

**Scarborough Music Theatre  
Annual General Meeting  
Season 58: August 1, 2019 - July 31, 2020**

**Meeting Held - August 25, 2020, 7pm via Zoom**

SMT Code of Conduct

Board of Directors Present: Dot Routledge (President), Ed Ho (Vice President), Lynette Hines (Treasurer), Sarah Jane Flynn (Secretary), Jan Harvey, Gary Prudence, Bill Corcoran, Rhoda Silzer, Duane White, Eddy Isenberg, Jerry Chadwick

Board of Directors Regrets: Anne Wood

**Members:** Mike Scott, Judy Gibson, Sidnei Auler, Amanda Sinclair, Mark Tingle, Wendy Miller, Emma Hyslop, Janet Flynn, Sheri Kowalski, Katherine Turner, Elizabeth Van Wyck (Mia Van Wyck-Smart, Kristie Paille), Laura Wild, Amanda Sinclair, Diane Henson, Erin Jones, Bill Smart, Heather Hyslop, David Rudat, Jennie Garde, Carole Wells, Robert Lachance, Kathleen McDowell, Jennifer Bakker, Robyn Hughes, Karen Direkze

**Guests:** Ndola Hutton, Jamie Higgins, Martin Kelly, Alan Maynes, Alex Reganti, Anne Currie O'Brien

\*Power Point Presentation attached

**1.OPENING ITEMS**

**Call to Order:** 7:03 PM (Dot)

**Land Acknowledgement:** (Mike Scott)

Review of Zoom Protocols (Mike)

- Review of all naming on screen and review of rules of engagement.
- Voting by members only by polls. "Guest" may not vote. Mike can see number of voters and if incorrect will conduct the poll again.
- Note that procedural motions have been pre-moved by board members for expediency.

**Review and Approve the Agenda:** (Dot Routledge)

It will be hard for tonight's speakers to see everyone's faces so if you're really enjoying any of the report tonight feel free to let your joy be know with some good old jazz hands

As a head's up the board has pre-moved all normal procedural motions so we can expedite tonight's proceeding and make it a little easier for our secretary. Our first motion of the night is to approve the agenda.

**Motion to approve the Agenda.**

Moved by Duane White. Seconded by Bill Corcoran

Discussion? None.

Mike: none.

**\*Motion Carried as per zoom poll.**

**Review and approve the Minutes of August 19,2019 Season 57 AGM (Dot)**

**Motion to approve the Minutes of the August 19, 2019 Annual General Meeting.**

Moved by Ed Ho. Seconded by Jan Harvey.

**Rhoda Silzer: correction Bruce Silzer should be listed as a member not a guest.**

Dot: any other amendments? Seeing none. Poll launched.

**\*Motion Carried as per zoom poll**

**Business Arising From Minutes (Dot)**

Strategic plan – coming up in a few minutes

Audiologists – did not happen but I would request we move this suggestion forward to the next board.

Ticket Pricing

We did some research into raising ticket prices including:

A survey of current ticket prices for all community theatre companies in the GTA and a comparison of the avg household incomes in the areas that each groups performance venue is located in. Just as a note: SMT ranks in the top 20% of highest ticket prices for community theatre productions and in the bottom 10% in terms of avg household income for our location.

We also looked at historical price increases and discovered that we had raised ticket prices twice in the past 6 years and subscription prices 3 times in last 10.

Research with also conducted with the rights holders showed that a ticket price that crosses the \$30 mark will come with a raise in licensing costs that would offset the benefit of the price raise.

Based on this information a decision was made not to raise ticket prices at this time.

## **2. SMT S58 ANNUAL REPORT (AR)**

**Intro/President's Message: (Dot)**

Introduction of each current board member and their position. (Dot)

**President's Message: (Dot)**

It has been a privilege to serve as President during SMT's 58th season. Looking back, this past year has been at times both challenging and rewarding as our company continues to grow and to add new and exciting initiatives to our slate. The year did not end the way we had hoped or anticipated but we've chosen to see the opportunities that this situation has afforded us

First the Great from this season!

We had two great main stage productions, an excellent pair of youth shows and a really well attended Christmas Singalong Cabaret: **Into the Woods** started off the season with an interesting new spin on a classic show now set in the 1920s. The production saw a lot of new faces join the SMT ranks both onstage and off and scored numerous Thea award nominations. Director/Music Director Marion Abbott helmed the show which made for an amazing full circle story as the last time she worked with us was 20 years earlier playing Cinderella in SMT's 1999 production of Into The Woods; It was great to have her and Carol Wells back and I'd like to extend a hearty congratulations to the whole cast, crew and creative on a job well done!

Next up our youth program SMTY took on the Jr version of **Into The Woods**. paired with an original prequel **Out of the Woods**, written by our own Amanda Sinclair to give more of our amazing kids a chance to shine. Our talented SMTYers dazzled audiences. They also added a sold-out school performance during the day and performed for their peers. Not easy to do and they did a great job. Thanks to the entire team and especially to Producer Todd Davies who took on the task of producing BOTH versions of Into The Woods!

Our Christmas Sing Along Cabaret took place in December on the set of Scarborough Player's Miracle of 34<sup>th</sup> Street. It was the best attended yet! Thanks to Scarborough Players for allowing us to use the stage and the whole team of performers and technicians who made this fundraising cabaret possible.

