
TO: GENERAL COMMITTEE

SUBJECT: FIVE POINTS THEATRE AND GEORGIAN THEATRE USER FEES

WARD: 2

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SUBMITTED BY: K. DUBEAU, DIRECTOR, CREATIVE ECONOMY DEPARTMENT

GENERAL MANAGER APPROVAL: Z. LIFSHIZ, EXECUTIVE DIRECTOR, INVEST BARRIE

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That Fees By-law 2019-023 be amended by deleting Schedule M, Department of Creative Economy and replacing it with the Schedule M shown in Appendix “A” to Staff Report CE004-19 to reflect the revised fees for the Five Points Theatre (Five Points) and Georgian Theatre (Georgian).

PURPOSE & BACKGROUND

2. The purpose of this Staff Report is to recommend rate structure changes for the Five Points and Georgian Theatres, to reflect feedback received from the stakeholder community and to reflect expanded service offerings at the venues.
3. In May of 2018, a Theatre Steering Committee was established, comprised of the main stakeholder groups that are the primary users of the City of Barrie theatres. In addition to gathering feedback regarding overall operations of the venues, the committee also reviewed rental rates at the theatres. The Committee identified the need for a separate and more affordable rental rate for rehearsals, as the current fee structure precluded them from using the venues for rehearsal purposes. They also identified the need to streamline the current rate structure to reduce complexity, the need to access data on ticket sales for their shows, the need for a better user experience when buying tickers online, and to provide for the potential of engaging with new services. The rate structure proposed in this report was discussed and reviewed by the Theatre Steering Committee.
4. In 2018, in the interests of increasing utilization of the theatre venues, staff focused on opportunities to expose our community to events within our facilities that are beyond theatre and performing arts. Rental inquiries in the areas of commercial rentals, speaking engagements, gaming events and meetings have increased because of this. Moreover, staff have begun working with Tourism Barrie, the BIA and other local organizations to further promote the venues to a broader user audience.
5. Staff undertook an internal operational review based on the feedback received from the stakeholder groups as well as new users of the venues, seeking opportunities for efficiencies and enhanced services that would help increase the overall utilization rate of the venues, improve the user experience, and create new revenue generation opportunities to offset operational costs.

ANALYSIS

6. The new fee structure responds to the feedback from the stakeholder groups by reducing the complexity of the rates. The rate schedule has been consolidated from the current seven (7) different rental rates at Georgian to five (5), and from thirteen (13) different rental rates at the Five Points to seven (7) rates. It also allows a structure for not-for-profit community renters to access our facility for rehearsal purposes at a more affordable rate than the rates for full production rentals.
7. With the increased utilization of the venues, user groups identified requirements for food and beverage resources themed to the production or event, additional technical services and equipment, a better ticketing system and more staff assistance. New fees will support the implementation of these extended services while continuing to add value for renters and patrons.
8. The City has a new Ticketing Provider at the Five Points and Georgian Theatre (as well as the Barrie Molson Centre). The new payment model for this system includes a ticketing set-up fee for all events that wish to be ticketed. The fee for every external renter is \$75 per event. The City of Barrie receives a discounted rate of \$25 per event which can be extended to our partnered events. The Ticketing Set-up Fee will need to be added to Schedule M. The new ticketing system supports a better experience for users purchasing tickets online, reduces the need for printed tickets, allows for timely access to ticket sales data for renters, provides extended box office support, and is less expensive for the City to operate on an annual basis. There are no increased fees to the end user purchasing tickets online.
9. Some not-for-profit community groups have requested the use of venue technicians for administrative assistance. The added enhancement of Technical Assistance would include technical support for up to 4 hours that can be used during production meetings or rehearsals of community productions before they enter our facilities.
10. During the 2018 Operational Review, it was determined our staffing requirement for Venue Technicians scheduled on each shift at the Georgian was not adequate for rentals that required large amounts of rigging and lighting adjustments as well as use of the fly gallery. Current rental rates only include the cost of one Venue Technician for the duration of their rental. City staff have identified the need for additional technicians on staff in order to comply with mandatory health and safety regulations pertaining to working at heights. The fee structure proposed allows for offsetting increased operational costs.
11. As of June 2018, the Venue Staff of the City of Barrie assumed operations of the Coulson Bar at the Five Points. New fees are required to support the provision of these services which include allowing for additional staffing based on size and scope of each event, and to offer new services such as coffee and tea service for meetings, in-seat service for theatre and film bookings, and administrative services needed for rental events that require the creation of a menu with our renters, inventory purchase and settlement post event.
12. Upgraded equipment for the venues, including digital screens, better audio visual equipment and lighting provide an opportunity to generate new revenues while enhancing user experience and quality of productions. Having additional fees enable revenue streams to offset operational costs while increasing our user experiences in our venues.
13. The initiatives to improve service and user experience at the venues has been well received by the community, with the results being increases in overall ticket sales and in utilization.
14. Foot traffic into the Five Points and Georgian facilities has increased steadily into 2018. There was a 28% increase from ticket sales from 2017 to 2018. City staff have also made it a priority to include programing inside the Five Points Theatre in conjunction with any City of Barrie organized outdoor

festivals. In 2018, the Five Points had 2,388 visitors due to the free City of Barrie programmed events. A total of 35,466 patrons came through the doors of both of our theatres in 2018.

