



# Vancouver Civic Theatres – Update

## Presentation to City Council

June 1, 2016



## Purpose

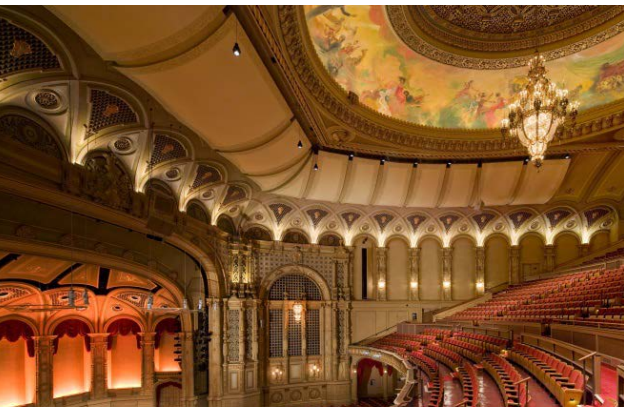
- Update Council on VCT current activities and accomplishments in recent years
- Advise Council about the Needs Study for Spaces in Performing Arts



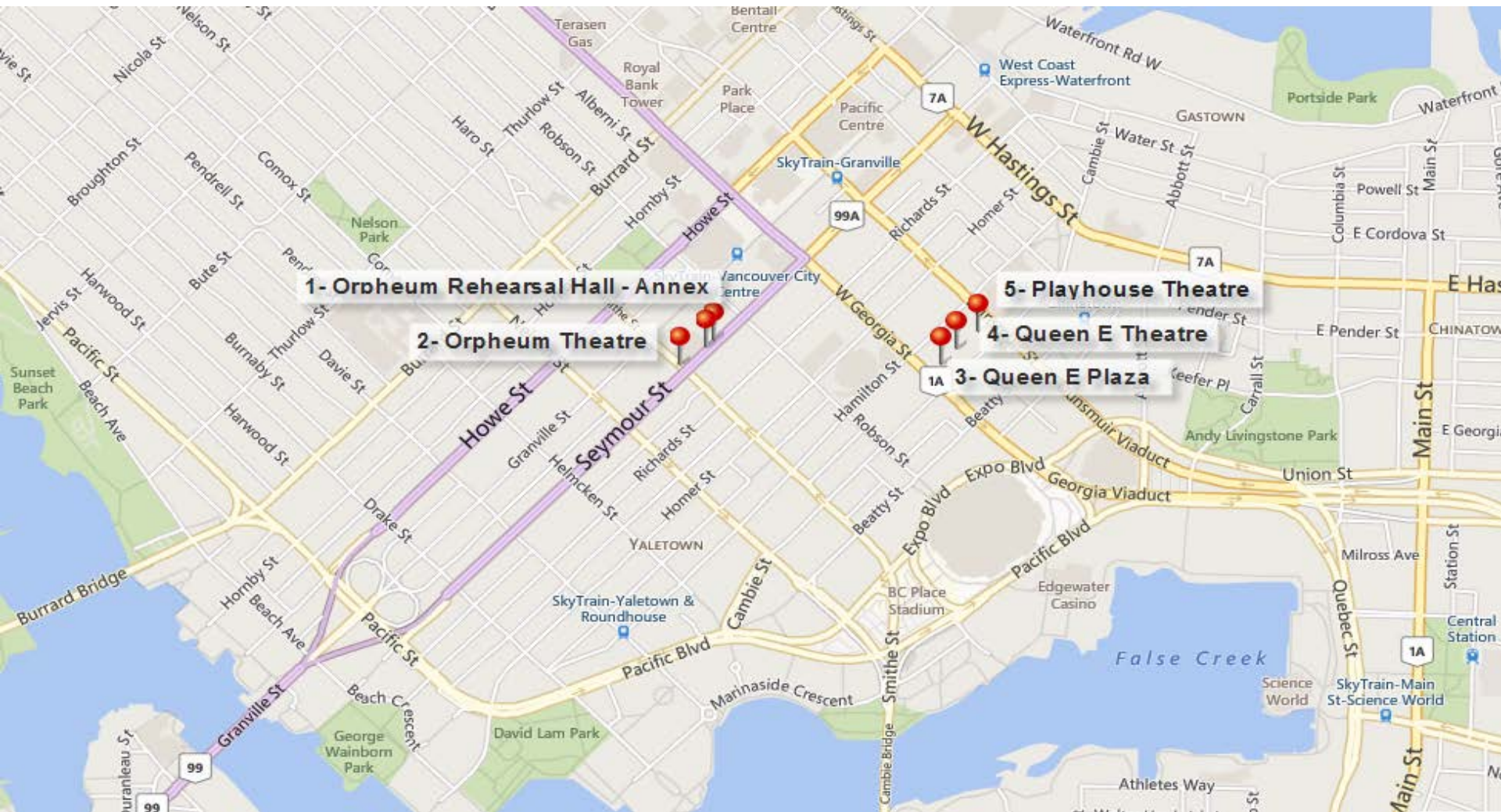


## Agenda

- VCT Venues - Locations and Background
- VCT Business and Cultural Goals
- VCT - AMS Benchmarking Statistics
- Current Asset Improvements Projects
- Needs Study for Spaces in Performing Arts – Status Update



# VCT – Venues and Locations



## VCT – Venue Overview



Orpheum – Built 1927  
Major Renovations 1970's  
2700 Seats  
National Heritage Site

Annex – Built 2011  
200 seats