Once in a while we like to really challenge our audiences and tech teams and the next show did just that. **Little Shop of Horrors** brought us an array of man-eating puppets, a revolving stage, a wonderfully creepy soundscape and crazy campy lighting. It was a stellar production and garnered a number of Thea nominations and wins. Mark Tingle, who was the puppeteer, was kind enough to allow children in the audience a chance to come down and meet Audrey II in person at the end of each show and get their pictures taken inside the puppet which was great fun for everyone. Thank you to the team for taking on this beast of show and slaying it.

In March our season took a turn. The Covid-19 pandemic hit Toronto and Scarborough Village Theatre was closed. Our third production, **Cabaret**, was set to be a very new take on the show. Unfortunately the production had to be rescheduled to a later date as a result of the theatre closure. Having watched the auditions/callbacks and some rehearsals for this show - to say this is heartbreaking, is an understatement. We are hopeful that we will still get to see this team's version in the future! Many thanks to all who were involved.

**SMTY: Broadway Stories** the SMTY cabaret was also set to run in May but was also postponed. We are hopeful that we will still get to present it at a future date.

As you can imagine the board has done a lot of rejigging and planning in light of the pandemic including changes to our upcoming season slate, membership perks, subscription ticketing as well as working with the Theatre Scarborough board to plan for a safe theatre reopening. I will be talking us through this in more detail later this evening.

I would like to give a shout out to the Theatre Scarborough Box Office Team lead by Managers, Rhoda Silzer and Wendy Miller who reached out to each customer (over 1,000) to help them with options for rescheduled and cancelled performances from this season. Thank you to the team for taking on this monumental task. An amazing feat and we thank you!!

The coronavirus pandemic hasn't been all bad and we've seen some members creating in new and exciting ways.

Our SMTY facilitators Amanda Sinclair and Elizabeth Van Wyck have been coming up with innovative ways to keep our youth members engaged online including the wonderful show that premiered last night on Youtube and other great initiatives which they will tell you about a bit later. Thanks ladies!

Member Robyn Hughes hosted a series of online dance classes for SMters, and a Monday Night Play Reading has taken place almost every Monday since mid-March, James Quigley and Eddy Isenberg have been hosting online and outdoor concerts and piano lounge nights, Isla Parekh is hosting online Ukulele tutorials and a number of our members like Wendy Miller have turned to creating fun and funky face masks.

You can't keep creative people down!

At SMT planning will continue for our 60th anniversary which takes place during the 2021-2022 season. At this time, we are uncertain as to what the season can look like but rest assured there will be a celebration!

This season the board took the opportunity provided by a lull in shows and began the process of modernizing some of SMT's policies and systems to make working with SMT safe during the pandemic and much simpler and transparent going forward.

The Board continues to plan so we will be ready when theatres can open again and to continue to find interesting ways to engage our members and patrons until that happens.

Thank you!

Dot: Questions? ...none

### **Strategic Plan: (Dot)**

SMT 5 Year Strategy Status (Dot)

Dot: History S56 we engaged to make long term strategy with four pillars, highly engaged membership etc.. With Covid we were derailed and not moving as far forward as we hoped. Not developed operational .

A group of board members participated in ArtsVest. This moves us forward on sponsorship in the Financial Stability pillar.

During next season the Board should revisit the plan in the context of Covid for relevancy and priority.

Questions? ...none.

### **Show 1 – Into the Woods (Gary Prudence, Exec Producer)**

Into the Woods, Sondheim, complicated plot and music. This was my first impression of this musical when I played the part of Cinderella's father some years ago.

The director chosen for this show was Marion Abbott. She was selected with a different vision of the show. The roaring twenties against the background of art deco.

Auditions brought out over 130 people. At the auditions everyone was told that the show might be done without body mics and that it was necessary to project to the back of the theatre. Once the cast was selected, Marion took the time to meet each person one on one to discuss their character. Shortly after rehearsals started Marion had to be the rehearsal pianist. With one eye on the piano and another on the cast, Marion dictated notes to her assistant so she could follow up with the cast. Impressive multi-tasking. Further evidence was at the theatre during a dress rehearsal. Marion had invited friends to sit in each section in the auditorium. Marion played in the loft along with the orchestra. Her friends sent her feedback during the entire rehearsal and she was able to give notes immediately. Definite dedication to the project.

The other half of the team was Carol Wells, our choreographer, who offered the same dedication as Marion. With no real dancing in the show Carol infused movement into the characters especially in the sections where the entire cast moved around the stage together.

Bill Corcoran, set designer, created a set that I spent many hours painting.

Sidnei Auler, sound designer, created wonderful sound effects and put sound to the orchestra.

(please note this an omission but would like to add to my report)

Carolyn Carr, lighting designer, made the stage light up and Wendy Miller, stage manager, kept things going.

(End of omission)

Finally Todd Davies, first time producer for SMT, put a lot of time, energy and effort into this production and his presentation is in the AGM report.

So I would like to thank everyone involved in this production. Congratulations on it's success.

Dot: shows pictures from the production., and ActCo awards noms.

## **Show 2 – Little Shop of Horrors (Rob Lachance)**

It all started with a total eclipse of the sun!

Our show was like that little plant. It grew and grew into something strong and fearsome. Thanks to a kick ass cast and a stellar artistic and production team, **Little Shop of Horrors** delighted its audience at each performance.

Kudos go to the artistic staff, the two Mikes and Judy. Having never worked together before, they coalesced quickly and developed a common artistic vision for the show which carried them all the way through to closing.

