



**THEATRE AQUARIUS**  
 RON ULRICH Artistic Director  
**DOFASCO** Centre for the Arts

**Report to General Issues Committee  
 Boards and Agencies  
 City of Hamilton  
 January 24, 2014**

# Thank You



**Thank You For**

- **Your past investment in Theatre Aquarius**
- **Your support and passage of the Cultural Plan**
- **Your recognition of the importance of Culture as the 4th pillar of sustainable development**
- **Your willingness to re-examine historical funding models**
- **The work you have done to establish equitable funding models**

# Theatre Aquarius

**Enormous Impact, Tremendous Potential**  
**Fulfilling the Transformational Goals of the City's Cultural Plan**

**We create world-class theatre that educates, challenges and entertains**

- ✓ **Creativity for All**
- ✓ **Quality of Life Quality of Place**

**We are a pillar for core revitalization and an economic engine for the city**

- ✓ **Culture as an Economic Engine**
- ✓ **Downtown Revival**
- ✓ **Neighborhood Revitalization**

**We are both a draw for tourism & a resource actively accessed by people in all parts of the city**

- ✓ **Build Tourism**
- ✓ **Build Community Identity, Pride and Image**

**We are inclusive and accessible to all members of our community**

- ✓ **Encourage Welcoming Communities**
- ✓ **Creativity for All**

**We help to deliver important principles of the City of Hamilton's Cultural Policy**

**THEATRE AQUARIUS**  
RON ULRICH Artistic Director  
**BOFASCO**



# Creative Industry Leader

41 Seasons of World-Class Professional Theatre

Theatre Aquarius brings together all creative disciplines

- Writing
- Acting
- Music
- Dance
- Visual
- Set Design & Construction



We are a proud standard bearer for these creative industries

# Theatre Aquarius

## Anchor Arts Organization

### • Longevity

- 41 Seasons

### • Economic Impact

- Annual Return on Investment in excess of \$12 million

### • Size of Budget

- Annual Budget \$3.7 Million

### • Professional Designation

- Actors are professionals, Canadian Actors' Equity Association members
- Professional design teams (set, costumes, light, sound etc.)
- Technicians are skilled artisans & LA/SE union members
- Show rights are engaged under professional designation

### • Contribution to Social Fabric

- Bring community together for a shared cultural event
- Accessible to all members of the community
- Contributing to a society built on compassion & shared values



