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President's Annual Report

We have much to celebrate - lots of new faces around the theatre, people passionate about bringing live theatre to the Shuswap, wide support from the community, a healthy financial report, three successful mainstage productions as well as a Christmas play with many sold out audiences, a successful Theatre on The Edge, and increased rentals.

Specific reasons to celebrate include:

- Paying off the mortgage
- The purchase of a Big Steel Box to improve scene storage capacity
- A redesigned website
- 35 years in the current building
- An improved data base for volunteers
- New, safer stairs to the loft above the Green Room
- New insulated windows in the scene shop
- Successful fundraisers with a garage sale and Name That Tune
- More efficient lighting
- New Sage accounting programme

A big thanks to the directors, producers, cast and crew who worked so hard to bring *Bedtime Stories*, *Welfarewell*, *Rapunzel* and *I Had A Job I Liked Once* to the stage. To make this happen takes many committed people. For instance, *Rapunzel*, the Christmas play, had 57 people actively involved. Also thanks to the audiences who supported and enjoyed the plays. And thanks to the Artistic committee who chose excellent plays for 2015/2016

It is exciting to see the new venture, *Theatre on the Edge*, in its' second year, being so successful with bigger crowds in 2016. The festival allows people in the Shuswap to see drama groups from Kamloops, Kelowna, Vernon, and Vancouver as well as Salmon Arm.

Shuswap Theatre enjoys a wide range of support from the community. As well as the 29 businesses and individuals who sponsored shows throughout the season, several groups gave additional funds to help the theatre in many ways, including a study for the needs of youth, and an upgrade to the theatre lighting. SASCU donated \$800, Royal Bank, through their employees' volunteer and community support programmes \$2,500,

the City of Salmon Arm, through the Shuswap Community Foundation \$1,650, the Pratt-Johnson Private Giving fund \$500 and The Shuswap Community Foundation \$2,500.

After several years of not receiving any gaming funds, \$2,480 was received for a multicultural gaming grant to sponsor Sansei: the Storyteller, a drama about the internment of the Japanese in the 40s.

Thanks to the members of the Board who made decisions about what needed to be done and planned for the future as well as working hard on various projects and committees. It has been a pleasure to work with people who have such passion and are so committed to Shuswap Theatre being successful. We thank Althea Mongerson for her many years as a dedicated Board member. She has decided to step down from the Board, but will continue to be actively involved.

We celebrate the endless number of volunteers who give generously of their time and talents to make Shuswap Theatre the vibrant place that it is.

Respectfully submitted
Joyce Henderson

Special Report from Your Board of Directors

September, 2016

The President's Annual Report has outlined the particular accomplishments of the Board for the past year. This report is an opportunity for us, your board members, to reflect on the changes and accomplishments of the last several years – a balcony view of where we have been and where we are going.

Just three short years ago, Shuswap Theatre was in survival mode as we had been for years. We were never sure whether we would end the year in the black and sometimes didn't. We were reluctant to produce riskier plays that were not comedies or musicals because each one had to make enough money to pay its share to keep the building open. We pinched our pennies and spent as little as possible as long as what we had was "good enough."

Today Shuswap Theatre is thriving, artistically successful and financially sound with a growing savings account. There are many new and talented people involved and our profile in the community is much more positive and welcoming. We're selling more tickets and spinning off more projects and programs.

It is time to take a backward look at what has happened so we can learn from our successes (and our mistakes) and keep moving forward into the future. Though we cannot be sure what all the factors are in our new found success, we believe some of the changes have resulted from policies and practices that your board has intentionally pursued for longer than three years. We invite your own comments and reflections about what has (or has not) been accomplished.

Grants

For some time now the board has been more disciplined about applying for whatever grants are available from various sources including the City, the Community Foundation and service clubs. We have developed lists of improvements we would like to make and more aggressively sought support for those. This has allowed us to make the building safer and more energy efficient as well as enhancing our technical capabilities.

From a Poverty Mentality to a Continuous Improvement Mentality

In our leaner times we learned to make do with what we had as long as it was "good enough." The Board has intentionally tried to shift this culture to one of taking more risks and continuously improving our capabilities. So, for example, we have upgraded the capabilities of our sound system, not only to allow more ambitious sound effects for our productions, but to increase the usefulness of our building for live performances, making our facility more attractive for rentals. We are in the process of installing the Auris Loop

system for patrons who are hearing challenged. We have ordered a new Lighting board which will significantly enhance our capabilities.