YEAR	# OF SALES	# OF TICKETS SOLD
2018	7,769	32,616
2017	6,515	25,337
2016	6,948	26,651
2015	7,270	28,340

15. In 2018 the Five Points Theatre surpassed targeted number of days programmed from the initial target of 140 programmed days, with a total of 179 programmed days being achieved. This demonstrates that the community is responding positively to the changes and enhanced services provided.
16. Effective May 1, 2018, By-law 2018-12, (Motion number 18-G-014 as amended) was repealed and replaced with a by-law incorporating the fees and charges presented in the 2018 Business Plan, and was subsequently amended based on fee changes approved by Council on January 15th, 2018. The proposed fee changes would be incorporated in to the new rate schedule proposed in the 2019 Business Plan.
17. The proposed fee structure meets the expectations of the rental groups and primary stakeholders of the Five Points and Georgian Theatres, and will allow for continued increase in utilization and the expansion of valued services to renters and patrons.

ENVIRONMENTAL MATTERS

18. There are no environmental matters related to the recommendation.

ALTERNATIVES

19. The following alternatives are available for consideration by General Committee:

Alternative #1

General Committee could decide not to add the additional fees to the Five Points and Georgian Theatres.

This alternative is not recommended by staff as the theatre needs to expand offerings in order to attain their financial targets and increase utilization in 2019. It would also not be recommended as we would continue to see our community renters travel outside of Barrie in order to find venues that are affordable for their rehearsal needs, and that offer the enhanced amenities and services.

Alternative #2

General Committee could decide to accept a portion of the new base rental fees and a portion the new enhancement fees listed.

This alternative is not recommended by staff as this could cause inconsistencies with the rentals between the two venues or would decrease the ability to offset operational costs.

FINANCIAL

20. If new fees are implemented, additional revenue will be realized in the 2019 and 2020 operating budget.

LINKAGE TO 2018-2022 STRATEGIC PLAN

21. The recommendation included in this Staff Report support the following goals identified in the 2018 - 2022 Strategic Plan:
- ☒ Growing our Economy
 - ☒ Offering Innovation and Citizen Driven Services
22. The addition of rehearsal rates for our not-for-profit community groups will allow them to stay inside Barrie for all of their show needs instead of having to travel south to the GTA for affordable rental pricing. Giving our local groups the ability to be self-sustaining inside our City will help further grow our economy as it will increase the time that actors, producers and designers stay in in Barrie for their rehearsal dates (which can span as long as 2 to 3 months) and have them continually making purchases in the surrounding businesses to the theatres for all of their set-design, costume, food and beverage needs.
23. The changes proposed in our fee structure as well as the enhancement fees proposed are in direct response to the comments and needs of our current and potential renters. A case study was performed in 2018 by Cobalt Connects for the WA Fisher Project that detailed the main needs and requirements of our theatre user groups. One of the biggest priorities identified in the case study was for affordable rental spaces within the City. Offering affordable pricing through this new fee structure would allow us to tailor our offerings to the needs of our clients. We are also responding to the constant need for technological innovation with the events that we are booking at our facilities. With the addition of enhanced equipment and added technical support, we are able to offer new and innovative solutions to all types of rentals. Allowing for the additional rental of some equipment in-house provides a better service at a lower cost. This also taps into our ability to offer integrated user experiences with themed hospitality and décor at the Coulson Bar and create a stronger partnership with our renters to further enhance their events and help them become more innovative with the work they produce within our venues.

