

Sony Centre for the Performing Arts

St. Lawrence Centre for the Arts

Toronto Centre for the Arts

**Executive Management
Report to the Board
-Third Quarter-**

January 7, 2019

CEO'S EXECUTIVE SUMMARY

2018 – Third Quarter

Happy New Year!

As we return from our winter break, it's a good time to reflect back to the third quarter of last year. July, August and September of 2018 were a time of change which included shifts in government, and new leadership at major partner arts organizations, Canadian Stage and Soulpepper.

At Civic Theatres Toronto, we were well into our "Launch" year. The third quarter is often a more quiet time taking into account the summer holiday season and programming rhythm for our partner organizations, with increased activity mid to end of September. As detailed below, many departments use this time to forward plan on programs and analyze results from the first two quarters. This was especially true for the Education and Engagement department, Patron Services and Facilities.

Unlike the past few years, we did see an increase in rental and corporate activity in this quarter which helped to shrink the gap in our revenue that the organization was carrying from the first half of the year.

Our Development department focused on three main fronts: a) the completion of the strategic plan for board approval, b) the template creation and structure for performance sponsorships, corporate giving and key government partners, and c) finalizing the necessary elements for the naming rights agreement.

In balance, the quarter which was projected to be slow became a net positive and built momentum into the final quarter of the year. It will be important to watch to see if this picks up; some of which was a result of the Massey Hall closing can be sustained through increased internal programs and external sales.



Clyde Wagner
President & CEO
Civic Theatres Toronto

PROGRAMMING

2018- Q3

The summer months and the “return to normal” month of September are typically slower than other times of the year. The department spends most of its time on internal systems’ improvements, early 2020 programming, calendar and theatre usage budget planning.

CTT PRESENTATIONS

2018- Q3

There were no presentations in this quarter.

EDUCATION & ENGAGEMENT

2018- Q3

The slower third quarter allowed the department to begin a 2-year roadmap planning process which will include neighbourhood research, comparative venue research, meetings, and community dialogue.

- Time allowed for deeper relationship building with school boards, partner organizations, and community leaders.
- Summer Day Camps:
 - RPSM Glee Camp had full registration
 - Girls Rock Camp had full registration with a waiting list. Exceeded our revenue target in registrations while being able to provide all requested subsidies.
 - Excellent feedback.
- Community Classes resumed to full registration in September, lunch time and evening.
- Discover Dance, a partnership with nova Dance and the Ontario Arts Council re-launched with tap dancing. The St. Lawrence Neighbourhood Association (SLNA) joined the audience and a backstage tour for their members was provided as a bonus.
- Culture Days brought a new partnership with the provincial wing of Culture Days and North York Arts, resulting in an open house and four workshops at TCA.

CORPORATE EVENTS

2018- Q3

The event industry is inactive during the summer months leading to low activity levels

- Hosted an Industry Night in August entertaining 500 event personnel on the West Terrace; this is its first use as an event space.
- “Elevate” returned to the Sony Centre adding to a growing list of annual or multiple date clients.

RENTALS

2018- Q3

Typically the slowest quarter of the year, this held true except that the Sony Centre increased its activity levels. Two reasons: Massey Hall closed for renovations and a huge increase of music artists on the road after a slow 2017.

- Summer usage and therefore contribution margin higher than anticipated, compensating somewhat for earlier usage shortfalls.
- Resident companies at the St.LC and the TCA completed their first seasons under amalgamation; changes slowly being implemented and accepted.

PRODUCTION

2018- Q3

Our industry uses the slower third quarter for equipment upgrades and maintenance. However, with this quarter seeing more usage at the Sony and TCA, some planned equipment upgrades have been moved to a more elongated timeline

- Projects started in the third quarter but scheduled to be completed in the fourth quarter are:
 - installation of fall arrest systems in the George Weston Recital Hall and Bluma Appel theatres
 - purchase and installation of Assistive Listening Systems in all seven venues
 - upgrades to the Lobby Sound system in the St. Lawrence Centre
 - replacement of the Sound Consoles in the Jane Mallet and Bluma Appel theatres. Old sound consoles will be reallocated to the StLC and TCA as monitor/backup consoles reducing our client’s need to rent additional equipment for events and lowering overall event costs.