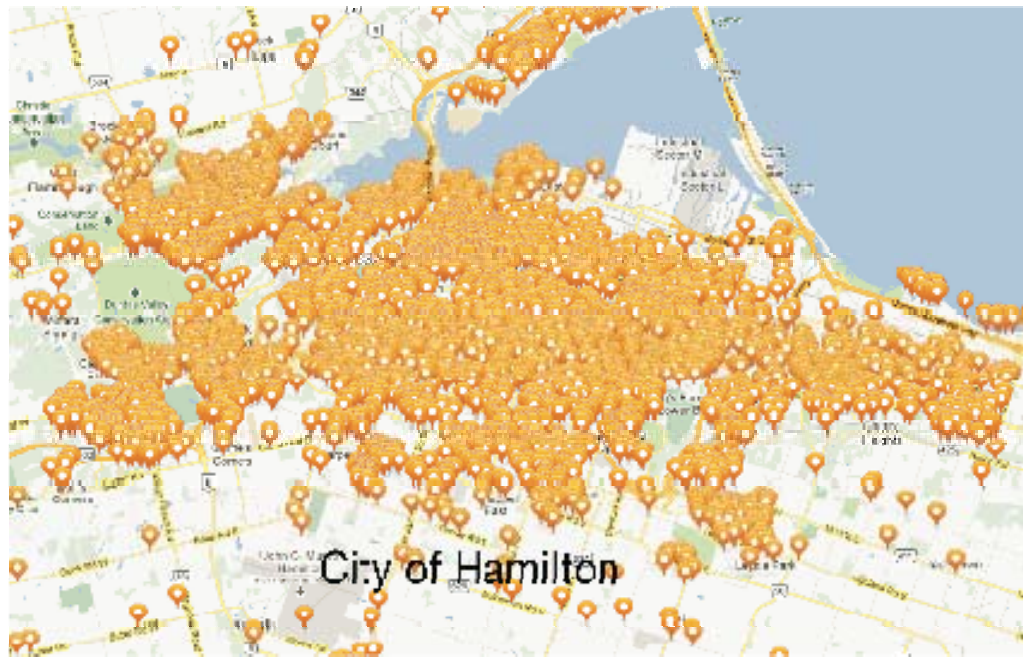
**THEATRE AQUARIUS**

RON ULRICH, Artistic Director

DOFASCO

# Theatre Aquarius

Serving Our City



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

**160 Nights** of Theatre annually  
Tuesday through Sunday

**\$411,500** Federal & Provincial grant  
money spent in the community

**120,000+** visitors annually into Downtown  
for events at the Defasco Centre for the Arts

**230** professional theatre artists  
contracted annually

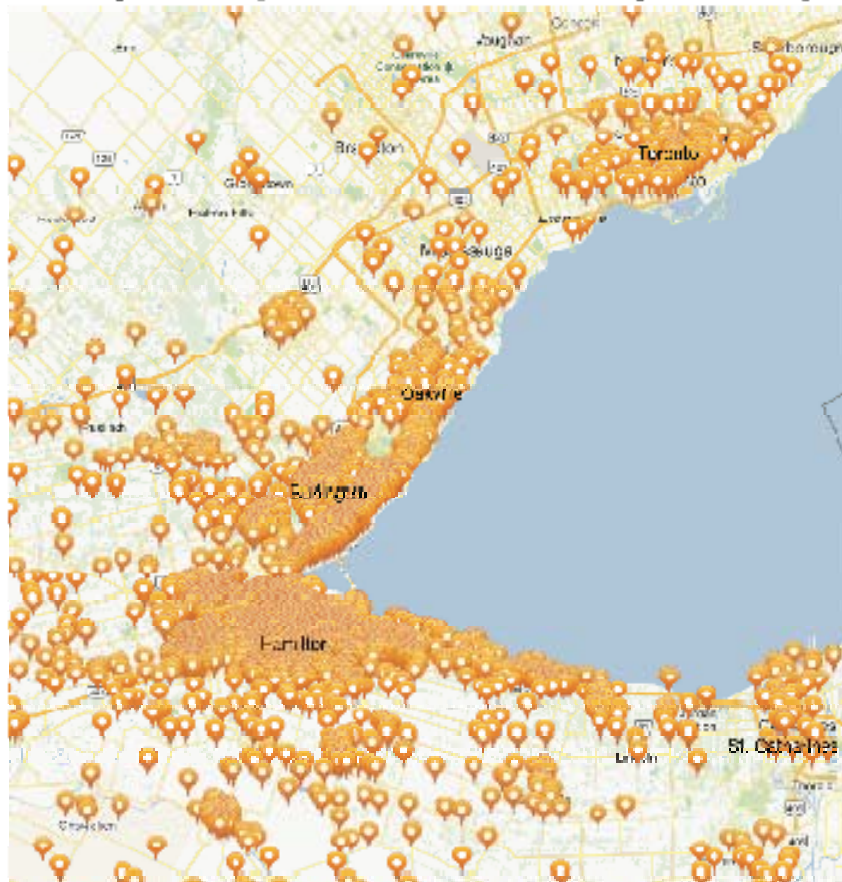
**140** volunteers give over **3000 hrs.** annually

