

KANATA THEATRE BOARD
Monday, September 22, 2014

Present: Jim Holmes, Margrit Cattell, Alain Chamsi, Jim Clarke, Ron Gardner, Barbara Kobolak, Jackie Kormylo.

Regrets: Paul Behnke, Trina Malcolmson, Gordon Marwood, Wendy Wagner.

Wendy and Paul attended for about 10 minutes but were not present for any votes.

Guest: Don Bell

Minutes of the Board Meeting on July 7/14

A motion to accept the minutes as previously distributed was seconded and unanimously carried.

Business Arising

- * Barbara reported that there was not enough support from the membership regarding involvement in hosting the 2017 Theatre Ontario Festival. OLT has agreed to host this Festival.
- * The official Awards Brunch for the 2015 EODL Travelling Full-Length Festival will be hosted by the Northumberland Players (Cobourg, Ontario) on April 12, 2015.
- * OCTA meeting will take place at KT on Oct.4/14.

Treasurer

- * Jim Clarke discussed and explained the Audited Financial Statement for the 2013/14 season. He moved that the statement be accepted - seconded and unanimously **carried**
- * Banking - there was discussion re KT's present account (zero fees, but fee for cheques deposited) versus online banking (some fees).
Motion 1: that the Treasurer be authorized to open a RBC Small Business eAccount and a Royal Business Community Account in order to optimize and update the banking processes of Kanata Theatre. The current checking account and the Community Account will become accounts which only require one signer on cheques. Authorized signers will be the officers of the corporation. - seconded and unanimously **carried**
Motion 2: that the signing officers be authorized to sign the documents required by the bank to carry out the change approved in Motion 1 - seconded and unanimously **carried**

Publicity

- * A report was circulated by Paul prior to the meeting (attached).

Playhouse Operations

- * Ron's report is attached to these minutes.
- * Don Bell has been meeting with the City and he enlarged on the roofing project. There was much discussion re the timing of repairs - will they interfere with rehearsals on stage in August...the consensus was that it is possible to work around problems so that R3 (roof over workshop) can be completed before the beginning of the 15/16 season. The city is responsible for R4 and R5, KT must organize R3, i.e find a designer and project manager and obtain estimates from both.
- * **Motion:** to approve in principle the approach described in the email of Don Bell to Jeffrey Walsh dated Sept.19,2014 (see attachment below) and to provide Don Bell with an envelope of \$30,000 for initial expenditures - seconded and unanimously **carried**

Plays

- * There were 4 Summer Playreadings, two well attended, two not. Alain will publicize this activity well ahead of time next year.
- * The Playreading Committee is busy suggesting and reading plays. A decision re next season's program will be made soon.

Student

- * KT Youth Group would like to take on FOH for one night during each play. This is a good idea, but would **not** include Box Office duties.
- * Area High Schools will be borrowing costumes for their productions.

New Business

- * KT received suggestions from patrons to begin performances at 7:30 and to have a matinee. It was agreed that beginning performances at 7:30 pm was not feasible. Jim Holmes suggested that Kanata Theatre may wish to re-examine the idea of having a matinee, at some future time.

Next Meetings

These are scheduled for Monday, November 10 and Monday December 1.

The meeting adjourned at 22:00

Email from Don Bell to Jeffrey Walsh - Sept.19,2014

Thank you for arranging this morning's meeting to discuss the City of Ottawa's proposed approach for replacing Roofs 3, 4 and 5 of the J.L. Richards & Associates Limited (JLR) report dated August 8, 2014. Please allow me to confirm my understanding of the proposal:

