



Brad Carlin
Senior Consultant





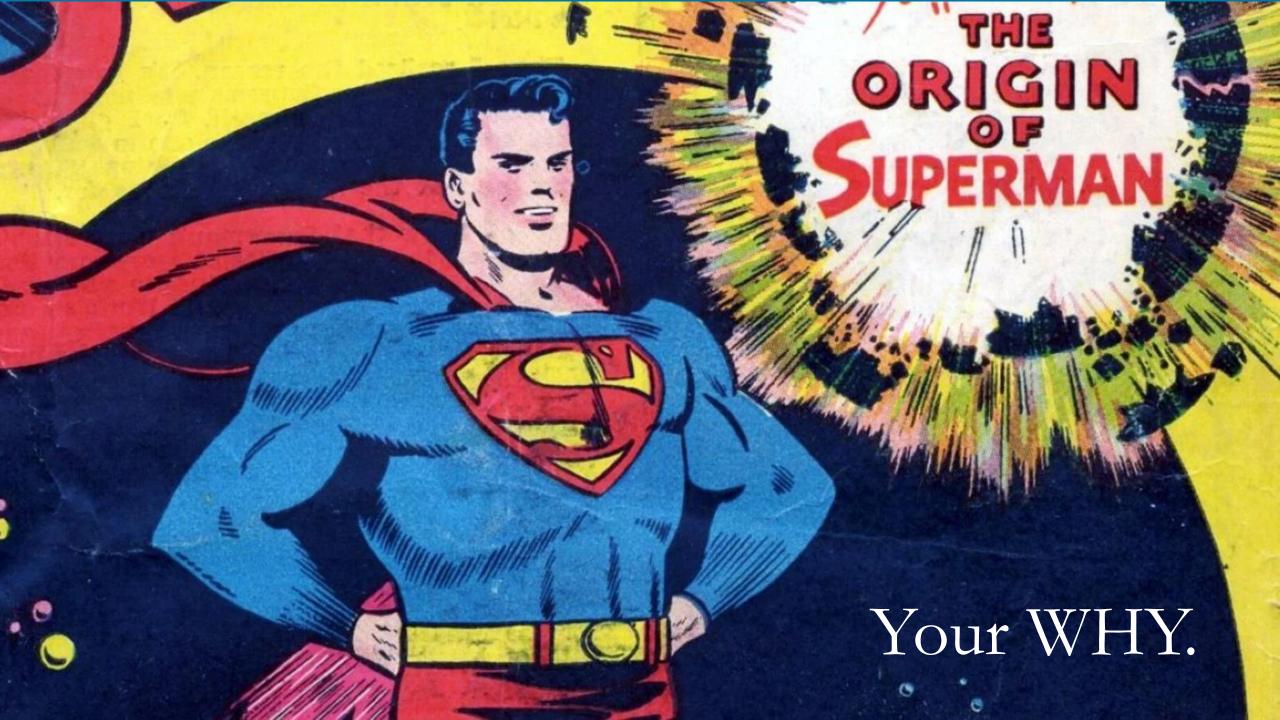
Data-Driven Consulting













The Just Cause must be...

- For Something: positive & specific vision of future
- Inclusive: open to all those who wish to contribute
- Service Oriented: primary benefit to others (not you)
- Resilient: can endure political, technological, cultural change
- Idealistic: big, bold, and ultimately unachievable





- Define your "just cause"
- Audit your pre- and since- COVID revenue pies
- Decide what programme & business models best serve your "just cause"





With whom will we gather?



With whom will you gather?

People you know.

People you don't.



People you know.

- Donors
- Members/Subscribers
- Trustees
- Past ticket buyers
- Volunteers
- Artists
- Staff
- And yet...



And data says: This isn't enough.

People you don't.



Ask yourself these questions:

Do you want your audience / extended network to change?

If yes, WHY?

To fulfill your mission?

To serve your community differently?