Selecting the cast was a challenge, with so many extremely talented performers auditioning. In the end, we assembled a very strong cast. Each actor creating a distinct and nuanced character - some more than one - which gave the audience plenty to look for and appreciate.

The creative team (Pascal, Heather, David and Emma) created a magical environment on which our play could unfold. At each performance, a big Ohhh! of delight from the audience greeted the sight of the rotating stage. Special thanks must go to the puppet team: Mark Tingle, Bill Corcoran, Gayle Cook and a number of cast members who devoted countless hours in creating Audrey II, and the many, many others who volunteered to help create tentacles and leaves. Without them, Little Shop of Horrors would not have had its star performer. David Buffam and Emma Hyslop cannot go unmentioned. They designed a lighting and sound environment that was AS crucial to the show's success as any of the performers as on stage.

Finally, the professionalism and dedication of the stage management and running crew (Jayda, Lesley, Sandy, and Janet) ensured that the show ran smoothly and efficiently.

A very heartfelt Thank You! to everyone involved in making **Little Shop of Horrors** come to life. Without each and every one of you, the magic would never have come to life.

And on a personal note, I would like to extend a special thanks to Dot, my co-producer who made this experience such joyful one and to Jan who is now ready to take on the production of a show on her own.

Dot: ACTCo..awards and noms review.

## **Show 3 – Cabaret (Sheri Kowalski)**

Sheri: No prepared speech. For the team and cast we had a strong group to pull off the amazing vision of the creative team. Put off for the not too distant future. We hope that cast and crew will be able to return. Fingers crossed for the future.

Dot: Thank you Sheri!

**\*\*7:30PM\*\***

### **3. SMT S58 ANNUAL REPORT PORTFOLIOS & WORK PACKAGES**

#### **Overview Projects & Work Packages (Dot)**

Dot:  
The board has a number of portfolios that manage all of work that has to be done over the course of a season. We are currently in the process of reviewing and refining the portfolios and hopefully this work will continue into the next season. The following are reports from our current Portfolios and their work packages.

#### **Production & Tech Support, 51 Estate Dr. (Mark Tingle)**

Mark: The Unit is still there! Cabaret set still there. We cleaned out Elspeth room for sound equipment. Trying to maintain cleanliness in the back area. CCP donated a lot of tools and Ed and Carol Wells donated tools. We have well stocked tools.  
Rhoda: Thank you Mark for stepping up and keeping an eye on the place. Without your support I couldn't have managed the unit venue. Thank you. Ready when we start again. Bruce fixed a few maintenance things.  
Dot: on behalf of board and members, thanks to the team. Any questions? None.

#### **Production & Tech Support Props (Dot)**

Dot: Sue and Andy unavailable tonight but reading their notes:  
During Season-58, the Props Team handled two requests for props – however, the second request was cancelled due to the COVID-19 lockdown in March.  
We did begin a major purge of items in the Props Loft, but – again due to the COVID-19 lockdown – paused mid-purge. We also declined to accept any donations of new props.  
We hope to resume the clean-up of the Props Loft in the fall. We will also update the **Props Catalogue** that is located on the shelf beside the front window of the Estate.  
Please call the Props Managers, if you have any questions regarding Props availability. You can find their contact information in all newsletters.  
Stay Safe and Sound of Music Blessings to You All

#### **Youth Programs, SMTY other (Amanda)**

Amanda: went extremely well 40 members approx.. Out of the Woods, and Into the Woods Jr. both shows went extremely well. First time to do a school show. Very pleased with it. Christmas Sing along Cabaret some kids participate. We provided some youth for SP for Miracle on 34<sup>th</sup>, 8 got to be in the show, perform. Nominated for a Thea Spring Cabaret postponed due to Covid. Legally Blonde Jr. not happening in the fall. Looking at things that will acocmp

This would have been our 5<sup>th</sup> year at SMTY. Looking forward to keeping it going. Thank you all. Questions? None.

Dot: Thank you Amanda.

### **Youth Programs, Camps** (Elizabeth VanWyck)

E: last summer (2019) camps full and overfull, great volunteers and facilitators all in the report. Very successful. Had to cancel March Break 2020 for Covid two days before start and many signed up for summer with a waiting list but unable to run it. We realized that it would be too challenging to do social distancing and no guest artists. I won't speak to next summer but we do want to keep kids and families engaged. With help from Dot and Bill we did panels but not a lot of interest. Families and youth were just overwhelmed with other things. 12 for first one but others we cancelled due to non interest but we will work on it. We also had Thom Allison and that was outstanding. The adults loved it. Outstanding show called "The show must go online" on Youtube. Mike edited. Aliya and Megan directed  
Amanda is so great. Big thanks!! Money raised.

Dot: On behalf of board and members many thanks. Questions? None.

### **Non-Ticket Revenue** (Mark)

Mark: Crazy ideas, Sabrina Hooper dance break 2019, \$1100, James Quiqley \$825, xmas singalong with kids, sold 201 tickets \$2100 raised, how to do socially distanced xmas sing along? Cars in a parking lot. Not giving up yet. We'll continue on maybe the following year. Some sort of musical car rally in late October pending insurance and board approval. If you have ideas please email me. I'm board adjacent.! I work best off board. If you want to do that.

Question: Amanda: Thanks to Mark SMTY Spring Cabaret produced by Mark thank you Mark. With James Quigley.

Mark: happy to do again!

Jennifer Other person?: Could cabaret's be PWYC?

Mark: Yes.

Dot: Defintely excellent idea

Dot: Questions? None.