1. The City of Ottawa would manage, design, contract for, implement and fund the replacement of Roofs 4 and 5 in the manner recommended in the JLR report, with construction work to commence on Thursday July 2, 2015 and complete by close of business Thursday July 23, 2015.
2. Kanata Theatre would manage, design, contract for and implement the replacement of Roof 3, again in the manner recommended in the JLR report, with construction to commence as soon as possible after Roofs 4 and 5 are complete. Kanata Theatre would also use this opportunity to replace the two large HVAC units located on the Roof 3 as part of this contract. The City of Ottawa would reimburse Kanata Theatre for all costs for Roof 3 assembly replacement and remedial work, for the installation of roof curbs tied into the roofing system (JLR item 5.1 option 2), and for an enclosed structure for duct mains (item 5.2 option 1). The City would also reimburse Kanata Theatre for an apportioned share of costs that arise jointly from the roofing and HVAC work, the method of allocation to be agreed between the City and Kanata Theatre prior to contract award.

I indicated in our discussion that this proposal is very helpful, aimed at getting the worst three roofs replaced in 2015. I undertook to present this proposal to the Kanata Theatre Board for consideration on Monday September 22. I cautioned, however, that Kanata Theatre is not in a position to assume responsibility for future roof replacement under any circumstances. On completion of this work, any future roof replacements for whatever reason would have to remain the responsibility of the City of Ottawa, as specified in the current lease agreement. To this end, I suggested that the City should review and approve the design for Roof 3 (excluding HVAC replacement), and should carry out its own inspection of this work.

We agreed to proceed as follows:

1. The City of Ottawa will have a design prepared for the work necessary for Roofs 4 and 5, and will contract for this work.
2. Subject to Kanata Theatre Board approval on September, Kanata Theatre will have a design and cost estimate prepared for the work for Roof 3.
3. When the Roof 3 design and estimate are ready (approximately one month from now) the City of Ottawa will convene a meeting with Kanata Theatre to discuss these, and to finalize a method for cost sharing.

I hope that my understanding of this proposal is correct. Please notify me of any errors, omissions or misunderstandings by close of business Monday September 22.

Thank you,

Treasurer's Report Sept/14

The time has come, the wallet said, to talk of money things;
Of internet and credit cards,
The benefits online banking brings.

Issue: Kanata Theatre's bank account is an old personal bank account which has none of the amenities that modern day bank accounts expect and benefit from.

This recently came to a head when it took almost three weeks to obtain an image of 3 cashed cheques, two of which were required to KT to submit for a energy rebate and one which was required in order to do the final bank reconciliation before the yearend books could be provided to the auditor. (This directly delayed our year-end audit – the financial reports were only received from the auditor on 11 September. This also delays the Treasurer in being able to close the old year in the Accounting Software and open the new-year transactions.)

The bank manager pointed out to me that all 'normal' bank accounts have the ability to immediately see/obtain the image of cashed cheques via online banking. However, our antiquated account does not have this ability.

Likewise, we cannot have any business credit cards issued against our account. This limits any usage of credit cards - which is becoming more necessary with the increasing amount of online purchasing – to personal credit cards held by our members. Not all of our members desire to use their own personal finances to offset Kanata Theatre operations, nor can we require them to do so.

In my role as Treasurer, I have a specific personal card which I use for recurring Theatre charges – e.g. Dymon Storage, Reliance Security, Website Hosting, Tomlinson Environmental and as well any other supplier who accepts credit card as payment, which reduces KT costs for postage and cheques. However, not every future Treasurer may be able to, or want to, have an increased credit line against their name.

Other online banking features – such as email transfers, which could be used to reimburse members for expenses they have occurred, are likewise not available.

Without any online or even telephone access to our bank account, we do not know what the current bank account balance until the bank statement is received 10 days after month end, or by driving to the bank to request a balance or when making a deposit.

The monthly bank reconciliations are currently done based on the paper statement that is received, 10 days after the month end. With our successful addition of online ticket sales, the number of transaction lines in the bank statement have increased, as the online sales create their own daily transaction line for each credit card type. The length of the statement has increased from a high of just over 4 pages to almost 7 pages. Previously these transactions had to be manually typed into our accounting software line by line, which is time consuming and subject to input errors, each of which has to be corrected before the account can be reconciled. I have recently been able to scan the statement, and using OCR software copy and paste into a spreadsheet, which then has to be parsed and then each revenue transaction type has to be manually moved to a separate column so that the TixHub sales report can be reconciled. This is only somewhat better than the manual input option.

