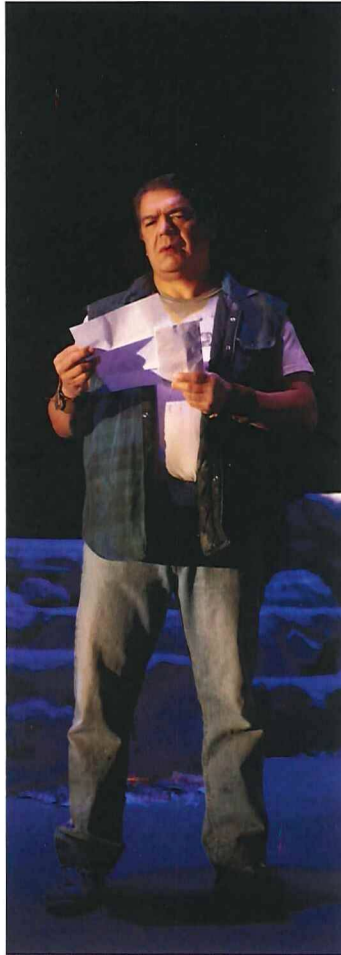


**THEATRE AQUARIUS**

**DOFASCO**

RON ULRICH Artistic Director

Centre for the Arts



Report to General Issues Committee, Boards and Agencies, City of Hamilton  
January 25, 2013

# Thank You



In 2012, the City of Hamilton made it possible to complete the final stage of our Energy Retrofit of the Dofasco Centre for the Arts with a one-time Capital grant. This vital building renewal project encompassed the co-operation and support of the Federal Government, Private Sector support through Corporate Leadership and Private Donors, and a major gift of the Ontario Trillium Foundation. This Capital Support of the City of Hamilton was the final, crucial step in renewing this Cultural Landmark, for which we are enormously grateful - **Thank You!**

“*Culture is the fourth pillar of sustainable development joining economic prosperity, environmental responsibility and social equality.*”

~ From City of Hamilton Cultural Policy

# Theatre **Aquarius**

**Celebrating 40 Seasons as Hamilton's Professional Theatre**

*Theatre Aquarius is a home for artistic creation, where the efforts of professional, union performers and stage technicians come together to create unique, relevant theatre that is among the very best in the country.*



- We create world-class theatre that educates, challenges and entertains.
- We are a pillar for core revitalization and an economic engine for the city
- We are both a draw for tourism and a resource actively accessed by people in all parts of our city.
- We are inclusive and accessible to all members of our community
- We are a proud standard bearer for the Creative Industries and help to deliver important principles of the City of Hamilton's Cultural Policy

# A Creative **Industry Leader**

Producing World Class Theatre

## THEATRE AQUARIUS BY THE **NUMBERS**:

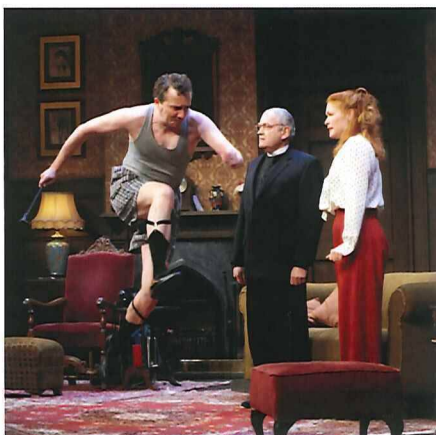
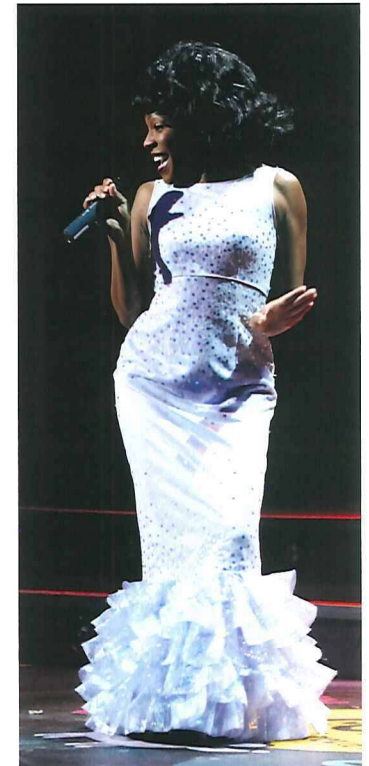
**120,000+** visitors annually into Downtown

**148** public performances of **6 mainstage** productions

**230** professional theatre artists contracted annually

**65+** from the Hamilton region

**140** volunteers give over **3000 hours** annually



**THEATRE AQUARIUS**  
**DOFASCO** Centre for the Arts  
RON ULRICH ARTISTIC DIRECTOR

# Profound Impact

- “Culture is instrumental to city building; we value culture because it is:
- A source of economic growth, employment and wealth creation
  - Critical to downtown renewal”

~ From City of Hamilton Cultural Policy



# Economic Impact



Jennifer Berry  
*Acclamation*  
James North

“In the past year our reservation book shows 246 Theatre Aquarius-related bookings with an average of 4-6 people per table because they always come in groups.”

