




Kelowna Community Theatre Operating Model Review

June 1, 2020



Purpose



To provide Council with an overview of the results of the Value for Money audit report for the Kelowna Community Theatre Operating Model.

Kelowna Community Theatre

- ▶ Opened in 1962
- ▶ Owned and operated by the City
- ▶ Main Stage – 847 seats
- ▶ Black Box – 106 seats
- ▶ Support spaces (green room, dressing rooms, etc.)
- ▶ Operates as a rental theatre

The Review

- ▶ In 2018/19, a value for money audit was conducted on the operations of the KCT.
- ▶ The purpose of the review was to:
 - ▶ assess the current operating model;
 - ▶ identify and describe alternate operating models providing advantages and disadvantages for each;
 - ▶ develop more fully the preferred options; and
 - ▶ make recommendations for modifications as required.

Key Components

- ▶ Booking Policies & Procedures
- ▶ Programming Review
- ▶ Staffing and Reporting Structure
- ▶ Front of House Services
- ▶ Box Office Services
- ▶ Booking and Attendance Activity
- ▶ Rental Rates
- ▶ Financial Viability
- ▶ City support to the Arts (as it relates to KCT Operations)
- ▶ Operating Model Review

Summary of Findings

- ▶ The current model is proven to be successful and only requires fine-tuning to become more efficient and to generate additional funding which can be used to further arts development.

Key Recommendations

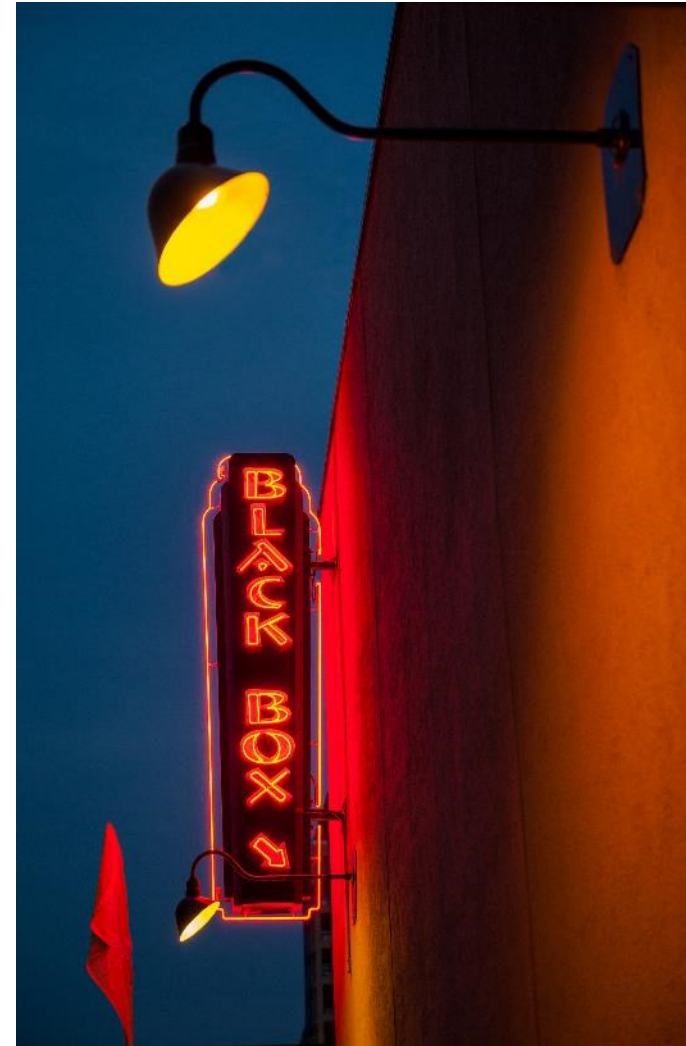
- 1) Front House and Box Office
 - ▶ Both are critical for user experience and connection between KCT and it's patrons. Both have revenue generating potential. Further review recommended.
- 2) Technical Director position
 - ▶ It's best practice to have a Technical Director with the focus on efficiency of the technical operations of the facility.
- 3) Annual presentation series
 - ▶ To continue KCT's strong presence in the community and to control some of the artistic content in the theatre further investigation into a possible presentation series.

Progress To Date

- ▶ Reviewing the Theatre Technician positions and the possibility of hiring a Technical Director position.
- ▶ Reviewing the Fees and Charges Bylaw and Conditions of Use and Allocation Guidelines for Recreation and Cultural Facilities to ensure ease of implementation and ongoing financial success at KCT; and
- ▶ Filling available booking days and enhance programmed spaced at KCT.

Next Steps

- ▶ Staff will work to further investigate and make potential changes or updates to:
 - ▶ Front of House services;
 - ▶ Box Office services; and
 - ▶ existing gaps in arts programming.





Questions?

For more information, visit kelowna.ca/culture.