- Negotiations with IATSE 822 regarding a new contract at the Sony Centre are ongoing.
- Negotiations with IATSE 58 regarding a new contract at the Sony Centre are at the preparatory stages.

MARKETING & COMMUNICATIONS

2018- Q3

- Department produced and updated all artist videos to use for digital and social campaigns for Fall sales and advertising period. Emphasis on creating original content for all risk programming throughout our venue network.
- Continued discussions and planning with the design agency for the build of new look and logo design for the new brand name. First creative delivered in July with additional creative being updated for the launch in January 2019 to coincide with the new website reveal.
- Continued full staff discussions with web agency to prepare for the new website build to merge the three separate venue websites into one principal site to house all activities for the seven stages programmed for performance and corporate use.
- New Senior Manager of Marketing began on September 4th
- Season strategy for various risk and co-presents programming planned, discussed with other arts organizations and implemented.
- Department met with the producers and marketing team behind Another Brick in the Wall – a major opera scheduled for November 2019. Discussion on how CTT's marketing department can provide full marketing support and planning for their upcoming engagement.

Looking Ahead

- Hire Director of Marketing for Q1 of 2019
- Hire replacement for the Interactive Marketing Manager (maternity leave) to start in December 2018.
- Wire-frames and further work with web agency in session.
- Research and discussions on development of a new loyalty program for theatres.

2018- Q3

- Q3 was a productive period for the Ticketing department, seeing both continuing strong sales activity as well as new practices and changes for the future, including a new staffing structure, extensive training and standardizing some of our major reporting and internal documentation.
- As of late August, we finished the move to making all staff members of the front-line box office team employees of Civic Theatres Toronto. As part of this process, we executed our plan to merge the Sony and StLC box office teams to create one combined staff for the downtown box offices. We also closed the Sony Centre during daytime hours, directing downtown walk-up traffic to the StLC box Office. This saw a livelier box office and is helping draw attention for the buying public to the relationship between the buildings.
- As part of this staffing update, we underwent a significant hiring push, bringing on several new team members and beginning more advanced training for our front-line team, including both training on the buildings and our offerings, as well as deeper training on our suite of ticketing software.
- With Massey Hall beginning its period of closure for renovations at the end of June, Q3 saw the first impact of this with increasing activity at the Sony Centre in the months of July/August and on into the future.
- Several major internal documents and reports were updated, standardized and put into effect across all venues, which included:
 - Box office Settlement package, which had previously differed significantly by venue and was moved to a single standard model in conjunction with the Finance team.
 - The Ticket Info Sheet, which was standardized for all venues and being generated and distributed for all ticketed events across CTT
 - The Daily Wrap reports, which were updated to run semi-automatically using excel macros and remote database access, allowing them to be created and sent more quickly and by more members of the Management team.
- Commenced the 2018/2019 seasons for Civic Theatres Toronto Presents, as well as most of our Resident Clients, in addition to the return of the JFL42 Festival. This was the first time all these parties had been ticketed exclusively under our unified software and policy setup, and the success of these events was deeply encouraging for all team members.

DEVELOPMENT

2018- Q3

- Planned fall prospect hosting
- Continued work on naming rights project
- Finalized Development policies with City Manager's office
- Submitted materials to establish CTT Foundation
- Finalized and submitted first draft of CTT Strategic Plan for Board of Directors
- Launched new water sponsorship with FLOW Water, eliminating plastic water bottles from concession stands at all CTT venues
- Ongoing government relations and advocacy work – municipal, provincial, federal levels – including sending welcome letters to newly elected/appointed MPs and MPPs
- Completed first round of outreach to international governments and consulates to support confirmed international programming
- Attended Arts Day on the Hill in Ottawa with national industry colleagues
- Submitted first round of foundation applications for 2018/2019 season