With online banking, monthly transactions can be downloaded directly to a spreadsheet, and in some cases directly into accounting software. This would be a huge timesaving for this monthly task.

As mentioned, the existing bank account is a very old personal account, with no features and its only redeeming benefit is that there are zero bank fees; we only have to pay for cheques and deposit books.

However, we are getting what we pay for – which is nothing. Moreover, the bank manager has repeatedly advised me that it is only a matter of time before RBC notifies us that this account will have to be updated to a business account.

I strongly propose that we initiate upgrading our banking system to meet our actual requirements so that we can control the implementation process and avoid being given a short-deadline may limit our choices in order not to interrupt our financial operations.

Previously an argument raised by past board members is that a modern business account will cost a lot in banking fees. However, it is unreasonable to assume that we should be entitled to free banking; we are an operation that generates a third of a million dollars per year in revenue. According to industry Canada latest data from 2011, we are only a little under the \$359K national average for profitable Small to Medium Businesses in the Canadian Economy.

A business account does come with a assortment of fees: there are fees, for just having an account, for the amount of cash deposited, for the number /amount of cheques deposited, for the number of cash deposits made, for the number of online transactions, and the number of cheque written; you can pay monthly minimum plus transaction costs, are you can pay much higher monthly fees with higher maximum transactions (From \$20 to \$75 per month)

However, there are some lower cost options that can also provide what we need. There is a free online business account which has zero cost for all online transactions. There is also a community bank account, with a \$3.95 per month fee, plus basic transaction fees.

It would be possible to minimize the monthly costs by using a combination of the online account (into which our Moneris deposits would go, and from which online and email payments could be made) and the community account (from which any cheque payments would be made). We would keep, as long as possible, our existing ‘personal’ account into which all our cash/cheques would continue to be deposited. Only if and when RBC terminates our personal account, we would then use the community account for deposits. However, as we continue to leverage the online ticket sales, more and more of our deposits will be electronic.

By proceeding with the above, we would:

- Streamline the workload of future treasurers who would have less manual transactions to perform and manually record in the accounting software.
- Have the ability to issue business credits cards to specific individuals, as required, under the Kanata Theatre name.
- Be able to view, in real time, account balances, and cashed cheque images.

Potential Issues

1. If we issue credit cards to specific directors or managers, there is a requirement for supporting documents (orders, invoices) to be provided to Treasurer promptly; non provision of substantiating documents would result in liability of card-holder to refund KT;
2. Single point of control of funds. Currently, under limited bank account, KT technically requires two signatures on a cheque in order to issue payment. For at least 11 years – and most likely much longer – the President pre-signs all cheques and therefore Treasurer has de facto single point control over issuance of all funds. In order to have online banking and payments, KT would officially have to establish that the Treasurer alone issues payments i.e two signatures not required on a cheque.
3. Treasurer will now have to complete monthly bank reconciliations for two more bank accounts.

While technically this appears to be more work, the quantity of transactions per account will decrease, and reconciling multiple small accounts should actually be quicker than a large single account.

Motion Requested:

that the Treasurer be authorized to open a RBC Small Business eAccount and a Royal Business Community Account in order to optimize and update the banking processes of Kanata Theatre. The current checking account and the Community Account will become accounts which only require one signer on cheques. Authorized signers will be, in order, Treasurer, President, Vice-President.

Director of Playhouse Operations

Report to the Kanata Theatre Board of Directors

Sept 22nd 2014

1) Missing items

- a. Props and items leaving the building.

Over the last years we have had a number of items disappearing.

Chair for set, Coffee maker, books from Rehearsal hall.

Once everything has been upgraded with the electrical and lighting I am hoping to change the access codes.

I will need to have those who wish access to let me know so they can be given the new codes.