“Theatre Aquarius definitely makes a difference to our bookings.”

# Economic Impact

“ I know when it's theatre night because it's **our** crowd too... we definitely draw theatre patrons on these nights.

“ **Theatre Aquarius really keeps our weekdays going.** ”



Stephen Berstein  
*The Courtyard on Locke*  
Locke St.

# Economic Impact



Vanh Kalong  
*My-Thai*  
John North

“ Being downtown, dinner is a challenge so when theatre is on, we’re busy. ”

“ **Without Theatre Aquarius support, we’d have no dinner crowd.** ”



# Economic Impact

“On theatre nights *about 75% are Aquarius subscribers...*  
**We notice a big difference**”

“When it’s an Aquarius show  
night we definitely get  
extra reservations...”



Mike Daly & Mike Rabbitt  
*Incognito*  
John South

# Economic Impact



Annie  
*Forbidden City*  
King St. East

“We have theatre people coming so often that I know them by name and by what they order... I can tell when someone comes to **see the show twice** because they come here BOTH TIMES!”

“Theatre Aquarius keeps us **SO BUSY.**”

# Economic Impact

“Arts and cultural events go hand in hand with dining out. Patrons make it a complete night out, an entire experience.”

“We definitely know when Theatre Aquarius is in with the increase in reservations.”



Mark Farrugia  
*La Piazza Allegra*  
James South

# Economic **Impact**



Wolfgang & Gabi Schoen  
*Black Forest Inn*  
King St. East

“I schedule our staffing by the theatre schedule.”

“Theatre Aquarius makes a **HUGE IMPACT** on our dinner crowd on theatre nights.”

# Economic Engine

Economic activity generated annually (incl. approx. 100 person-years of employment) (Source: Ontario Arts Council - Assessing the Local Impact of the Arts)	<b>\$6,200,000</b>
86.2% of patrons dine locally when attending (103,400+ diners avg. \$38 each) (Source: 2012 Patron Survey)	<b>\$3,929,200</b>
Parking Fees paid annually by patrons to private and city lots (source: 2012 patron survey)	<b>\$222,703</b>
Materials and construction supplies purchased from local vendors annually	<b>\$1,800,000</b>