Looking ahead

- Work towards official announcement of major new sponsorship in Q1 2019
- Ongoing cultivation and active solicitations for 2018/19 and 2019/20 seasons
- Work with programming team to build 2020 Development budget
- Preparation for Fall/Winter deadlines for Federal and Provincial and select Foundation grant applications
- Welcome letters and invitations to 2018/19 season for newly elected/appointed MPs and MPPs
- Hire Development Coordinator for Q1 of 2019

FINANCE

2018- Q3

- 2019 budget completed and entered into City system
- Meetings held to review CTT's 2019 budget with City Budget Department

Looking ahead

- Work begins on the 2020 budget
- Interim audit scheduled for mid-October
- Secondary pre-audit scheduled for December to review opening balance sheet
- Policies continue to be reviewed and tweaked

2018- Q3

- AODA Customer Service Training and Respectful Workplace Training for FOH Staff: TCA September 13, 2018 and Sony September 16, 2018.
- Co-op student #2 from September to December 2018 to continue to help bring H&S up-to-date with employee information, training certifications, other H&S initiatives and HR assistance.
- CTT Job Descriptions in finalization/completion stage for all salaried/non-union hourly employees.
- HR working closely with AODA Consultant to ensure compliance and practices for CTT and all venues.

Looking ahead

- “Spotlight on Respect” - Respectful Workplace Training - more training continues to other CTT staff in Fall/Winter 2018-2019
- Third Town Hall meeting set for October 4

Injury/Incident Reports:

	Q3 Total
EMPLOYEES	
First Aid	1
Health Care Injuries/Illnesses	1
Lost Time Injuries	0
Critical Injury (w/Lost Time)	0
Incidents	1
SELF-EMPLOYED	
First-Aid	0
Health Care Injuries/Illnesses	0
Incidents	0
PATRONS	
First Aid	1
Health Care Injuries/Illnesses	0
Incidents	1
Critical Injury	0
TOTAL OCCURRENCES	5

Definitions:

- First Aid: basic medical response (i.e. bandage, icing). No further medical attention required
- Health Care Injuries/Illnesses: requiring medical care (i.e. walk-in clinic, doctor or hospital visit)
- Lost Time Injury: when a worker suffers work-related injury/disease which results in one of the following: being off work past the day of accident, loss of wages/earnings or a permanent disability/impairment
- Critical Injury: suffers an injury of a serious nature that places life in jeopardy, produces unconsciousness, results in substantial loss of blood, involves the fracture of a leg or arm but not a finger or toe, involves the amputation of a leg, arm, hand or foot but not a finger or toe, consists of burns to a major portion of the body, or causes the loss of sight in an eye
- Incident: non-injury workplace investigations (i.e. workplace harassment)

ADMINISTRATION

2018- Q3

- Development Policies finalized
- Papers filed to create CTT Foundation

Looking Ahead

- IT infrastructure at TCA being revamped
- Preparation for rebranding to begin

FACILITIES

2018- Q3

- Obtained approval on Toronto Hydro's Pumpsaver Program
- Completed training sessions for AED and CPR hosted by Toronto paramedic services allowing for additional AED at CTT venues
- Completed all annual fire alarm inspections
- Completed Energy Audit at TCA & STLC
- Achieved about 98% completion of work order requests
- Continued work on capital projects

Looking Ahead

- To institute inventory and collaboration with custodial and operations staff for more efficient supply ordering and replacement.
- Continue reviewing effectiveness of PM Program and predictive maintenance program. Work with key contractors.
- Completion of 2018 capital projects and preliminary planning for 2019 projects.
- Planning for SIEU Local 2 and UNIFOR 2003E negotiations

2018- Q3

- Rolled out a unified training program for all front line staff
- Continued work on policies and service plan
- Held teambuilding nights to help build moral
- Expanded point-of-sale terminals to include coat checks across all venues to account for sales reporting.
- Flow Water trial went well and developed into a partnership resulting in no plastic water bottles being sold at public events. Water sales have seen an increase since this rollout.

Looking Ahead

- Looking at ways to maximize sales at coat check while providing increased service, we will look at procedure to pre order coat check.
- Preliminary investigations into an employee engagement survey for better staff engagement
- TCA satellite kitchen to be completed in first half of New Year.