Queen E Theatre - Built 1959  
Major Renovations 2009  
2780 Seats

Vancouver Playhouse – Built 1959  
668 Seats

QE Plaza  
Restaurant + Media Club  
Ancillary spaces in all venues



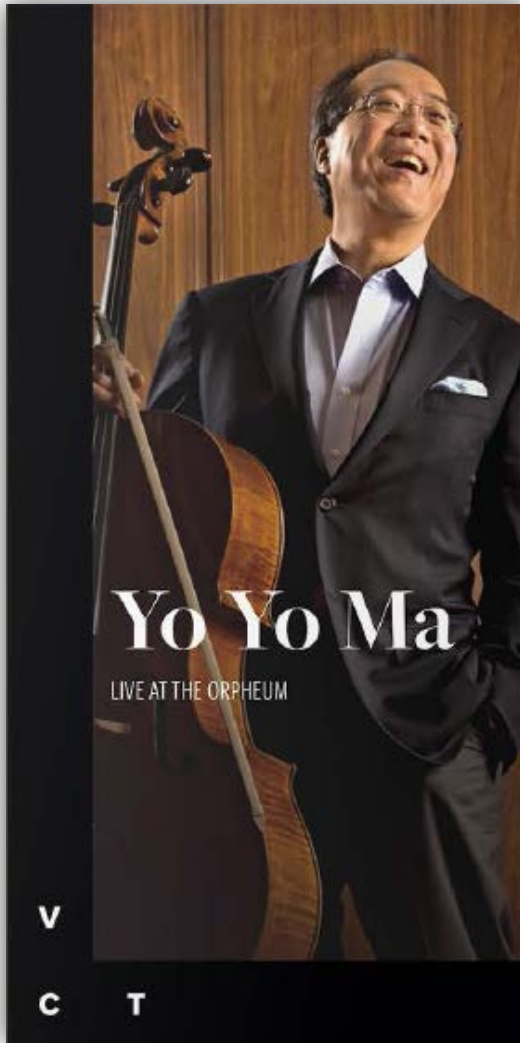
## VCT Business Goals

In 2014 the following business priorities were set:

- Achieve Financial Sustainability
- Advance Cultural Goals
- Plan for the Future



## Priorities #1 Financial Sustainability



- Achieve financial sustainability and remain a profit centre
- Balance civic purpose and financial objectives
- Target 65% theatre utilization by 2018
- Provide incentives to reach the above utilization target
- Seek new sources of revenue
- Re-Invest revenue in VCT's programs and capital projects