Appendices: Appendix A –Schedule M Rate Changes and Additional Enhancement Fees

Appendix "A"

SCHEDULE M
DEPARTMENT OF CREATIVE ECONOMY

Section 1: Special Event Permits

Under 5,000 Participants	\$189.18
Under 5,000 Participants - w/road closure	\$520.28
Under 5,000 Participants – Not-For Profit (NFP)	\$75.69
Under 5,000 Participants – NFP w/road closure	\$209.20
5,000-30,000 Participants	\$3,310.89
5,000-30,000 Participants – w/road closure	\$3,547.38
5,000-30,000 Participants – NFP	\$1,655.44
5,000-30,000 Participants – NFP w/road closure	\$1,773.69
30,000 + Participants	\$6,385.28
30,000 + Participants – w/road closure	\$6,621.77
30,000 + Participants – NFP	\$3,192.64
30,000 + Participants – NFP w/road closure	\$3,310.89

Section 2: Five Points Theatre

FIVE POINTS THEATRE RENTAL RATES	
Full Venue Rental Hourly Rate: Includes Load-in/out time Minimum 4 hours per day	
Not-For-Profit (up to 12 hrs/day)	\$55 / hr
Commercial (up to 12 hrs/day)	\$200 / hr
School Program Rate (40% off)	
Full Venue Rental Daily Rate: Only available for rentals 7 days or longer	
Not-For-Profit (up to 12 hrs/day)	\$450 / day
Commercial (up to 12 hrs/day)	\$1500 / day
Over-Time Hours	
Not-For-Profit After 12 hours	\$150 / hr
Commercial After 12 Hours	\$250 / hr
Staff Rates	
Tech Rate (2 tech requirement on shows)	\$32.47 / hr / tech @ 4 hr min
FOH Rate	\$150 / Show
Cleaning	\$50 / Show Day
Bartender	\$20 / hr / bartender @ 3 hr min
Security Guard	\$35 / hr / guard @ 4 hr min
Ticketing Fees	
CIF	\$1.50 / ticket
Event Set-up Fee	\$75 / event
Rehearsal Rate: NO STAFF SUPPORT 6 hrs maximum per day and must be between 8:30AM and 8:30PM Tuesday through Friday	
Not-For-Profit	\$20 / hr
**Not available for Commercial Renters	
FIVE POINTS THEATRE ROOM RENTAL RATES (PRIVATE EVENTS ONLY)	
Park Place Hall: 8:30AM to 4:30PM Minimum 3 hours	
Not-For-Profit	\$50 / hr
Commercial	\$100 / hr
Park Place Hall: 4:30PM to 11:30PM Minimum 3 hours	
Not-For-Profit	\$100 / hr



Commercial	\$200 / hr
Lower Lobby: 8:30AM to 4:30PM Minimum 3 hours	
Not-For-Profit	\$25 / hr
Commercial	\$50 / hr
Lower Lobby: 4:30PM to 11:30PM Minimum 3 hours	
Not-For-Profit	\$50 / hr
Commercial	\$100 / hr
FIVE POINTS THEATRE ADD-ON ENHANCEMENT RATES	
Coulson Family Bar	
Non-Alcoholic Beverages	\$7 - \$8 (Beer, Wine and Cider)
Alcoholic Beverages	\$2 - \$3 (Water, pop, juice)
Snack Foods	\$1 - \$5 (Constantly varies)
Hot Drinks Package (up to 50 guests max)	\$25 (Coffee and Tea Service)
Artist Special Order Admin Fee (For Dressing Rooms)	\$25 / Rental
Additional Tech Support - 4hrs of assistance at meetings and/or rehearsal	
Production Meeting and Rehearsal Assistance	\$150 / Up to 4 hours
Tech Rentals	
65" LED Flat Screen Monitor on Stand	\$100 / Screen per Day

Section 3: Georgian Theatre

GEORGIAN THEATRE	
Full Venue Rental Hourly Rate: Includes 1 Tech Minimum 4 hours per day (must be charged for load-in/out)	
Not-For-Profit (up to 12 hrs/day)	\$105 / hr
Commercial (up to 12 hrs/day)	\$300 / hr
School Program Rate (40% off)	
Full Venue Rental Daily Rate: Only available for rentals 5 days or longer	
Not-For-Profit (up to 12 hrs/day)	\$650 / day
Commercial (up to 12 hrs/day)	\$2500 / day
Over-Time Hours	
Not-For-Profit After 12 hours	\$150 / hr
Commercial After 12 Hours	\$250 / hr
Staff Rates	
Tech Rate (2 tech requirement on shows)	\$32.47 / hr / tech @ 4 hr min
FOH Rate	\$300 / Show
Cleaning	\$50 / Show Day
Georgian Security	\$160 / 2 guards @ 4 hr min
Piano Tuning	\$120
Ticketing Fees	
CIF	\$1.50 / ticket
Event Set-up Fee	\$75 / event
Rehearsal Rate: NO STAFF SUPPORT 6 hrs maximum per day and must be between 8:30AM and 8:30PM Tuesday through Friday	
Not-For-Profit	\$50 / hr
**Not available for Commercial Renters	