael's University School

Studio Victoria Zumba – Cops for Cancer

The Choir

Theatre Inconnu

University of Victoria – Athletic Department

University of Victoria – Co-op and Career Services Department

University of Victoria – Department of Psychology

University of Victoria's History Department

University of Victoria's World University Service of Canada

Victoria Devils Fastball

Victoria Humane Society

Victoria Jazz Society

Victoria Symphony Orchestra

Victoria Walk for ALS

Victoria's Hospital Foundation

Victoria's Hospital Foundation – Charity Golf Classic

Vining Street Residents

LOCAL NON-PROFIT SERVICES

Proudly supporting local non-profit organizations, The Royal and McPherson Theatres Society provides discounted fees and charges for their use of the Royal Theatre and the McPherson Playhouse. In 2016, these discounts benefited local non-profits in the amount of:

Royal Theatre	$301,000
McPherson Playhouse	$95,000
Grand Total	$396,000

the
ROYAL & McPHERSON
theatres society

Royal Theatre
805 Broughton Street
Victoria, BC V8W 1E5

RMTS Administration Office
625 Fisgard Street
Victoria, BC V8W 1R7

250.361.0800
Box Office: 250.386.6121

RMTS Administration Office, Mailing Address
Royal & McPherson Theatres Society
PO Box 1000
Victoria, BC V8W 2S6

McPherson Playhouse
#3 Centennial Square
Victoria, BC V8W 1P5

www.rmts.bc.ca