2) Maintenance and Upgrades

a. Roof Situation

- i. Roof upgrade

Met with the City of Ottawa

They have agreed to replace the roof, and will cover the costs of building up HVAC supports, boxing in the Ducting

approx 200 K to 300 K

- ii. The priority will be R3(shop), R4(seats) R5(stage), R1 (lobby new)

- iii. The city would like to do all the roof surfaces at the same time.

- iv. They will be looking to send out tenders January to secure a contractor early before the other city projects start.

- v. The city will be responsible for coordinating with our installer of the HVAC units at no additional costs to us.

- vi. Bucket brigade

This has become less and less of a problem with the major patches that were done by Covertite.

To Be done:

I will verify if these patches are ok for the winter. If not we will have to have them come in and properly patch before the snow falls.

Concerns:

- vii. We need to spec out and price new HVAC units.

Cost Estimate 250k – 300K. Early 2015

Approve???

- viii. Need to ensure that any changes to the duct work will not cause a noise after the new installation.

We may have additional cost if we want to hire a independent air consultant for this.b. DHC Controls Project (Done)

This project was approved at a cost of \$9,700 by the board last year. Don and Mark Pasini worked on the initial project.

The agreement with mark was he could automate our system and share the rebate with us, to cover his costs. As a business he had to charge for his services to make everything legitimate so he had to submit a receipt for consulting services.

- i. DHC Controls **Cost \$11,001.68**

Systems installed and running, with minor adjustments. We will be having Jason come in over the next month to have a proper commissioning of the system. Paid

- ii. Mark Pasini services **Cost \$5,500.00**

Mark is awaiting is payment

iii. Comfort Mechanical **Cost \$3,180.00**

Paid

iv. Rebate

Amount Paid on project \$19,681.68

Hydro Ottawa. Approximate rebate: \$9,708.00

Embridge Approximate rebate: \$2,200.00

Aprox total Rebate: \$11,908.00

Actual Cost after Rebate: \$7,773.68 Estimate

Action: We need to pay Mark Pasini Asap or we could stand to loose our rebate. c. Lighting

Efficiency Project (In progress)

i. Gloucester Electric **Cost \$15,000 apx**

Most of the new lighting have been received and installed.

Pendant lights in Lobby will be delivered in October.

ii. Marchand Electric

Supplies for LEP **Cost \$17,000 apx**

We have had some issues with ME and the ordering and supply of the materials, they took a long time in the ordering and specifications of our order and caused us to be delayed 3 weeks.

iii. Outstanding: Auditorium Lighting:

We have ordered a floodlight system of approximately

10 - 12 lights controlled by the dimmer board.

iv. Rebate :

Estimated Cost of project: \$32,000.00

Approximate rebate: \$4,645.85 Estimate

90% of the work has been done. Waiting for stems for pendant lighting in lobby.

d. Door Maintenance

i. Both Rolling Fire Doors have been repaired.

There were a number of reasons suspected to why these were not functioning correctly:

1. Due to poorly installed wires not free moving.

2. Paint on cabling caused the wires to stick.

**** Note:** When fire alarm triggers the rolling door in the work shop will be activated and close. The door must be reset properly to insure it works in the event of a fire. This was not done last time. It was jammed open.

ii. Other questions on the locking mechanisms and passage sets are in progress, Waiting for final report on Assessment

3) Old Rebates 2013

a. 2013 HVAC upgrades

We have received our first rebate check for this project finished in 2013.

For some reason no one followed up and completed the paperwork. Hydro Ottawa was generous enough to allow us to claim this well after the 180 day window.

i. Rebate

Cost: \$34,300.00

Rebate: \$3,709.02 Received

4) Fire Code Compliance Study

a. Code Consulting by Morrison Hershfield

The Fire Code Compliance study. Don had originally suggested that we invite the Ottawa Fire Department to do this inspection, but before arranging that meeting, Don learned that the OFD are not experts in code compliance; they are primarily focused on fire prevention. They often recommend expensive modifications that are not required by code, especially in buildings which have grandfathered status. We had a visit from Dana Scherf at MH waiting for final report.