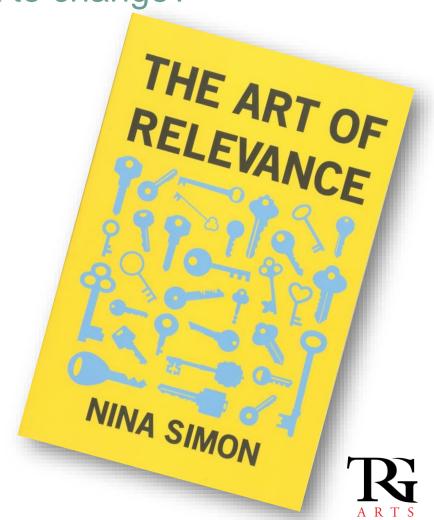
To mirror changing demographics in your place?

To grow overall volume?

HOW do you want your audience to change?

- Be specific, purposeful and considerate.

If no, why NOT?



- 1. Gather your team (staff, artists, board, etc.)
- **2. Answer the question**: do we want our audience to change has It changed already?
 - If so, research, articulate, respond, plan
 - If not, be clear
- 3. Make plans!
 - 1. Participate
 - 2. Partner
 - 3. Prospect
 - 4. Program







Ticket Sales Trends

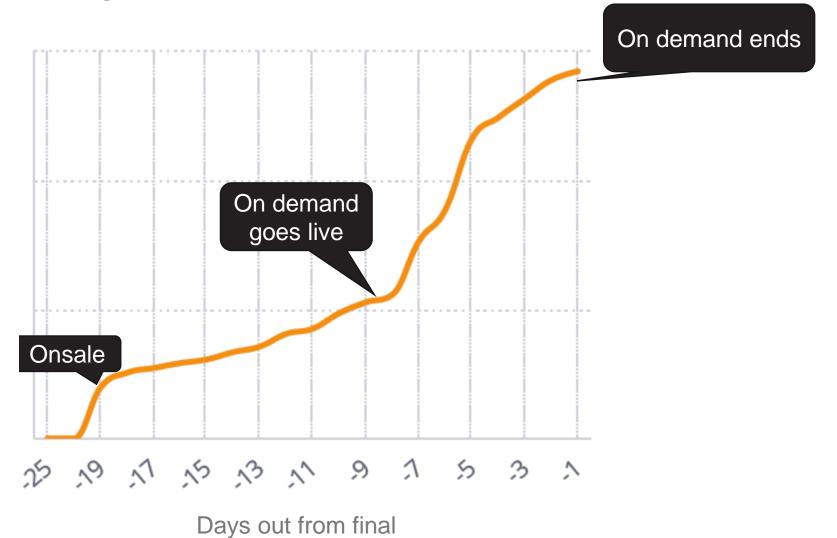
Pre-pandemic, terrestrial revenue trend for an orchestra