**THEATRE AQUARIUS**  
RON ULRICH Artistic Director  
**DEFASCO**

# Theatre Aquarius

## A Regional Economic Engine

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



**Core Revitalization**



**Tourism**



**Community Identity**

**Parking Fees paid annually by patrons to private and city lots**

**\$222,703**

**Materials and construction supplies purchased from local vendors annually**

**\$1,800,000**

**86.2% of patrons dine locally when attending**

**\$3,929,200**

**Economic activity generated annually incl. approx. 100 person-years of employment**

**\$4,200,000**

**DIRECT ECONOMIC BENEFITS**

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

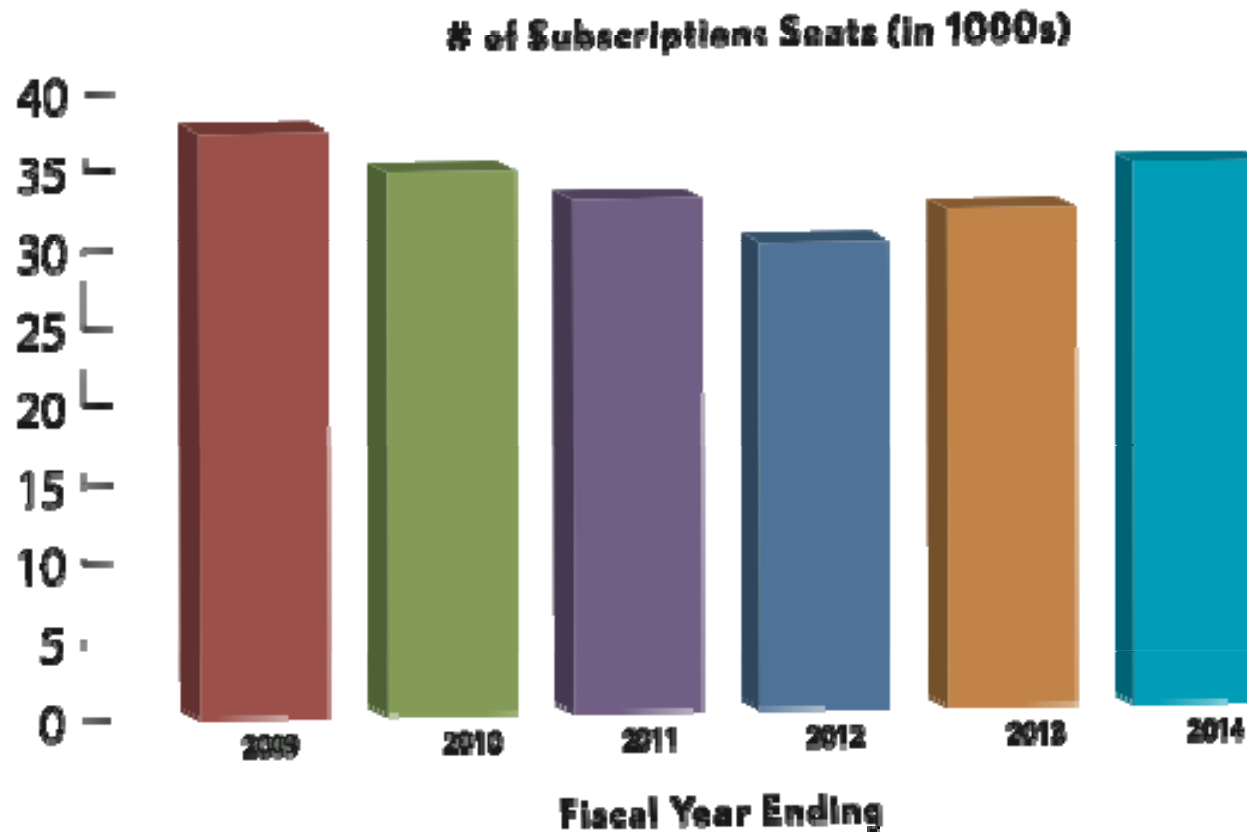
**THEATRE AQUARIUS**

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DOFASCO

# Theatre Aquarius

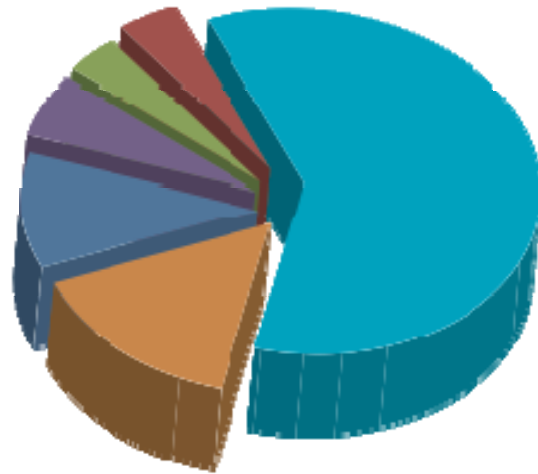
Investing in Success





# Revenues & Expenses

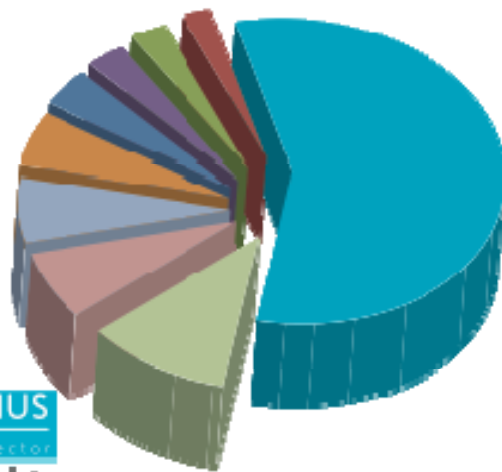
2012-13 Audited



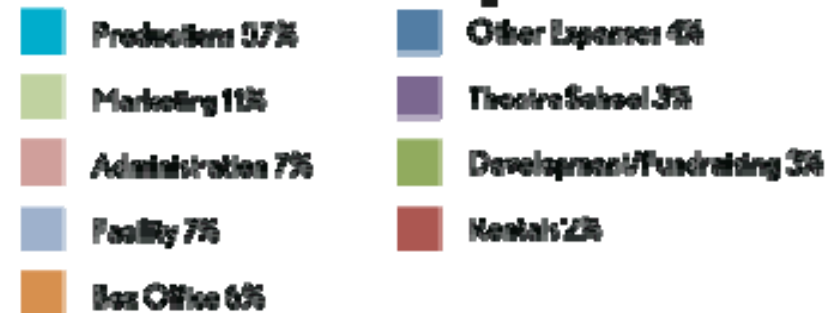
## Total Revenue



57% of our total expenses are invested directly into the onstage product



## Total Expenses



# Theatre Aquarius

## Ten Years Ago vs. Today

| TEN YEARS AGO                             | TODAY                                     |
|---|---|
| <b>Annual Budget of \$3.2 M</b>           | <b>Annual Budget of \$3.7 M</b>           |
| 29 Full Time Employees + 3 Part Time      | 15 Full Time Employees + 14 Part Time     |
| <b>2nd Stage Studio = 30 Performances</b> | <b>2nd Stage Studio = 12 Performances</b> |
| Playwrights Festival = 1 Week             | Playwrights Workshops = 3 days            |
| <b>35 Subsidized Student Matinees</b>     | <b>6 Subsidized Student Matinees</b>      |
| Programing for youth, workshops etc.      | N/A                                       |