Volunteer Development

We used to receive feedback from the community that Shuswap Theatre was seen as a “closed shop,” that the same people got all the parts and that newcomers were not really welcome. While we didn’t see ourselves that way, we needed to take seriously the fact that a significant number of people saw us that way. Perceptions are facts to the people who hold them and so we need to take them seriously.

The Volunteer Questionnaire and Database was created to try to give people a way in as well as to help us find the people with the interests and skills that we need to mount excellent productions. In the early years the questionnaire process had mixed results due to less than adequate follow-up. Today we have a team of two who ensure that everyone who completes the questionnaire gets a follow-up phone call and we have tried as much as possible to make sure that everyone has a chance to contribute in some way as soon as possible.

Today, we have many newcomers involved and they are mostly reporting that they feel welcome, supported and valued. Many have quickly become core members.

Increased Training Opportunities

Another area of focus taken on by the Artistic Committee, has been increasing the number of workshops and mentorships we provide to members, to our Theatre BC zone, and to the general public. *Theatre 101* has become an invaluable annual introduction to all that goes into a production. It has resulted in numerous new people volunteering. Other workshops for Directors, Actors, Stage Managers, etc. have added capabilities to the company. New people have been mentored as Producers and Directors.

Performance Schedule

Three years ago we changed our performance schedule so that our ten performances were spread over three weekends. This appears to have also increased our ticket sales as there is more time for media coverage and word of mouth to get the word out. We changed Thrifty Tuesday to “Pay What You Can Thursdays” and the average admission paid actually rose while excluding no one on the basis of inability to pay.

Online Ticket Sales

Two years ago we made the decision to offer online ticket sales to our patrons using the Vendini ticketing system. There was a great deal of trepidation about this decision because the service is fairly expensive, particularly in terms of the need for computers, scanners, ticket printers and other equipment. There were growing pains for us and for

our patrons as we learned the new system. In spite of the costs we believe that the system has far more than paid for itself and has given us a more professional profile in the community. We have also been able to offer gift cards and other services to our patrons. Ticket income has never been higher.

Care for the Building

For a number of years we were reluctant to put money into maintenance and improvement of our building and technical equipment because we were looking forward to being part of a new Performing Arts Centre. As that dream seemed to recede into the future we made the decision to continue to invest in our building on the assumption we were going to be here for some time.

As a result of this decision we have made the building more energy efficient and enhanced our technical capabilities. Some of these improvements will be portable should we move to a new building. The building also looks cleaner and more cared for due to an annual spring cleaning day involving dozens of volunteers. A redesign is planned for the entrance and lobby area and we are looking for ways to provide more modern, comfortable seating.

Board Retreats

We believe that the role of the board is not just to manage our operations. It is to look into the future, to anticipate changes in the community, and to give values based leadership to the organization. There have been bumps and challenges along the way and there is not always a consensus on the changes that have been undertaken. However, we believe that the results speak for themselves.

These positive changes are not all a result of the Board's work, of course. An important reason for our success is the countless hours of dedicated work by all of our volunteers, casts and crews who have had a commitment to excellence and professionalism in our theatre offerings. We are grateful to the many people who continue to contribute to our success.

Submitted by your Board of Directors

Joyce Henderson (President)
Kathy Moore (Vice President)
Bea Kirkwood-Hackett (Secretary)
Sherry Bowlby (Treasurer)
John Coulson
Althea Mongerson
Marcus Smith
Glenda Marchand
Kim MacMillan

Board Candidates for 2016-17

Glenda Marchand

I am happy to be involved with Shuswap Theatre and have been on the Board for three years now and feel that after three years I have learned a lot and have brought some new ideas to the Board. I have supported and been involved with the Vendini ticketing system. I feel that the online ticketing system has definitely helped with an increase in our ticket sales and is certainly a convenience for our members. I am looking forward to 2016/2017 and our new adventures with Shuswap Theatre.

Joyce Henderson

During my past four years on the Board, three as president, I have gained valuable experience in being a member and a leader within the Shuswap Theatre family. There have been challenges, successes, moments of fun and excitement, and lots of newly formed friendships. I would like to continue as a Board member as I believe that I have made positive contributions during my time on the Board. The theatre is financially stable, is seen as an integral part of the Shuswap cultural community, provides excellent live entertainment, has a strong and talented membership, and has a commitment to providing opportunities for members to strengthen their skills. I would like to continue to be in a leadership role in this vibrant theatre community.

