

GENERAL MANAGER REPORT 2018

The Board of King's Theatre developed a 3-Year Strategic Plan in 2016 which identified three Strategic Goals:

- Audience Development
- Revenue Generation
- Facility Stewardship.

A quick overview suggests we are on track.

Revenue Generation:

At the end of 2016, the organization had a cash deficit of \$16,640, following a cash deficit of \$7,463 in 2015. We have worked hard over the past two years to reverse this trend, and are pleased to finish 2018 with a cash surplus of \$5,976.

From year-end in 2016 to 2018:

Live Show revenues increased from \$65,216 to \$164,592

Film revenues increased from \$50,787 to \$76,566.

Membership revenues increased from \$3,525 to \$9,550.

Donations increased by from \$6,200 to \$16,368.

Overall revenues have increased from \$251,857 to \$397,000. As there has been no increase in government funding, new revenues have come from increased sales, partnerships, and community support. This is money that the local community is spending right here, as well as new money that is coming into the area from outside visitors.

Audience Development

King's Theatre is a gathering place and a hub for shared cultural experiences, collaborations, celebrations and learning. Our aim to make it a welcoming place for every single person in the community. We listen closely to your suggestions, and our programming is as diverse as our population.

We have placed a focus on diversifying our programming, building partnerships, developing creative pricing options, and creating an environment in which all feel welcome.

From 2016 to 2018:

Overall attendance has increased from 9,648 to 15,929;

Average attendance per event overall has increased from 91 to 108;

Average attendance per Live Show has increased from 132 to 137.

Average attendance per Hollywood Movie has increased from 88 to 90.
Average attendance per Film Society has increased from 78 to 82.
Average attendance per Stage to Screen has increased from 43 to 73.

A total of 159 events took place at the Theatre in 2018, including films, live shows, conferences and special events. We had a record-breaking eight sold-out live shows.

Facility Stewardship:

Ensuring that the Theatre is a safe, welcoming and professional facility with relevant technologies for high quality presentations is a priority. Since January 2017, the following upgrades to the facilities and equipment have been completed:

In 2017

- Installation of new jack-posts to support the inner lobby floor;
- Installation of a new oil tank and removal of two expired tanks;
- Re-shingling of the outside back wall facing the waterfront;
- Insulation of attic over the auditorium and creation of attic storage area;
- Installation of new front doors;
- Installation of exhaust system in the washrooms;
- Installation of backstage communication tools;
- Renovation of concession area to create Velma's;
- Installation of sound system in the lobby;
- Construction of waterfront deck;
- New signage and sandwich boards;
- Computer upgrades and creation of computer network;
- Installation of new phone system.

In 2018

- Installation of new movie speakers;
- Installation of hearing assistive sound system for movies;
- Purchase of new sound equipment for live shows, including digital sound desk, amplifier to replace dead/unrepairable one, and wireless microphones;
- Installation of new decals in the auditorium;
- Repair and reconstruction of damaged stage curtains;
- Installation of office furniture donated by Grant Thornton and removal of old;
- Installation of equipment to enable two-way video conferencing on the big screen.

Board, Staff and Volunteers

The Theatre is a living, growing organism, and the community — Patrons, Partners, Performers, Volunteers and Staff — is the lifeblood. At the helm of Policy and Governance is our Board, some of the hardest-working people you'll find. Keeping the machine humming are the Volunteers who work on Committees and Special Projects (such as the Tournament of King's), and the House Volunteers who support every event. We also have a wonderful Staff team who are committed to the vitality of the Theatre.

There are the incredible Performers, who travel far to bring us their gifts. There are the Sponsors and Partners who stand with us, offering financial support and good-will. And of course there are the Patrons, without whom none of this would exist. It's humbling.

Each year we name a "Volunteer of the Year" — not an easy task in an organization like this! So this year, we decided to name two. First there is Corrine Frantel, a rock of Gibraltar who has been a dedicated and invaluable House Volunteer for more than 30 years. Then there is the amazing Peter Mansour, whom the King's Film Society and the Theatre together can't thank enough for doing everything from putting together the trailers you enjoy before every Film Society screening, to managing the Theatre's Facebook page day in day out, and so much more. Peter and Corinne, you embody what this place is all about.