### **50/50** (Dot)

We have a fantastic crew of regular volunteers who help up fundraise by manning our 50/50 table. The 50/50 Draws during this season were very successful and raised \$4600+ after expenses. Ticket prices were set to encourage larger purchases, and volunteers were coached on how to encourage those larger buys. The 50/50 revenue was an average of \$238 per night; Way to go 50/50 crew!!

### **ArtsVest** (Dot/Lynette)

Dot: This year SMT was fortunate to be accepted into the ArtsVest program. The program designed to build capacity in Canada's cultural sector. ArtsVest provides small to mid-sized arts and culture organizations with resources, expertise, and training in marketing, board governance, and sponsorship - along with matching incentive funds and peer-to-peer networking. Members of SMTs Sponsorship committee (Lynette Hines, Dot Routledge, and Mark Tingle) were able to attend webinars hosted by industry professionals and arrange one-on-one mentoring sessions as well to train us to build our own SMT sponsorship program. Unfortunately, some of the opportunities were cut short this year due to COVID-19 but we were still able to fulfill all the requirements to receive our matching funds. We won't receive these funds until the fall, and they will be

realized in S-2020/21 (where we will need it more). We will be applying for the program for the coming season as well. There is still so much to learn!

Lynette: To help us do better sponsorship. Started back in October 2019. Webinars and mentor sessions we had to attend. Helpful online tools that Dot has on file. Goal to raise sponsorship money and then ArtsVest matches the amount. Before Covid...then Arts Vest said if training is complete they would give 75% of moneys. We have completed it. They have extended it. If we complete a couple of sponsors by end of September we could get a small amount more. There is a peer to peer but collapsed after Covid. Dot and I got good information from mentorship. Growth and sustainability. Donations was good but normally we get a bump in spring from subscribers but that didn't happen. Patrons did donate their tickets back and make SMT donations.

Dot: questions? None.

### **Marketing, Publicity (Mike)**

After Mamma Mia we did well

Cabaret would have been top three ticket sales ever. A shame we will never know. Since Covid not doing much marketing. Just doing a members newsletter and engaging a bit. Audience survey suggests they are ready to come back in equal or greater numbers. Challenges in upcoming seasons is a dearth of reviewers. Looking for regular theatre bloggers. Please pass that info on to me. Looking for new ideas for promotion. More hands needed on social media. Megan McDowell did a great school arts marketing project. She used our logins and posted things very helpful.

Question?

Dot: None.

### **Human Resources, Volunteers (Dot)**

First of all a big thank you to Ramona Salloum who came onboard as our Front of House Coordinator this season taking over from Sheri Kowalski. Very big shoes to fill and she did a wonderful job! Thank you Ramona Ramona was backed up by the 100 plus Volunteers who helped take care of our audiences during this past season! Even though we had a shortened season, they did a lot of work helping us through the runs of **Into the Woods** and **Little Shop of Horrors**, plus performances of Out of the Woods/Into The Woods Jr, and the Christmas Cabaret.

Our volunteers did an amazing job of selling tickets, handing out programs, ushering, guarding the stage, selling 50:50 tickets, selling refreshments, and helping patrons at the information and hearing assist table. They created an adaptable and supportive environment and generated an extremely welcoming and comfortable atmosphere for our patrons.

We also had a slew of volunteers who helped us with set building, puppet building, who helped our designers with set up and tear down, and so many other tasks!

Gary Prudence took on the task of creating a volunteer database and tracking how much time and where our volunteers are putting their time in. We hope this will be a valuable resource going forward.

Thank you to Gary and everyone who volunteered and helped to make the 2019-2020 season as successful as it could possibly be.

Dot: Questions? None.

### **Box Office , Covid (Rhoda)**

Rhoda: Started off smoothly. Challenges filling shifts. Always in need of box office personnel and need volunteers. Can work from home or theatre. 2020-2021 brochure went out in February we had received 500 orders by the time Covid hid. Wendy and I luckily procrastinated a bit and we got hit with Covid. We initially talked to patrons to encourage them to allow money to be put to future shows. Some chose refund but many chose to defer. But now with it going on, we have people asking for refunds now. Second Wave of refunds. Lynette has to write cheques for this. More than 1000 people who had tickets who couldn't use. Wendy, Gary Britt, Theresa...we call them all over two months. It gave us something to do. Patrons appreciated the contact. Lots of seniors. 2 min to deal with tickets. 10 min to talk! If there are any performances in 2020-2021 the box office will be there for our patrons. Thanks to all especially Wendy.

Dot: Thank you both Rhoda and Wendy and the team. Hearty thanks you! Questions? None.

### **4. SMT S58 ANNUAL REPORT OTHER AREAS**

8:06 pm

#### **Projects & Challenges (Mark/Dot)**

Mark: Puppets for Little Shop. Bill and I started last June with professional designers. I lost 18 pounds operating the puppets. We spent hours and weekends. Built from scratch. Rich Burdett working together with voice and synchronizing. \$5-6K to build. We already have a group renting them, Drury Lane in Burlington. Starting to recoup costs. Not too many of these puppets around. Thanks to the Board. and especially Bill the designer.