## **DIRECT ECONOMIC BENEFITS**

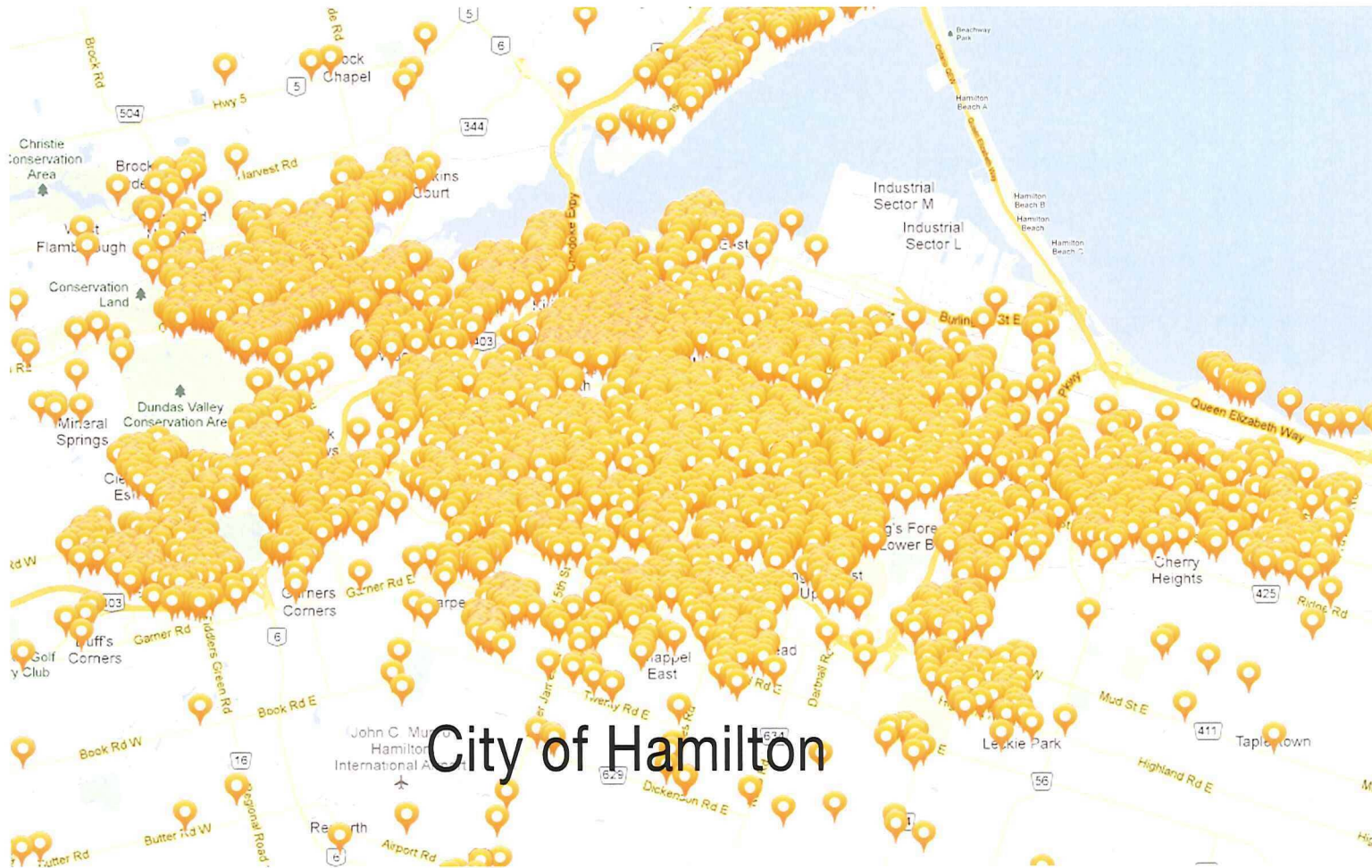
**\$12,150,000+**

**Theatre Aquarius is an anchor for the revitalization of Downtown Hamilton and a key partner in Urban Renewal**

# Serving Our City

“We value culture because it is how people define Hamilton’s identity and shapes how people experience our city”