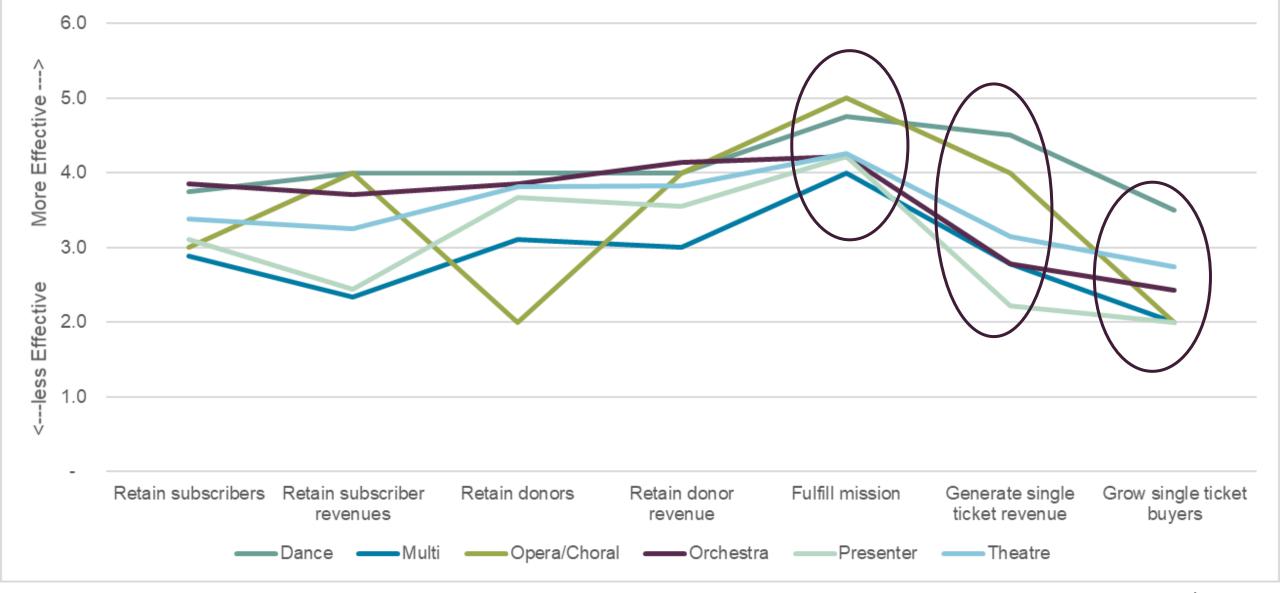
Ticket Sales Trends

2020/21 digital revenue trend





Effectiveness of Paid Digital Content





SPEED HUMPS

- Unions
- Platforms
- Ghost data
- Customer service
- Watch lengths



1. Determine/clarify your digital WHY

- 2. Determine/clarify your digital WHO
- 3. Price it, measure it, iterate on it









- During and between performances continued cleaning/disinfecting of high-touch surfaces in lobby, washrooms, handrails, doorknobs, seat arms in the theatres, will be taking place. The use of electro-static disinfectant sprayers in public areas inside the buildings. Use of high-quality air filters in A/C and heating units.
- Increased presence of hand sanitizer stations. throughout the theatres.
- Touchless washroom faucets. Automatic door openers.
- Touchless scanning of theatre tickets upon entrance.
- Face coverings will be required by all patrons, in
- conjunction with regional requirements and internal safety protocols. Patrons to observe physical distancing as best as:
- possible and as directed by our Front of House team. Physical distancing in the theatre will be adjusted in
- response to, and as required by, Public Health. House programmes available for personal pick up
- before entering the theatre and also available online. For a period of time, we will serve beverages in
- single-use glassware. We recommend pre-ordering your beverages to
- We encourage electronic payment including for parking. Parking attendant will have a handheld debit/credit terminal.

reduce lines and crowding at intermission.

- Assistive listening devices will be cleaned with minimum 70% isopropyl alcohol between uses.
- Plexiglas barriers at point-of-sale locations.

We require - for the safety of other patrons and our artists - that patrons who are unwell stay home and

contact the Box Office to reschedule their visit to The Exchange fees will be waived for all cases of illness. Please rest assured that the also has the safety and well-being of its staff and artists at heart and has protocols in place to ensure this. All of our

Arriving at the Venue Ticketholders will be given information about the.

performance, and those experiencing any symptoms of COVID-19 will not be permitted to enter any indoor public event, and they will be sent a link to review the guidelines around COVID health precautions. Staggered entrance times will be distributed with safety information to ensure that there is sufficient space for social di per person (based on current public health guidelines). For example, at the Newmont Stage, the lobby has a capacity of BOX OFFICE:

safety measures before arriving at the venue. They will also be

two groups, one arriving a half hour before the performance begins, and one arriving at the 20-minute mark. Staff will be (Box Office and Front of House Staff will wear masks and non-latex gla Upon arrival at the venue, ticketholders will be expected to line up outside. Signage (i.e. stickers placed 6 feet apart) wi

of ticketholders once they are inside the venue. These signs may include a reminder to fill out a fitness declaration on a

Staff members stationed at the door will ask ticketholders if they have completed their fitness declaration, or be presen staff interacting with members of the public will wear face masks not only to reduce health risks, but also to serv Hand sanitizer will be available for all Front of House staff.