Dot: C - COVID-19 Pandemic environment - This year we had many challenges thrown our way due to the Covid-19 pandemic. We have been making plans and creating scenarios for reopening based on information from city and provincial governments and health authorities. The current restrictions include a maximum 50 person audience and a plexiglass barrier between singers and the audience. Needless to say we were required to make some substantial changes to our current season and plans for our upcoming season. These included:

- Rescheduling of productions this season that could not be performed due to the closure of the theatre (Cabaret, SMTY: Broadway Stories).
- Moving from subscriptions to a single ticket only ticketing model for the foreseeable future to take the stress off and save the sanity of our amazing Box Office Team.
- Cancellation of the SMTY March Break and Summer Camps and also the Teen Intensive which were replaced with an online show, The Show Must Go On, Online Reunions and Zoom chats with professional performers.
- Re-programming our upcoming 2020-2021 season with smaller cast shows that will allow for social distancing on and off stage and have the option of being streamed online. Jan Harvey our show selection chair will update you on that in a few minutes.
- The shows that should have been a part of this upcoming season will be rescheduled to a time when we can again have full houses. We met with the artistic staff members on Zoom to let them know and allow them to ask questions. We also did this with the cast of Cabaret who were mid-rehearsals when they were cancelled.

Working with the Theatre Scarborough Covid Sub-Committee to make plans for a safe return to the theatre creating contact free processes and meeting with the managers of FOH, Box Office and Refreshments and have done surveys with our patrons and volunteers. The committee is planning 3 townhalls in September and October with Volunteers, Patrons and Members to let everyone know what's being planned. For more info we'll see you at the TS AGM tomorrow!

- We anticipate there will be more changes/updates coming as we receive new information from the city and province. We will continue to plan so that our return to live performances will be safe for all involved and fiscally responsible for the company. In the meantime we will use this opportunity to look for new ways to engage our membership, volunteers and patrons that hopefully will continue into the future..
- We welcome any suggestions from the membership or participation in the planning. Please let a board member know if you're interested in joining in the fun!

Dot: Questions? None.

### **Project 2020 (Ed)**

Ed: Scope of this is perfect time to look at what we do and how we do it. Operations of the organizations. Implement best practices. Improve Governance. Best use of Technology.

Best practices. ..we have time now. Goal share information with all members, board, community. Manage change. Major adjustments day to day. Increase engagement of all stakeholders. To get everyone engaged. The organization...more active members to do more of the work of the entire organization. Important now..increasing diversity. Race religion size age physical ability...future of humanity and our organization. Fundamentally incorporate for a better SMT. Improve access to everybody.

Improving corporate governance. I came from a corporate world accountable to shareholders, as directors we have key responsibilities. Quote from Tory's "as directors we ...satisfy themselves that internal controls, systems and policies .." We have a lot of info but we can improve. Planning succession of senior management. Step off a spaceship and have someone be able to replace us. Best use of technology. This meeting today is a fine example. Mike and Dot have done a great tech job tonight. Months in the making. Improving our software tools and transparency through sharing files etc. same time keeping safety through cloud back up. Data is safe. Tiered access so various people can share. Because of Covid quick large changes. Big organizations even able to do it.

Specific: SJ and her team improved our online from drop box to google drive so that info shareable for the board, members and community.

Transferring from RBC to TD because of increased access for exec team. Migrating books to Quick Books. Most challenging: the all task Critical Path and succession planning. Taking everything into one large document that shows what must happen when. On a calendar so it can be passed on to the next person. 300 functions already on the Critical Path.

What are the roles and what do you do in each portfolio? When volunteers want to know we can show them what is required.

Connecting the 51 Estate Unit. Online/Wifi essential. Everyone will have access.

Questions:

Jennifer: Devils Advocate: what measures are you using to protect personal data.

Dot: we do not share contact lists. Membership list in arts people.

SJ: No contact lists on google drive. Arts people holds list. Happy to discuss the levels of security on that!

Dot: Does that address it for you?

Jennifer: Thanks that's good.

Dot: **Onboarding new Production teams** – Over the years, SMT has worked hard to document our policies, practices and guidelines, and share these with incoming production teams so that they are aware of SMT best practices. In the past 3 years we have instituted a mandatory artistic staff orientation to walk everyone through the documents and any changes to existing protocols and give them an opportunity to ask questions and to network with the other teams. Late this season we met with some HR mentors obtained through Artsvest who did a preliminary review of our existing onboarding process. We were encouraged to hear that they felt what we were “ticking all the boxes”, and we will be examining some of their suggestions for making the process even better. Another Covid opportunity!

8:28pm

**Jerry: Theatre Scarborough Relationship (Jerry Chadwick)**

Please to join you as President of TS. If you are a member of SMT, you are a member of TS. Started at Playhouse 66. TS manages the theatre, works with the city. Many of the board of TS are with us tonight and are often with us at various board meetings. Much of what I will say has been touched on by others. Off to a great start but all changed March 13 when all city facilities closed

SP in mid show for Pride Prej...set still in the theatre. All other shows were cancelled. Red Plaid shirt. Players Government inspector. Stil don't know when we'll be able to be in the theatre. We just don't know and it changes daily. TS has been responsible to pay our lease to the city for the theatre which we have no access. We have a covid 19 committee with reps from all organization.. expanding outreach and accessibility plans. All shelved due to covid and emerging issues. Important work will resume awhen new normal. I thank TS and SMT for all their...shout out to Kterhine Turner incoming president. Thanks to box office for hundreds of call...personal contacts. Treatin gthem as people who needed to talk not just patrons. Shout out to mike scott. David Buffam our theatre coordinator. Tomorrow at 7pm via zoom TS AGM new board of directors to be elected. Looking for people with a passion for community theatre. Share your criticisms. Register for tomorrow.