## Priorities #2 Advance Cultural Goals



- Increase community engagement
- Enhance brand
- Strengthen partnerships and collaborations
- Celebrate cultural excellence
- Rental subsidies for community use of underutilized spaces
- Align Theatre Rental Grants with VCT rental rates



## Priority #3 Planning for the Future

- VCT business model review
- Theatre Rental Grants
- Aging venues
- Major renovations for Orpheum
- Major renovations for Playhouse





# VCT Benchmarking

# AMS

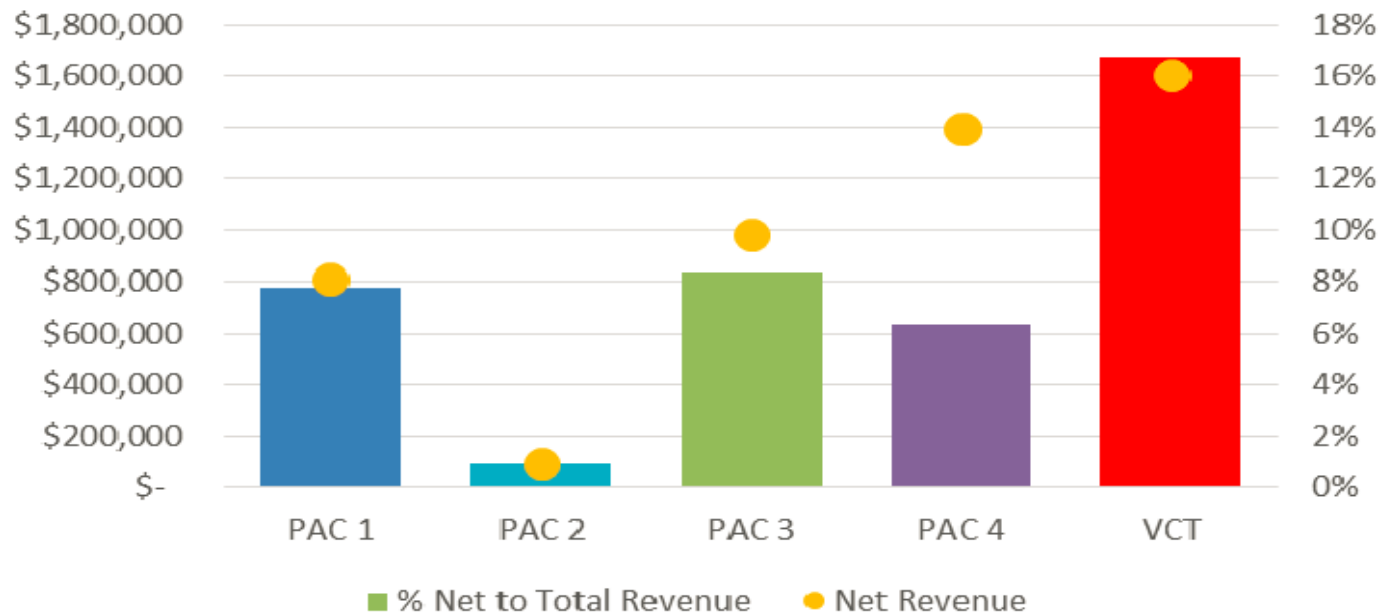
PLANNING & RESEARCH

for the Arts and  
Entertainment  
Industries

- AMS has been benchmarking Performing Arts Venues for 27 years
- Performing Arts Centres (PAC) is a group of 40 venues world wide
- VCT Peer is PAC 3