While at our venues, patrons will be required to wear a mask unless they have a medical reason for an exemption. S LOBBY:

In the Lobby Ticketholders will enter through one door and exit through another. If a patron needs to leave the lobby before or durin, o Entrance and Exit doors will be clearly marked to promote one-way to

door. Once inside the lobby, ticketholders will be asked to use the provided hand sanitizer before proceeding to the washroom until the theatre is open.

Stickers will also be placed on the ground inside to reinforce physical distancing. A "socialization station" of 3 dots, all encourages a warm and friendly atmosphere, patrons must socialize at a distance.

At this time, we are unable to provide beverage and snack service. Patrons may bring water into the venue.

patrons, provided they are from the same "bubble." Every seating group will have access to an aisle, which will reduce t

Washrooms

Bar Services

Every other stall or urinal in the washrooms will be blocked off, and blocked stalls will be clearly marked as unavailable If the lobby is open for longer than a half hour, washrooms will be disinfected every half hour and immediately after t

Air-drying stations in washrooms will be replaced with paper towel dispensers.

In the Theatre Seating maps in the theatre will reflect a 6' distancing between audience members while using only every other row. Se

in the same row.

Unused seats will be covered, and access to them will be limited.

regularly disinfect their work area warnings about potential washroom lineups, and encouragement to find and remain in your seat as quickly as possible . Contactless purchasing arrangements will be preferred

before you attend any in-person performance. Thank you.

Digital, print at home ticketing will be preferred to minimize contact

Face masks and temperature checks will be required to enter the build

will be asked to complete a simple health questionnaire, sent to you in

 Adjusted will-call protocol put in place to ensure social distancing for ticketing assistance

· Hand sanitizing stations will be positioned throughout the lobby for particles.

Touchless soap dispensers will be added into all restrooms.

· Designated waiting areas will be established, and lobby seating rearr for social distancing while awaiting entrance to the theater · Elevator usage will be restricted to the party with whom you arrived.

Most of the furniture in the lobby will be removed, except for a small number of distanced seats to accommodate gues o Ample signage will be posted in public areas with staff on-hand to na traffic patterns

Drinking fountains will not be available.

Enhanced cleaning of restrooms and public areas will occur between

THEATRE VENUES (both downstairs and upstairs):

 Reduced capacity in the theatre to ensure social distancing (renderin Every other row of seats has been removed, including the row neares

and physical barriers are installed between parties. · We have adjusted our HVAC system to increase the amount of fresh of circulating through the lobbies and performance spaces. All return fi

HVAC system have been upgraded to MERV-13 or better as recommer American Society of Refrigerating and Air-Conditioning Engineers (AS combating the spread of COVID-19.



















checks

distancing















How can I get to the theatre?

Be sure to set aside more than enough time for your journey to the venue; if possible, walk or cycle at least part of the way. Please check your route if travelling by public transport as this may have recently changed.



How will my ticket work?

Every ticket must be purchased in advance as an e-ticket or print-at-home ticket. This will allow you to enter our venues more easily, minimise the amount of time you may have to queue, and reduce contact with the front of house team. Tickets are available in fixed groups, usually 1, 2, 3 or 4 tickets are seated together and each group is distanced from the other groups.



Will I need to wear a face covering?

Venues will be ensuring that face coverings are worn. If you are exempt from wearing a face covering, we would please ask that you wear an exemption lanyard which can be downloaded here



What should I bring?