# Municipal Investment

All Figures 2011

| Regional Theatre        | City     | Population (2006 Census) | Operating Revenue | Box Office | Box Office as % of Op. Rev. | Earned Rev. as % of Op. Rev. | Municipal Grant | Muni. % Capex Inv. | Support per Capita |
|-------------------------|----------|--------------------------|-------------------|------------|-----------------------------|------------------------------|-----------------|--------------------|--------------------|
| Centre                  | Edmonton | 702,139                  | 2,292,524         | 5,565,121  | 16%                         | 34%                          | \$763,722       | 7%                 | \$0.94             |
| Grand Theatre           | London   | 352,395                  | 6,107,396         | 4,103,363  | 67%                         | 75%                          | \$500,000       | 8%                 | \$1.42             |
| Manitoba                | Winnipeg | 372,677                  | 4,491,349         | 2,950,214  | 66%                         | 77%                          | \$348,000       | 7%                 | \$0.93             |
| Manitoba Theatre Centre | Winnipeg | 533,451                  | 8,463,731         | 4,275,382  | 51%                         | 56%                          | \$320,000       | 4%                 | \$0.51             |
| Imperial Theatre        | Calgary  | 304,191                  | 2,022,012         | 3,749,324  | 54%                         | 57%                          | \$307,000       | 4%                 | \$0.37             |
| Theatre Aquarius        | Hamilton | 504,559                  | 3,871,560         | 2,425,180  | 63%                         | 80%                          | \$73,534        | 2%                 | \$0.15             |