Kim MacMillan

I have been a member of Shuswap Theatre for 38 years though not active all of that time. Since my retirement in 2008, I have been heavily involved in the Board work as well as Acting, Directing, and Sound. Besides my passion for the art of theatre (and a belief that it is important), I bring to the Board my professional background in training, consulting and facilitating organizations, mainly in the non-profit sector. I have an MA in the Applied Behavioural Sciences which means that I know what a healthy, effective organization looks like and have tools to help it be those things. All my life I have been a seeker of change, not for its own sake, but because I can always envision a better or more

effective way of operating. I believe I have made a contribution to shifting the culture of Shuswap Theatre from one that operates with a “poverty mentality” to one that assumes abundance and seeks constant improvement. With other board members, we have also changed the public perception of the theatre as a “closed shop” to one that is open and welcoming, resulting in many new, talented and committed members. These changes have resulted in a more dynamic and financially sound organization.

Bea Kirkwood-Hackett

I have been involved in community theatre since the early 1980’s and am a charter member of Asparagus Theatre in Armstrong. Theatre excites me and I am interested in improving my skills. I hope I am an asset to the Board of Shuswap Theatre and would like to continue working with them.

Kathy Moore

This past year on the Board of the Shuswap Theatre has been an exciting and educational one. I have enjoyed all aspects of the experience. I would like to stay on for another year. My skills continue to be my ability to organize, proven by the five productions I have done so far for the theatre. I also have many years of business and non-profit experience. I have tons of people experience and am very adaptable.

Marcus Smith

I hope to serve the membership of Shuswap Theatre for a fourth term. I have been a member of Shuswap Theatre for over a decade and my roles have been quite varied. I have been involved in acting, directing, lighting design/operation, sound design/operation, script editing, music writing, set design/construction and video mapping/design. I currently serve as Shuswap Theatre’s Sound Technician and Lead Sound Designer. I have made many upgrades to our theatre sound equipment and live sound capabilities with an aim to increase rental revenues and increase our visibility as a viable live music venue. I look forward to continuing to represent the membership on our Board of Directors.

Sherry Bowlby

My 30 years of employment life were spent as Executive Director for non profit organizations, where I supervised a staff of up to 50 people within various programs, and managed annual budgets of up to a million dollars.

My experience as a member of non-profit boards has spanned a thirty-five year period, including treasurer with the White Lake Recreation Society, member of the Carlin School PTA, founding member of Shuswap Family Resource Centre, Salmon Arm Branch of the CMHA, and Shuswap Independent Living Assoc. I have also served as treasurer of Shuswap Theatre, and I have held positions on various boards as a member, treasurer and chairman.

My experience within Shuswap Theatre has spanned most of its history; I have participated as audience, set construction, set decor, stage manager and in front of house.

I am interested in seeing our community theatre prosper in both a financial and artistic sense.

Hamilton McClymont

Hammy has worked in arts and entertainment management and consulting for four decades. His senior management assignments have included guiding the Wisconsin State Fair (99-05), revitalizing the Pacific National Exhibition annual fair (92-95), implementing the highly successful entertainment program at EXPO 86 (83-86), and leading the rescue of the Vancouver Opera from the brink of financial collapse (78-82). He also managed Neptune Theatre, Toronto Arts Productions (theatre, music and public affairs at the St Lawrence Centre), Canadian Stage (Toronto), DanceArts Vancouver, and served as the first finance officer for the Canada Council's Music Section. He has worked as a consultant in BC, Alberta, Nova Scotia, California and Wisconsin.

Hammy has retired to the Shuswap and is happy to be involved in Shuswap Theatre.

Treasurer's Report 2015-2016

Once again we have ended the year with a healthy bank balance, meaning we can look to the future with the assurance that we can continue to improve our facility by upgrading equipment and expanding the live shows we can offer to the community.

It is worth noting, however, that without the support from the community in the form of grants and donations, we would be breaking even financially. Our productions pay for themselves and the building operations, but we would not be able to continue the upgrades without the support we receive from both our membership and the community at large.

Thank you for your generous, and enthusiastic support.