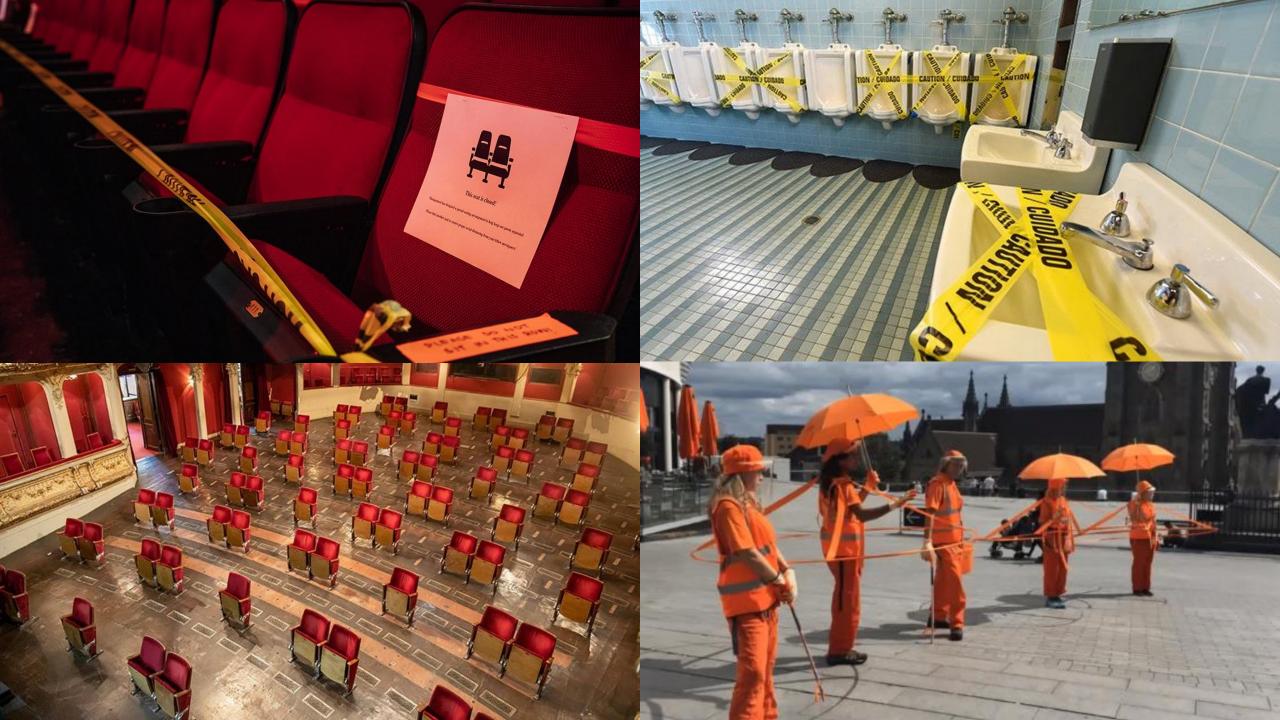
Please keep your belongings to a minimum and with you at all times. This will assist with bag checks, and some venues may not be opening their cloakroom facilities.











- 1. Discover how different patrons want to be invited back differently
- 2. Be thoughtful in giving what patrons say they need from you
- 3. Remember to keep the JOY in the return experience





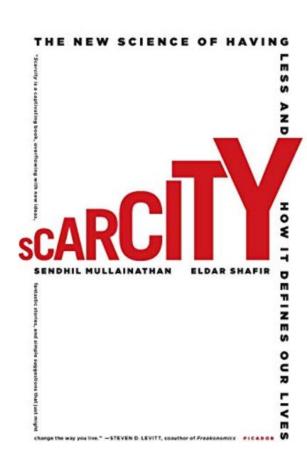
Firefighting? The counter-intuitive solution is slack.

Standard impulse: pack tightly.

But: if we pack too tightly, we lose slack.

There's a difference between slack and fat.