Dot: Question? None.

8:34PM

**\*\*8:00\*\***

## **5. SMT S58 FINANCIAL REPORT**

Highlights (Lynette)

Lynette: I encourage clarity. Running behind. keeping it focussed.

Income/Expenses S58 versus S57 (Lynette)

P.22 of annual report. I like to sort this for us. To help us understand.

We started with ITW, and LSH would not be highest numbers but both did very well and delivered above predictions. We knew Cabaret would do well and might add shows. But life happens. Production teams brought in shows on very lean budgets. Board decided that pay for puppet would cost. Mark and his team did amazing due diligence about what costs would be. Expense was approved upfront. In the end they delivered only 5% over budget given that we'd never done it before. It was an artistic success. We are losing \$15K this

season. Due to cancellation of Cabaret. That looks like a stable number. We paused some expenses like cleaning and phone while we are non-operational. We can see that Cabaret has \$9K in sunk costs contributing to our losses. If we remount cabaret we may have to start from scratch. Close to \$7K in Cabaret ticket sales were converted to donations by Rhoda's team.

Balance Sheet S58 versus S57 (Lynette)

P. Year over Year comparison. Ticket sales are way down due to cancellation of what would have been highest seller. In comparison to highest ever

Unit rent up substantially because we renegotiation lease they had been holding it very low. We priced our unit against similar and it really just went up to meet market rates. When lease comes up we will reexamine more cost effective

Hit on 50/50 money due to covid.

Covid Conversion was proactive fundraising. We may do another ask to members.

Realized that youth member July 1 we recognized the youth revenue in summer. We haven't captured this year but last year. So next year it will be crippling not to capture this summer due to Covid cancellation. This SMTY money is critical to financial stability.

Question?

Karen: Any type of reprieve on rent in the unit because not being used?

Lynette: good questions. There are a number of Covid programs. Ed approach our landlord for rent relief applying for 3 months not yet 5 but we are still in process. We will see that financially next year. 50% off gross rent is what it would save us. SMT is eligible for Covid Emerg \$40K loan that has to be paid back Dec 31 2022. If you pay back 30K by that time you get \$10K. when it came out in April we were not eligible but by round three we were so we will hear in Sept. We are still paying theatre rent to the city but are in negotiations with the city. Going to council in September. One of the few groups in the GTA still paying for theatre rent.

Karen: Do we have money to pay it?

Lynette: Excellent segue. Balance sheet. Liquid assets down from last year. We didn't receive subscription funds. Last year we moved money into GICs we may need to collapse that to pay for monthly expenses. \$7K/month. Prepaid expenses right now...not quite liquid and it's locked up in royalties for 4 shows. We've applied to get 3 of those shows paid back hopefully by fall. Cabaret and Legally Blonde not socially distanced so not needing those rights.

Deferred revenue 10K is Cabaret patrons deciding to leave the money with us for tickets to show whenever it gets back up. Shaw festival felt patrons leaving money as deferment shows that patrons will come back. We look forward to applying that to shows they come to in future.

Karen in answer to your question \$161K in Retained Earnings is to carry us through if we do nothing that's what we're drawing from.

Appendices (Lynette)

Donors, Volunteers, Members (see slides)

Youth members participate but don't vote. 29 new members shows health. Good metric good job.

Dot: Questions? None

#### 6. APPROVAL OF THE S58 ANNUAL REPORT

Motion to approve the S58 Annual Report as presented.

Moved by Jerry Chadwick. Seconded by Bill Corcoran

Dot: Discussion or corrections? Mike any?

Mike: none.

Dot: please put up poll

\*\*Motion Carried.

Dot: Annual Report accepted for this year.

8:53pm

#### 7. S57 Hogg, Shain & Scheck Notice to Reader (as attached)

Motion to approve the S57 Hogg, Shain & Scheck financials as circulated.

Moved by Lynette Hines. Seconded by Rhoda Silzer.

Dot: Discussion? None? Mike poll

\*Motion Carried.

\*\*8:30\*\*

#### 8. Approval of the S59 Accounting Firm

Dot: Motion to appoint Hogg, Shain & Scheck Professional Corporation as the accounting firm to provide SMT's S59 (Season 2020-2021) "Notice to Reader".

Moved by Lynette Hines. Seconded by Duane White.

Dot: Discussion? None Mike: none. Dot: please poll

Mike: vote approved

\*Motion Carried

Dot: Motion approved. Thank you

#### 9. COVID SHOW SELECTION 8:40pm

8:55pm Covid Show Selection (Jan Harvey)

Jan: normally the part of the meeting you look forward to. Board gave us framework for Covid Season (read out framework)

We narrowed it down to three shows.

Songs for a new world 2 men or 2 women. Reasons for selection: minimum interaction to rehearse. Has streaming rights available so it could be stream. Uplifting about choices and minimum set and dancing. Popular composer with younger audiences most likely to return to in person

I do I do 2010 revival. A marriage. 7 Tony's. About life, love & marriage. Great story and music. Appeal to older audience later in season when comfortable returning. Light sets. Has streaming rights if only possible choice.

Thanks to committee of 14 people from all areas. Lots of learning experience and a joy to do.

Dot: questions?

?Karen? : How does one get on the committee?

Jan: It was in newsletter and open to anybody.

Dot: Question? None. Thank you to Jan and committee.