Cost approx \$3,500

- a. Locksmith work under compliance study– work package to be confirmed after study has been completed
- b. Fire inspection should be done over the next couple months.
- c. Use of Green Running Man (GRM) vs LED EXIT light. Can we mix the two? Planning to use GRM in all public spaces, but red EXIT on stage where GRM is too bright.

Yes we can mix the two

Sentence 3.4.5.1.(2) of the 2012 OBC without the concern of “mixing and matching”

5) Network Issues

a. Network security/Bandwidth

We need to evaluate who needs access and our options

Gordon is looking into some options

- b. Website unification study
- c. IP address resolution

Our IP address has been changing recently and we now have to find a way to track the IP address so that we can have external access to the HVAC Control system.

Access for the Wiki is working and being updated.

Both Gordon and Karl have been looking at ways to fix this issue.

6) Rental of Space

a. Requests

We are getting a few requests to rent the RMP. We are insuring that no production is being affected if we rent the space.

We get quite a number of requests a year and although it would be nice to bring in more revenue, and more visibility. There is very few spaces during the season to use the playhouse. Most Rentals have had to be declined.

We have a number of requests to use our parking lot and have had to decline do the impact on our productions

7) Access to RMP

- a. All request for access should come through the Director of Operations
 - i. Access codes will only be given to those who need Access.
 - ii. Remove old members from the list that are no longer with us. Or those who never access RMP.
- b. New Codes
 - i. Coming Soon:

We will be updating the security access codes for the building.

8) Gene Lift (New lift system to replace old failing system)

a. Who can use :

Only Authorized individuals who have had training can use the new gene lift. We have 4 individuals who have been trained and certified.

Kt Members: Karl, Paul, Don, Ron, Dean.

Outside Contractors: Vince (comfort), Bruce (Gloucester Electric)

Cost \$179 each

b. Lock box location

Lock box is located Stage left, beside the audio input panel.

Access to this box is through, Certification and receiving code from Director of operations.

c. Lift training workshop:

We are putting together a training program for anyone working on lighting. This special training will be available over the next few months.

Heading this will be Karl Wagner

The issues of "Fall Arrest" training has also come up for those working over 3 feet off the ground.

Going forward we may have to look at the possibility of having people working on tall ladders and lift systems to have Fall Arrest training.

9) Mice in the Playhouse

We still have mice. Round 2 eviction notices have been sent out.

10) Other issues Around playhouse:

a. Auditorium has been cleaned and vacuumed for the 2014-15 season.

b. Looking into a automatic locking system and external in use light for handicap washroom. Right now anyone can walk in on someone in a wheel chair.

c. We have contacted DHC to spec and price a digital timer for the external lights. This should help on the electric costs as well.

11) Going Forward 2014-2015

a. Repair and Repainting area needed

b. Add Fire Extinguisher in Kitchen area of Rehearsal hall

– has been ordered

c. Inspection of Auditorium seats and repair

d. Inspection of Carpeting area front lobby

e. Tech booth in Rehearsal hall

f. Clean up Rehearsal hall Grid project

g. Repair Marque boards in lobby

h. Others??