A lack of slack can work in the short-term. But in the long-term: tunneling, error...actually adds more work. *Mortgages the future for short-term savings.*

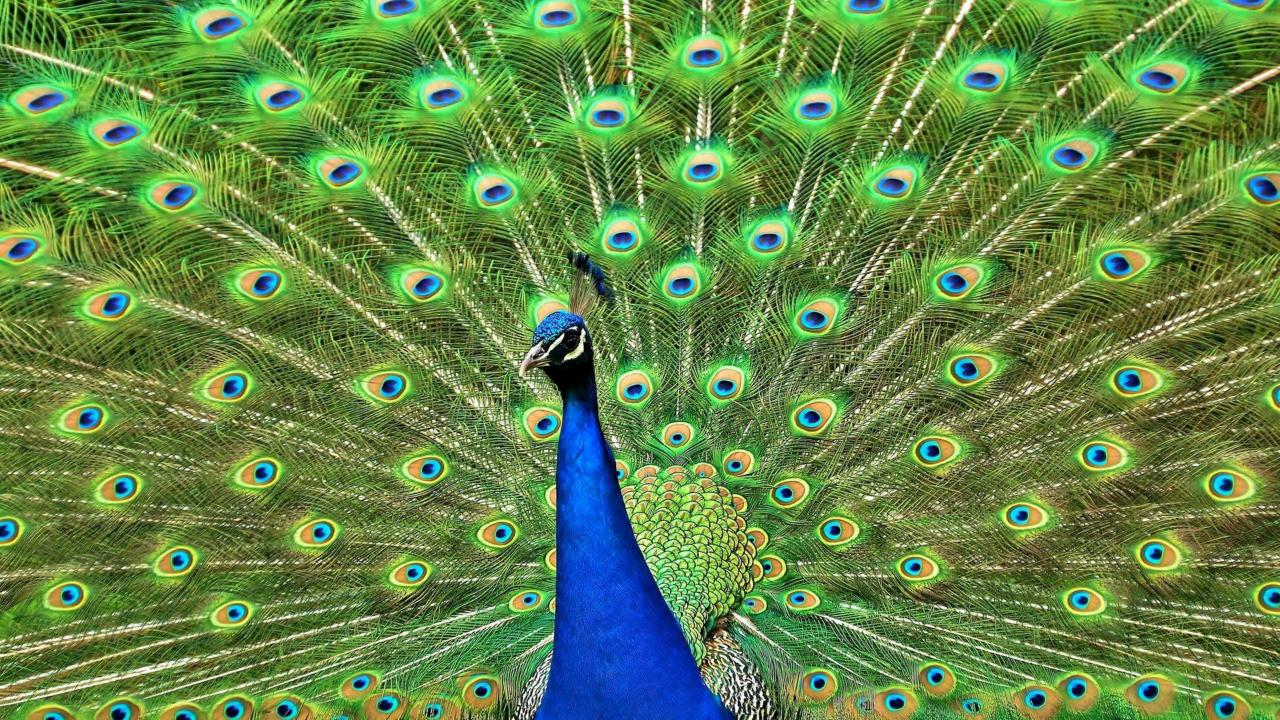






- 1. Talk about this. To yourself, with your team.
- 2. Decide what you believe. It will inform everything.
- 3. Take some steps.
 - ✓ Leave open spaces in your schedule.
 - ✓ Take time off, take a break from tech. Take a walk, every day.
 - ✓ For your team: child-care? Flexible schedules? More vacation?
 - ✓ Get serious about STOP DOING.





RESOURCES

- TRG 30
 - Past & upcoming here: https://trgartsresiliency.com/trg-30
- *The Infinite Game* Simon Sinek
- The Art of Relevance Nina Simon
- Scarcity... Eldar Shafir and Sendhil Mullainathan
- "Resiliency Bank Accounts" Michael Maddaus:
 - https://bit.ly/2OXXfSZ
- Hustle & Float Rahaf Harfoush





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AFTER PARTY @ My Place (My Zoom Place)
MONDAY 1 MARCH 3pm

https://go.trgarts.com/BAFATRG