## 10. SMT MEMBERSHIP

Update on modified SMT member benefits for Year 2020-2021 (Dot)

Dot: As a result of COVID restricted audience capacities, the SMT Board has suspended all ticket perks for the 2020/2021 season including:

- ▶ Free member tickets;
- ▶ Production comp tickets;
- ▶ Volunteer comp tickets;
- ▶ Half price member opening night tickets;
- ▶ Half price orchestra tickets;
- ▶ Free Rush tickets for members will likely not be available due to small house sizes.

This decision wasn't an easy one but maximizing our revenue potential for the foreseeable future is of the utmost importance.

Questions? None.

Gary: SMT board has extended paid members to Aug 2021. Essentially one year paid for two years. Anyone wishing to become a member now, could pay \$15single \$25family.

Motion to approve reduced membership fees to \$15 single \$25 Family.

regarding Y20-21 Membership fees

Moved by Gary Prudence. Seconded by ?

Rob Lachance: are you saying current members runs an extra year and new will only pay \$15?

Dot: that is correct.

Karen: I just paid!

Dot: We will talk offline .

- Motion carried.

Announcing new SMT Life Members (Gary)

Jill McMillan (and and and. GARY to provide SJ)

They paid up life members to fill in the gaps. Congrats.

## 11. Presentation of Annual Awards

The Randy Leslie Award (Jan)

Thrilled to give this award to Dot our president...in this very challenging years, LSH and rights and many others and she has guided us through tough times.

The Ed Rancier Award (Jan)

Jan: The honoree should be someone who has made SMT contribution over the course of the year. So this year, in spite of the challenge Amanda and Elizabeth.

Dot: thank you and we will be presenting an award at TS tomorrow also.

\*\*9:05\*\*

## 12. S59 BUDGET MODEL (AS ATTACHED)

Preliminary overview of financial challenges and goals for next season (Lynette)

Lynette: in previous years we presented a clear forecast but we don't know what's happening Exec Director of Shaw recommended we all plan plan plan. I present two scenarios. The board did discuss let's just shut down for 2020. We would be seeing an \$83K loss. We decided not to shut down. We want to look to open and keep patron and member engagement even with risk. A lot of numbers based on past years. Open categories we're not spending anything. Dot as our royalty lead to get an understanding of how reduced rights will be with 50-75 people in audience. We selected low number of actors because it reduces costs in mics, costumes. Also small orchestras. Bottom line of either scenario. 20% scenario of 50max. run 3 shows. 75K loss. Don't run November 66\$K loss. 75 person shows 58K loss, or 56K loss. A lot of assumptions are made here. Normally we

would have a baseline but this is a very very unique season. Once its decided which show to go with we'll get accurate rights and projections. Complexity of budget.

Not necessary to get member approval but I welcome questions.

Rob Lachance:?: show selection criteria including streaming. Are we charging for streaming?

Dot: MTI rights holder we most likely use, with another company has an online platform where they do ticketing and it's where the audience goes to stream live or taped or specific dates or on demand. All would be hosted by rights holder

Rob: in the rights scenarios are in person?

Lynette: all in person scenarios but I'm ready to adjust to streaming.

Rob: Thank you.

Mike: Question from Jennifer

Jennifer: Streaming a pre record but not live? Not like twitch live?

Dot: correct.

Lynette: I want to emphasize. Normally would include complimentary tickets but these scenarios assume all tickets are paid. It's not too unreasonable based on TS survey

Carol: combination of what Jan presented and Lynette projection. Lynette shows three slots. Between SMT and other slots for theatre? Rotation of groups?

Jan: we don't know that

Dot: We're trying to keep similar slots STG has a show ready. But we wont stream a show against that. Right now we have only two picked looking to see what will happen next.

Carol: third show is magically in person that is magically Cabaret.

Dot: sure. I think this year is less of season but more a series of shows we present as situation allows.

Lynette: lower right shows total losses if we don't get November. If we dodn't get February etc.

Carol: you wouldn't stream concurrently with another theatre company in TS.

Dot: exactly so we're not over lapping.

Mike: Rob Lachance.

Rob: With smaller houses do we do more shows per title?

Dot: not likely because of rent costs and people have lives...8 shows is a lot

Lynette: also fixed cost of musicians.

Amanda: follow up to Rob question. Elizabeth and I like to keep SMTY dates open on other nights as well. Our shows tend to sell out. We could do 4 performances instead of 2.

Dot: Questions? Mike: Jennifer

Jennifer: given streaming option. Can we increase audience?

Dot: absolutely.

Jennifer: more dates?

Dot: absolutely

Mike: also opens up to outside Toronto area

Dot: Questions for Lynette on the budget? None.

### 13. FEEDBACK FROM MEMBERS

Additional questions and feedback (Dot)

Opens the floor.

Mike: Jennie Guard?

Jennie: Possible streaming. Would you poll audience to decide if audience wants the show? We poll?

Dot: We could survey. We have been holding off on second survey but that would be a great followup.

Jennie: I'm a member of other groups. But none have checked with audience if they wanted.

Dot: We will put suggestion forward to next board

Mike: Jamie Higgins next

Jamie: 4 annual awards on agenda? Only 2 presented

Dot: When agenda made we didn't know which would be presented. Excellent question. Only 2.

????: New normal, putting down on paper job descriptions. Is there opportunity for job shadowing? Directors or board? (assistant manager)

Dot: yes! Always opportunities to shadow please connect with next board. always available.

Mike: Ndola

Ndola: Streaming or in house with the two shows?

Dot: Both are possible

Ndola: extreme TBD! Dot: laughs. Yes!