Thank you to our dedicated Board of Directors of 2018:

- Sheila Duggan, Chair
- Jane Borecky, Vice Chair
- Diane Clapp, Treasurer
- Sharon Moody, Secretary
- Ernie Cassidy
- Keith Crysler
- Wayne Currie
- Lawrence Garner
- Flora Coloutti Hall
- Eric Norris
- Andi Rierden
- Holly Sanford, Town Representative
- John Bottomley, Past Chair

Thank you to our wonderful Staff of 2018:

- Susan Beattie, House Manager
- Amber Boysen, Projectionist/Technician
- Alice Brittain, Cleaner
- Sam Cooper, Concession Staff
- Brenda Dempsey, House Manager
- Tracey Harnish, Bookkeeper
- Hailey Halliday, Concession Staff & Summer Student
- Scott Hubley, Box Office/Front of House
- Alan Jeffries, Sound and Light Technician
- Matilda Microys, Concession Staff
- Emily Olsen, Concession Staff
- Zeynep Tonak, Summer Student
- Carol Tonkin, Box Office Manager/House Manager
- Dillon Tonkin, Technical Consultant
- Eden Tooker, Concession Staff
- Brian Wambolt, Projectionist/Sound and Light Technician

Partners

We delight in partnering with anyone who wishes to partner with us, and could not do what we do without the support of so many groups and individuals.

We gratefully acknowledge support from Nova Scotia Community, Heritage and Culture and Canadian Heritage's Canadian Arts Presentation Fund. We gratefully acknowledge project support from the Town of Annapolis Royal, the Municipality of Annapolis County, and the King's Theatre Foundation (KTF). We want to acknowledge that the Sound Upgrades project was made possible with funds from the KTF and the Nova Scotia AccessAbility Program.

We appreciate the partnership of regional non-profit organizations that include the Atlantic Presenters Association, Atlantic Moves, and Debut Atlantic.

We are deeply grateful to the many local businesses that support what we do here. In addition to the Tournament of King's, there are many businesses that support us throughout the year. In particular, we would like to thank Annapolis Home Hardware Building Centre, who are such an active and engaged partner.

We would also like to thank our generous 2018 Live Show Sponsors: RBC, Brown Bros. Excavating, Assante Wealth Management, Cabbioke by NSLC, Bluewave Energy, Michelin Tire, Oliver Janson Law and Just-Us Coffee.

There are many more businesses that support us in many ways, such as advertising in the colour brochure or for specific projects. A particular thanks to Bailey House B&B, Annapolis Royal Inn, Old Town Pub, Bistro East, Founders House, Tradewinds, the Green Barn, Kew Home, and Bridgetown Watch & Clock. Thank you also to Grant Thornton for the donation of such excellent office furniture. And thank you to all the other businesses who help us in so many ways.

There are many non-profits in the area with whom we partner on a regular basis, including ARCAC, the Historic Gardens, the Company of Angels, SOFAAR, the Centre for Local Prosperity, the NS Architecture Association, the Annapolis Lions Club, the Annapolis Area Food Bank, and many more.

Our relationship with the Mi'kmaq community grows, and artists from L'Sitkuk have honoured us with traditional openings before shows with Indigenous performers or films. Last year this included Susan Aglukark (Juno-winning Inuit artist), Diyet (Tlingit artist from Yukon), Rebecca Thomas (Mi'kmaw spoken word artist), and Shalan Joudry (Mi'kmaq artist from L'Sitkuk). We also screened the film *Indian Horse* and the *Walk-A-Mile Film Project*, which included a Q&A with the film-maker and local Mi'kmaq author Theresa Meuse.

We thank AIRO for making it possible for the entire student and staff body of AWEC to experience a live show at the Theatre once a year. Last year, it was the amazing *Les*

Songes Baroque Ensemble. If you happened to be on St George Street the day of the show, you would have witnessed 200 students walking up one side of the street while 200 more walked down the other side!

We offer a dozen or so events a year that are free or freewill offering. And through the generosity of our patrons -- notably Bill & Nancy Smith -- we have a program called FrontRowYouth that enables young people to attend live shows for free. There are many other patrons who generously give to support specific projects or initiatives at King's Theatre. We are deeply grateful for each of you and the goodwill you bring.