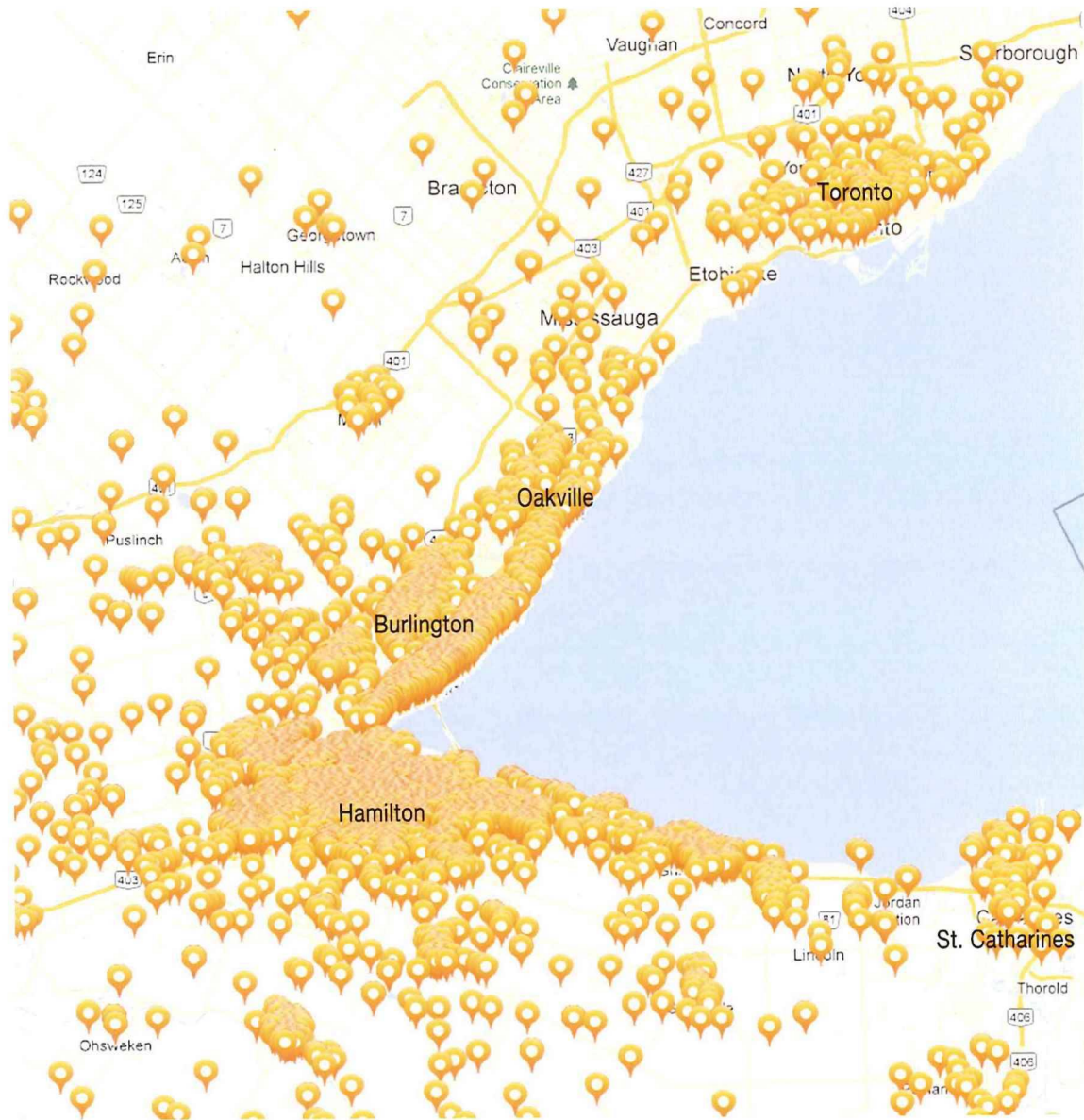
~ From City of Hamilton Cultural Policy



Each  represents a unique household that attended Theatre Aquarius in the last year.

**THEATRE AQUARIUS**  
**DOFASCO** Centre for the Arts  
RON ULRICH ARTISTIC DIRECTOR

# Welcoming Visitors



“ We value culture because it is a magnet for tourism ”

~ From City of Hamilton Cultural Policy

83.8% of survey respondents say that their opinion of Downtown Hamilton was *Greatly Improved* or *Improved* by attending Theatre Aquarius.

(Source: 2012 Patron Survey)

Each  represents a unique household that attended Theatre Aquarius in the last year.

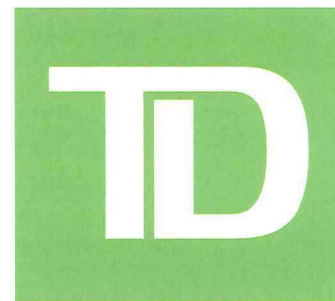
# Keeping Theatre Accessible

“ We value culture because it is a tool to honour inclusivity,  
build connections and strengthen social capital ”

~ From City of Hamilton Cultural Policy

Through powerful community partnerships, Theatre Aquarius is more affordable and accessible than ever.

- Expanding our low-price admissions by **more than 1000** tickets annually
- Our new *Education Accessibility program*, sponsored by **TD Bank**
- Our *Pay-What-You-Can* series, sponsored by **Sun Life Financial**
- INCITE Foundation for the Arts**, accesibility sponsor for *Where the Blood Mixes*