Heather Hyslop: thank the board and everyone involved. This format tonight is amazing. Kudos to all!

Dot: Thank you on behalf of all

Mike: Rhoda

Rhoda: regarding polling audience. We consider two large groups of people our patrons and our actors and those who like to perform. And our actors haven't had that opportunity to perform. If we can get patrons to come or tune in it is fabulous but also great for our performers. And thank you Heather

Dot: Thanks Rhoda!

Mike: Elizabeth

Elizabeth: I neglected to mention that Lynette is an unnamed producer in all the youth programs and she did a lot of work with parents who need refunds and she's come to programming when I needed two adults. Thank you Lynette! Ditto to the whole board.

Mike: Carol

Carol: Probably a "we don't know" answer yet. What can you tell us about hiring info?

Dot: the board has decided to reach out to somebody to form a team. We'll do an abridged process beyond that. Once we know what's happening info about hiring will go out.

Carol: is this something that can be shared...with shows that are shelved is there some hope that shows cancelled will be remounted with the original teams/

Dot: anyone hired will be given first right of refusal when we can have full houses

Mike: Lynette

Lynette: to add for Carol. We have trouble making ends meet at 80% ticket sales. In covid season we won't be able to afford honorariums but we are trying to be here and survive covid. Not that we don't value people's time.

Carol: I was hoping that was part of plan

Mike: Laura Wild

Laura: Does non honorarium apply to musicians?

Lynette: No. we wouldn't be able to get them but we can invite them to donate fees back. It's in the budget that they will be paid.

Jennifer: In terms of musicians, limited ability ends meet. Not fair not to pay.

Dot: We agree.

Mike: No one else on speakers list.

Dot: Thank you that was an excellent question period.

#### 14. THEATRE SCARBOROUGH AGM

Dot: Katherine Turner

Reminder to register and attend, elections and candidates (Katherine)

Katherine Turner: unexpected member of SMT, president of SP and as a mem of TS board so we afford membership across group. [WWW.theatrescarborough](http://WWW.theatrescarborough) and register for tomorrow night's AGM. Important to attend. All nomination were in Aug 19 midnight. List of candidates is on the website. We will talk about how we manage the city and theatre on your behalf. No dinner but please be there at 7pm

Questions? Mike: None

Dot: It's on my zoom account if anyone wants to come and socialize half hour before start. Moving on to elections.

**\*\*9:30\*\***

#### 15. ELECTIONS FOR THE SMT S59 BOARD OF DIRECTORS

Voting (Mike Scott)

Mike: my favourite thing to do because I enjoy being board adjacent. Nominations from the floor. And then someone needs to close nominations.

Voting on current position each time. Person has to be here to be nominated from floor. You can nominate yourself for the position. Busy season ahead.

First position is for President. Dot Routledge.

Jerry: Move to close nominations. Seconded:

Mike: She has been approved.

Much love.

Mike: one person will to stand for Vice president: Rhoda Silzer.

Move to close nominations:

Move by Eddy. Seconded by Jan.

Motion carried.

Treasurer one name. Lynette

Moved to close nominations.

Moved by Heather Hyslop, Seconded by Karen Direkze

Motion Carried.

Secretary one name: Sarah Jane Flynn

Moved to close nominations

Moved by Eddy, Seconded by Heather Hyslop

Motion Carried.

Mike: 8 names willing to stand for

Kathleen McDowell

Mia VanWyck Smart

Kristie Paille

Bill Corcoran

Jan Harvey

Duane White

Gary Prudence

Eddy Isenberg

Move to close nominations

Moved by Karen, Seconded by Amanda

Mike: congrats to the 8 of you and good luck

Mike: We have three new members at large so we invite you to speak

Kathleen: I'm Kathleen. Involved in Anne of Green Gables, my daughter Megan involved. I was due to produce Legally Blonde jr. excited to be on board.

Kristie: Hi I'm mostly a patron with SMT but member of East Side Players that went down but as someone who is younger in a dying art I want to be part of the future

Mia: Elizabeth's daughter, involved and representing teens and youth.

Dot: Welcome aboard Mia.

Mike: interest of brevity we move on.

## 16. CLOSING ACTIVITIES

Confirm Action Items (Dot)

Dot: Suggestion to next board audiologists that we have installed a state of art hearing assist.  
Suggestion to poll audience about streaming. SJ?

SJ: Also that we support job shadowing and mention it in our communications.

Dot: Yes thank you.

Quick Confirm Next AGM, Tuesday August 24, 2021 (Dot)

Dot: Thank you to all of you for attending tonight's AGM and letting your voices be heard. There are a number of people I would like to acknowledge. I'll be quick! Thank you to Mike Scott for acting as Meeting Moderator and to all our speakers. Thank you to Jan Harvey for creating the PowerPoint presentation used during tonight's meeting. Thank you to all the teams that have been working to get SMT pandemic performance ready. Thank you to all our volunteers who participated this year, without whom we would not be able to function. Thank you to the outgoing President Theatre Scarborough, Jerry Chadwick for all his work and dedication to the TS Board. Thanks to the cast, crew and creative teams of the shows we produced this year and had hoped to produce. Thank you to those members who have reached out with ideas to help us plan. Thank you to the outgoing 2019/2020 Board of Directors for their work and dedication during this season and to those who are continuing on and joining the board for this upcoming season. Thank you for allowing me to participate this year as your President.

Adjourn Meeting (Dot)

Thank you and adjourned. 9:53PM