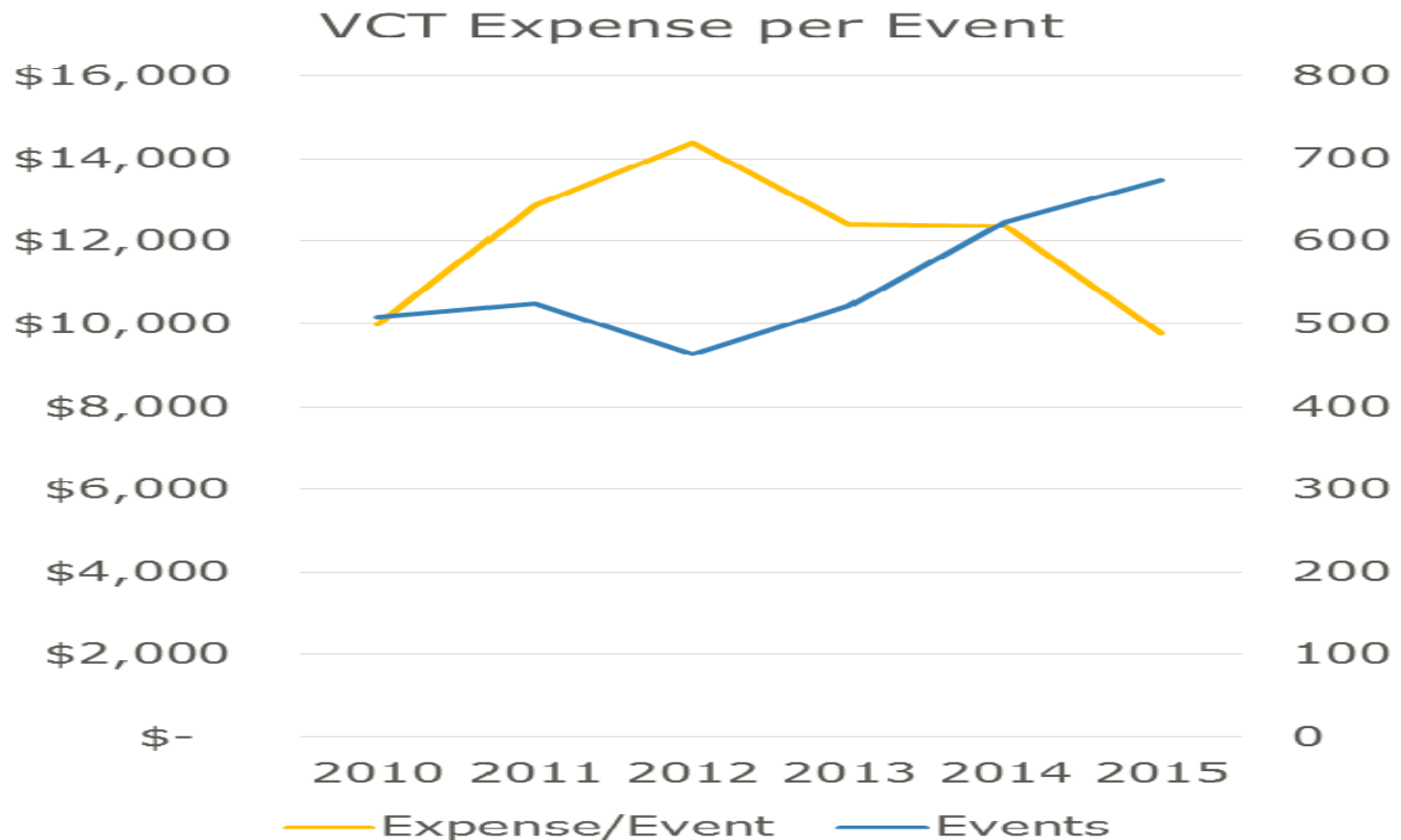
# AMS Benchmarking Statistics

**% Net Revenue to Total Revenue**  
(with net revenue)



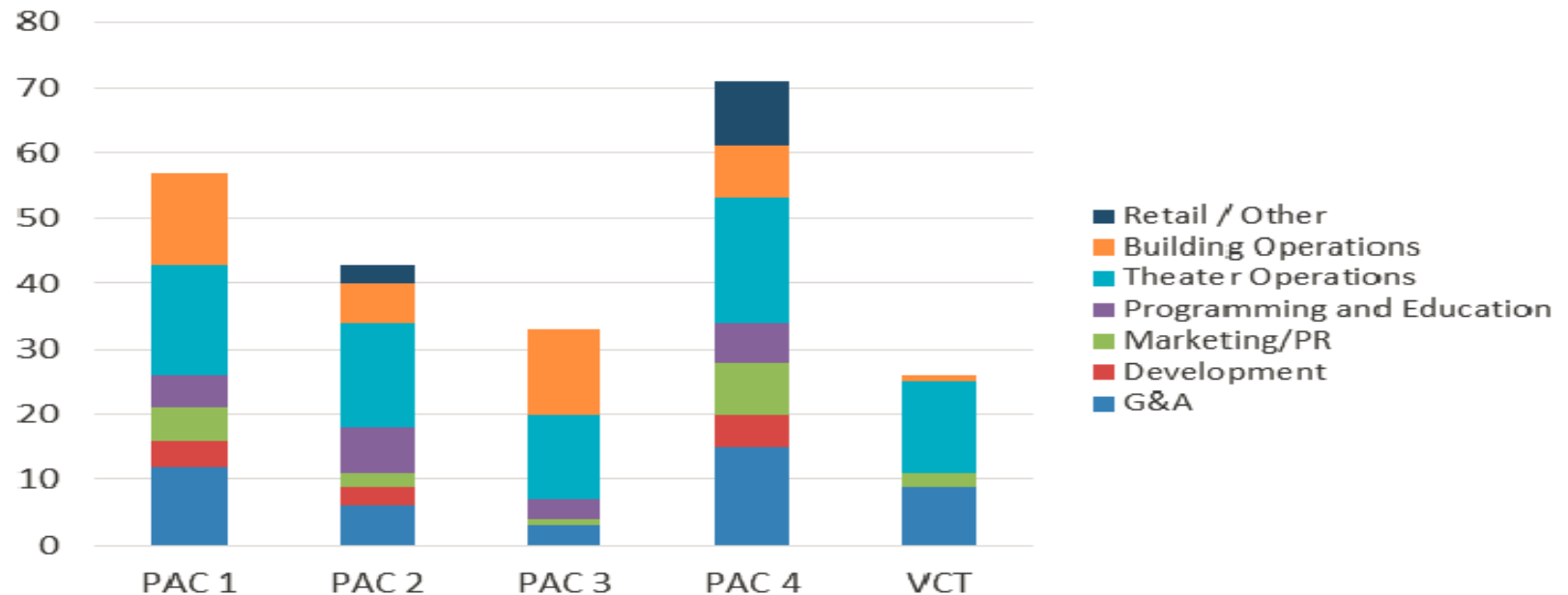


# AMS Benchmarking Statistics



# AMS Benchmarking Statistics

## Headcount by Department 2015



## Human Resources – under-resourced

- The above includes all shared services COV staff
- Capacity building to sustain growth and stabilize VCT
- Foster culture of accountability and high performance

## Current Asset Improvement Projects at VCT

Project Name	Status	Budget	Budget Year
VCT website	To be completed Summer 2016	\$75,000	2016
QET rigging system replacement	To be completed Summer 2016	\$1,200,000	2016
QET Plaza fountain retrofit	To be completed Summer 2016	\$250,000	2016
LED light retrofit	Ongoing	\$250,000	Ongoing



## Current Asset Improvement Projects at VCT

Project Name	Status	Budget	Budget Year
Point of Sale technology implementation	Planning stage	\$300,000	2017
Theatre/event technology upgrades	Planning Stage	TBD	2017
QET and QET Parkade elevators replacement	Planning stage	TBD	2017
Bars redesign at QET	Planning stage	TBD	2017

## Need Study for Spaces in Performing Arts

- Study to identify gaps in spaces for performing arts for COV
- Conducted by a leading international firm (AMS Planning and Research) to become part of a wider Gap Analysis for Cultural Infrastructure for COV Study
- AMS's study – expected delivery to Council in December 2016.