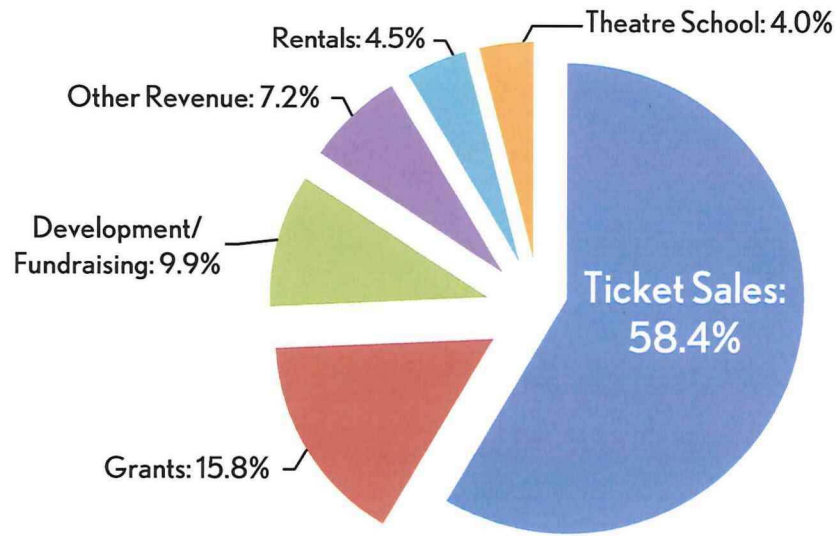


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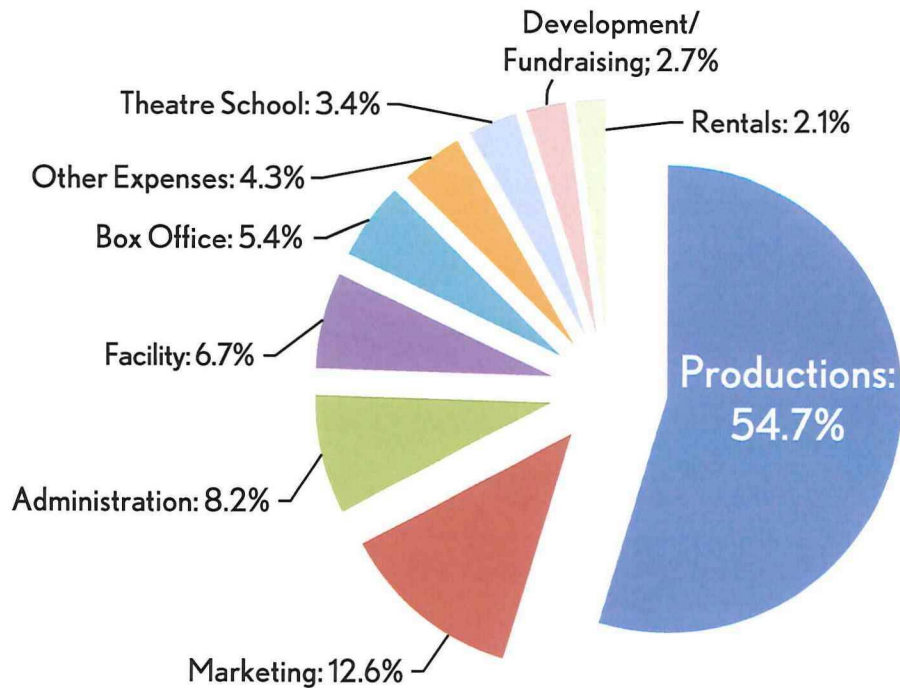


# Revenues & Expenses

2011-12  
(Audited)



## Total Revenue



## Total Expenses

55% of total revenue invested directly into onstage product

# Municipal Investment

## Regional "A" Theatres - Municipal Grant Comparisons

Regional "A" Theatres	City	Population (2006 Census)	Operating Revenue	Box Office	Box Office as % Oper. Rev.	Earned Rev. as % Oper. Rev.	Municipal Grant	Muni. % Oper. Rev.	Support Per Capita	Audience
Citadel	Edmonton	782,439	12,070,528	5,545,421	46%	68%	\$763,722	7%	\$0.98	136,381
Grand Theatre	London	352,395	6,107,396	4,108,363	67%	75%	\$500,000	8%	\$1.42	125,375
Neptune	Halifax	372,679	4,891,389	2,916,244	60%	77%	\$348,000	7%	\$0.93	101,243
Manitoba Theatre Centre	Winnipeg	633,451	8,463,731	4,275,382	51%	66%	\$320,000	4%	\$0.51	132,000
Theatre Calgary	Calgary	988,193	7,022,042	3,789,348	54%	57%	\$307,000	4%	\$0.31	105,053
<b>Theatre Aquarius</b>	<b>Hamilton</b>	<b>504,559</b>	<b>3,871,560</b>	<b>2,425,180</b>	<b>63%</b>	<b>80%</b>	<b>\$73,534</b>	<b>2%</b>	<b>\$0.15</b>	<b>123,672</b>

## City of Hamilton - Municipal Grant Comparisons

Organization	Budget Year	Total Revenue	City of Hamilton Municipal Support	Muni. Support as % of Total Rev.
AGH	2009	\$4.4M	\$1,000,000	22.70%
Opera Hamilton	2011	\$1.5M	\$127,000	8.50%
HPO	2011	\$1.3M	\$114,000	8.80%
Boris Brott	2011	\$1.6M	\$90,000	5.60%
<b>Theatre Aquarius</b>	<b>2011</b>	<b>\$3.9M</b>	<b>\$73,534</b>	<b>2.00%</b>

# Theatre **Aquarius**

**This presentation demonstrates that Theatre Aquarius:**

- Is a creative industry leader
- Is a key partner in delivering the City's cultural plan
- Profoundly impacts the economic health of our downtown

**Theatre Aquarius awaits the results and recommendations of the City of Hamilton's Arts Funding Task Force, which is expected to equitably resource Theatre Aquarius in respect to our sister pillar arts organizations, in accordance with the contribution made to our city by each organization based on merit, measurement and impact.**



Theatre Aquarius Holiday Drive for  
Hamilton Food Share 2012