2018 Live Presents Highlights

Last January marked something new: Live Presents in the Winter. Each show was special: Dave Gunning and James Keelaghan were the first, and the community responded by filling the house. Then it was a sold-out show for Inuit artist Susan Aglukark, who provided not only music but opportunities for the Annapolis Royal audience to learn about life in the Arctic. Next up was Black Umfolosi from Zimbabwe, who thrilled audiences with acapella harmonies and gumboot dancing. Then for something completely different, Elvira Kurt's *Girl's Night Out*: five women comedians taking the audience on a wild, side-splitting ride of improv and standup. Last in the Winter series was H'Sao, from Chad via Montreal. That night was a bonafide snowstorm, but for those that made it to the Theatre it was a night like no other: every single member of the audience was out of their seat dancing.

Spring included transgender story-teller Ivan Coyote's 'Tomboy Survival Guide' show. This was the last stop on a three-year international tour, and King's was the only venue in Nova Scotia presenting it. Consequently, Coyote fans travelled from all over the province, including a carload from Sydney, Cape Breton. The line up for book-signing snaked well-past Velma's.

There was the feminist vintage-pop trio *Rosie & the Riveters*, the one-woman comic play *Confessions of a Red-headed Coffee Shop Girl* by Rebecca Perry, Jay White's uncanny impersonation of Neil Diamond, and a sold-out show with Newfoundland's Rawlin's Cross. We were proud to be the first venue in Nova Scotia to present a full concert with newly-local musician Paul O'Brien. We also stepped outside of our comfort zone with the hard-rock band *Carry The Lost*, which revealed that some genres of music are better suited to our intimate setting than others....

The Summer's Live Presents ranged from the *Maritime Concert Opera* and *Xara Choral Theatre*, with special guest African Nova Scotian cellist Maia Bruce, to a sold-out show with Steven Page & Kevin Fox. We introduced many folks to the energetic Toronto Band *Union Duke*, the Halifax Indie band *Port Cities*, and Nova Scotia's young, rising star of country music, Makayla Lynn. We also presented what has now become a tradition, The Susan Crowe and Co. Fundraiser, which is an opportunity for local musicians to shine. None of us knew at the time that it would be the last time we would see beloved local musician Duncan Draper perform on our stage.

The Fall kicked off with a sold-out show for David Myles, the tee-up concert for the 10th Annual Tournament of Kings. That same month we had another sold-out show with the legendary Jim Cuddy, followed two nights later by a sold-out show with JP Cormier.

Autumn's program as included *Maria Osende's Flamenco Dance Company*, who offered two workshops, a performance, and a flashmob that burst through the Farmer's Market. Classical fans were treated to the *Amadeus Guitar Duo* and Country fans saw Ryan Cook bring Hank Williams back to life.

We closed out the year with Lizzy Hoyt's *Ancient Carols for a Winter's Night* and John Gracie's *Christmas Memories Tour*. We also presented the inspirational singer-songwriter Coco Love Alcorn, who had the audience singing five-part harmonies. The last live show of the year was *The O'Brien Family*, who generously donated their talents to help raise almost \$7000 in cash and non-perishable goods for the Annapolis Area Food Bank.

In addition to professional touring artists, Community Theatre is thriving here! The Annapolis District Drama Group put on two very successful plays: *Don't Dress for Dinner*, directed by Simon Bonnington, and *Dear Santa*, directed by Wayne Currie. King's Shorts hosted the 12th annual festival of ten-minute plays, featuring local directors, cast and crew. These plays engage literally hundreds of volunteers in the process of making dramatic productions, both on stage and behind the scenes. The Theatre is in constant use between auditions, rehearsals, set construction, technical coordination, administration, and tickets sales. The community is building its capacity for live drama from all sides of the stage.

King's Theatre is also host venue for two concerts a year with the Annapolis Basin Community Band (and frequent guests Annapolis Voices and the Annapolis Jazz Band), and the Annapolis Community Hospital Auxiliary's Annual Variety Show. We were also honoured to be the primary venue for the Nova Scotia Heritage Conference, which was hosted by the Town of Annapolis Royal.

In addition to Hollywood Movies, Film Society film screenings, Stage to Screens, and Reel Art Film Series, some other special events of note include:

- A Climate Change film made by local film-maker Andrea Vandenburg
- The screening of *The Horse Archer* with live archery
- The Valentine's Art Auction
- The first annual Robbie Burns Night Scotch Tasting
- SOFAAR Fibre Show and East-West opening
- Garden Week Film Society Event
- *A Wrinkle in Time*, special screening for Digby High School and AWEC students

It's a busy, happy hub. Thanks to everyone who supported King's Theatre in 2018.

- Janet Larkman, General Manager