Ronald Gardner

Director of Operations

Kanata Theatre

Sept 16 2014

Publicity Report

Digital

- Kanata Theatre **Website** which includes rehearsal photos and graphic images for each production (Thanks to **Katie Buller**).
- Regular Kanata Theatre **Facebook** updates in addition to Facebook postings from cast members (a VERY good practice) (Thanks **Meghan Duncan** and **Chrissy Feldman**) **216 likes**
- Regular **Twitter** postings (**111 followers, 186 tweets**) (Thanks to **Chrissy Feldman**)
- Box Office ticketing system to generate **email blasts** (Thanks to **Gordon Marwood**)
- **Press releases** to theatre media groups in Ottawa inviting them to review our shows (Thanks to **Emily Walsh**)
- Listings on various **Events Calendars** (8) including:
 - Metroland Newspapers – What’s Happening
 - Ottawa Citizen – Our Town
 - Onstage Ottawa (<http://www.onstageottawa.com/>)
 - Linking Boomers (<http://ottawa.linkingboomers.com/>)
 - Theatre Ontario (<http://www.theatreontario.org/>)
 - Ottawa Focus (<http://www.ottawafocus.com/living/arts-and-culture/theatre.aspx>)
 - Ottawa Start (<http://ottawastart.com/>)
 - Couch Assassin (<http://couchassassin.com/>)
 - Ottawa Kiosk (<http://ottawakiosk.com/>)

Print

- 1 article in a) Kanata Kourier Standard b) Stittsville News c) West Carleton Review (Thanks to **Jim Holmes** and **Susan Monaghan**)
- OCTA brochure

- KT Season brochure and bookmarks – Thanks to **Meghan Duncan**
- Posters in the front display case and lobby
- ¼ page colour advertisement in the same 3 **Metroland News** publications
- 1/8 page advertisement in **Capital Events Poster** (1,000 of these posted around Ottawa)
- Distribute print brochures and bookmarks to various community bulletin boards
- Printed copies of show posters distributed to **cast/crew to post** at work and other locations.
Electronic copies sent as well.

Other:

- Co-marketing with D'Arcy McGee's - **VIP card for season subscribers**
- Temporary **roadsign** in front of RMP promoting upcoming shows, auditions and Season Subscription
- City of Ottawa sign** as you enter Walter Baker Park
- Use of **TV monitors** in KT lobby during run of Inherit the Wind to promote “Grunch” and Season Subscription renewals

Reviewers:

- Capital Critics Circle (<http://capitalcriticscircle.com/>)
- New Ottawa Critics (<http://newottawacritics.wordpress.com/>)
- The Visitorium (<http://thevisitorium.com/>)
- Onstage Ottawa (<http://www.onstageottawa.com/>)
- Apartment 613 (<http://apt613.ca/category/sight-sound/theatre/>)

Changes or new initiatives for 2014/2015 season

- TV monitors in the lobby – will setup a trial system in the rehearsal room with help from Andrew Williams to evaluate software ease of use and overall functionality. Once verified we'll look at installing and operating multiple video monitors in the lobby.

- Regular email blasts – need to find a volunteer to take on this initiative. This is not a trivial activity and we don't have enough bandwidth to complete with the existing pub team
- Signage in front of RMP. Will continue with temporary signage as a permanent sign requires substantial City of Ottawa approvals and cost.
- Float in Kanata Santa Claus Parade. Clare Flockton leading this initiative
- D'Arcy McGee's Dinner/Show combo on Opening Night. Working through financial logistics to be able to offer this at some point during the season.
- Opening night comps to charitable organizations. A number of people have come forward asking for these donations which we're happy to provide.
- Meghan Duncan has taken over responsibility for the programme production and printing from Wendy Wagner. She is also the lead person working with the directors on the artwork for each show. Chrissy Feldman is covering Facebook updates for Meghan as well as Twitter posts.
- I did not submit an ad in the Ottawa Citizen for "The Dining Room". This saved us \$800 which goes towards the cost of the signage out front of the building.
- The Kanata Kourier Standard is becoming less willing (or more disorganized) and we have only had 1 article printed of the 2 submitted. We've also experienced some problems with our paid ad in the Kourier appearing on time as well. Going forward I recommend we only submit 1 article as it's unfair for the writers to do all this work without their articles getting published.
- Not having much luck attracting reviewers to come see our shows. We've had numerous cancellations/no shows from those who originally committed and conflicts with others. We'll continue extending the invitations with a little more leadtime.
- A Dropbox account has been setup to store all KT publicity items: articles, photographs etc. This will make it accessible to a wider group of people both now and in the future and makes for easier sharing of large files – primarily photographs.