## CITY OF HAMILTON Municipal Grant Comparisons

| Organization     | Total Revenue | City of Hamilton Municipal Support | Muni. Support as % of Total Rev. |
|------------------|---------------|------------------------------------|----------------------------------|
| AGH              | \$4.5M        | \$1,000,000                        | 22.20%                           |
| Opera Hamilton   | \$1.5M        | \$127,000                          | 8.50%                            |
| HPO              | \$1.3M        | \$114,000                          | 8.80%                            |
| Orto Brett       | \$1.6M        | \$90,000                           | 5.60%                            |
| Theatre Aquarius | \$3.9M        | \$73,534                           | 2.00%                            |

# Arts Investment Profile

London, Ontario

| Regional "A" Theatres | City     | Population (2006 Census) | Operating Revenue | Box Office | Box Office as % Oper. Rev. | Earned Rev. as % Oper. Rev. | Municipal Grant |
|-----------------------|----------|--------------------------|-------------------|------------|----------------------------|-----------------------------|-----------------|
| Grand Theatre         | London   | 352,395                  | 6,072,996         | 4,108,363  | 67%                        | 75%                         | \$500,000       |
| Theatre Aquarius      | Hamilton | 504,559                  | 3,871,560         | 2,425,180  | 63%                        | 80%                         | \$73,534        |

The City of London - a city of comparable size - applied its own Cultural Plan and conducted an evaluation of the economic importance of the arts.

## London's Anchor Arts Organizations

Museum London - **\$1,200,000**  
 The Grand Theatre - **\$500,000**  
 Orchestra London - **\$500,000**

- Economic Impact of Anchor Institutions was recognized
- Anchor Institutions report annually to London City Council
- Anchors are NOT part of the juried pool of smaller grants
- Municipal investment is appropriate, equitable, stable & based on impact

# Arts Investment

## The Grand Theatre, London ON.

### TEN YEARS AGO

prior to expanded municipal investment

- Annual budget of approx. \$4 million

Annual municipal investment **increased from \$26,000 to \$500,000** through the Community Arts Investment Program London

### TODAY

with consistent, stable investment in their core product

- Annual budget in excess of \$6 million  
over \$1M in Box Office, \$1M in other arts revenues, \$1M in grants
- Leveraged new, stable investment into increased donor cultivation, corporate partnerships and individual donor development.
- New marketing and outreach efforts have strengthened earned revenues, bringing more visitors into Downtown London
- As audiences have increased, Economic Impact and Return on Investment for the City of London has grown stronger e.g. vibrant downtown
- New programs developed, like annual "City-Wide High School Project" now budgeted at \$300,000+



# 10 Years From Now

Based on current economic impact and ROI, equitable and appropriate funding from the City of Hamilton will allow **THEATRE AQUARIUS TO:**

- Grow our annual audience to **250,000** visitors to Downtown.
- Achieve an annual direct economic impact of **\$20,000,000+**
- Leverage this investment with partnerships into new earned revenue streams.
- Grow into the Centre for Excellence for the Performing Arts in our City, Region and beyond.



# Thank You



**Hamilton City Council and Staff continue to work hard to evaluate the importance of the arts to our community's future and to develop a clear, equitable funding model moving forward.**

**We thank you for your continuous efforts and your commitment to reach conclusions and workable solutions during the current Council term.**

**We look forward to the development of an equitable funding model that will invest in success, positive economic impact and a healthy return on investment.**