Respectfully submitted,

Sherry Bowlby
Treasurer



Shuswap Theatre Society

Comparative Income Statement

	Actual 01/07/2014 to 30/06/2015	Actual 01/07/2015 to 30/06/2016	Percent
REVENUE			
Administrative Revenue			
Charitable Donations	2,655.00	1,550.00	71.29
General Donations	224.36	3,699.55	-93.94
Total Donation Revenue	2,879.36	5,249.55	-45.15
Community Grants	10,800.00	5,150.00	109.71
Total Grant Revenue	10,800.00	5,150.00	109.71
Interest Revenue	113.44	585.76	-80.63
Memberships	1,650.00	1,288.00	28.11
Total Membership Revenue	1,650.00	1,288.00	28.11
Total Administrative Revenue	15,442.80	12,273.31	25.82
Operations Revenue			
Costume/Prop Rentals	445.00	168.00	164.88
Facility Rentals	3,411.00	1,265.00	169.64
Stage Production Rentals	425.00	3,485.00	-87.80
Total Rental Revenue	4,281.00	4,918.00	-12.95
Bar Sales	2,036.95	2,909.07	-29.98
Concession Sales	3,653.75	2,661.05	37.30
Event Sales	6,763.36	2,351.43	187.63
Workshop Revenue	0.00	2,305.00	-100.00
Fundraising Revenue	0.00	3,298.15	-100.00
Total Sales Revenue	12,454.06	13,524.70	-7.92
Total Operations Revenue	16,735.06	18,442.70	-9.26
Production Revenue			
Production Ticket Sales	49,312.00	53,558.93	-7.93
Season Ticket Sales	4,260.00	4,410.00	-3.40
Total Ticket Sales	53,572.00	57,968.93	-7.58
Programme Advertising Sales	755.00	1,805.00	-58.17
Sponsorship Advertising Sales	4,295.00	3,900.00	10.13
Total Advertising Sales	5,050.00	5,705.00	-11.48
Total Production Revenue	58,622.00	63,673.93	-7.93
Miscellaneous Revenue			
Misc. Admin Revenue	8.97	0.00	0.00
Misc. Operations Revenue	360.06	243.95	47.60
Misc. Production Revenue	0.00	0.00	0.00
Total Misc. Revenue	369.03	243.95	51.27
TOTAL REVENUE	91,168.89	94,633.89	-3.66
EXPENSE			
Financial Statement Expenses			
Depreciation Expense	10,871.54	8,171.22	33.05
Total Financial Statement Exp...	10,871.54	8,171.22	33.05
Direct Production Expenses			
Backstage Refreshments	688.75	1,143.39	-39.76
Costumes	1,150.29	793.90	44.89
Rental Expense	80.00	200.00	-60.00
Hair/Makeup	286.98	310.15	-7.47
Lighting/Sound	485.49	246.29	97.12
Royalty / Rights	4,455.93	3,700.53	20.41
Props	1,055.59	727.80	45.04
Scripts	38.62	665.46	-94.37
Set Construction	1,963.73	2,375.27	-17.33

Shuswap Theatre Society

Comparative Income Statement

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	Actual 01/07/2014 to 30/06/2015	Actual 01/07/2015 to 30/06/2016	Percent
Set Decor	1,123.20	1,013.71	10.80
Revenue Share	0.00	5,826.48	-100.00
Total Direct Production Expen...	11,328.58	17,022.98	-33.45
Fees & Licenses			
Gov't Fees & Licences	399.70	35.00	1,042.00
Ticket Agent Fees Expense	720.00	1,545.06	-53.40
Ticket Service Fees	4,052.59	4,378.85	-7.45
Website Fees	107.63	697.00	-84.56
Credit Card Processing Fees	0.00	978.40	-100.00
Total Fees & Licenses Expense	5,279.92	7,634.31	-30.84
Financing Expenses			
Bank Charges	0.00	5.01	-100.00
Transaction Service Fees	154.80	0.00	0.00
Total Financing Expenses	154.80	5.01	2,989.82
Cast and Crew Development			
Workshops	0.00	2,520.59	-100.00
Total Cast and Crew Developm...	0.00	2,520.59	-100.00
General Service Expenses			
Security Services	303.75	394.63	-23.03
Cleaning Services	1,170.31	1,853.00	-36.84
Contractor Services	1,117.25	0.00	0.00
Courier/Freight	156.92	0.00	0.00
Garbage Service	484.89	722.50	-32.89
Photocopying Service	16.02	140.00	-88.56
Stationery Services	0.60	1.65	-63.64
Repair Services	191.94	285.38	-32.74
Inspection Services	419.58	153.75	172.90
Snow Removal Service	285.00	285.00	0.00
Total General Services	4,146.26	3,835.91	8.09
General Supplies Expense			
In-House Photocopies	412.71	707.61	-41.68
Cleaning Supplies	358.07	272.72	31.30
Costume/Prop Room Supplies	73.45	263.37	-72.11
Food/Beverage Serving Supplies	131.15	157.38	-16.67
Food/Beverage Stock	1,218.27	1,289.90	-5.55
Bar Liquor Stock	721.94	1,682.26	-57.09
Theatre/Office Equipment	44.79	199.68	-77.57
Postage	73.59	38.70	90.16
Stationery Supplies	381.61	646.75	-41.00
Storage Supplies	0.00	387.29	-100.00
Furniture & Fixtures	603.32	307.55	96.17
Ticket Stock	235.64	0.00	0.00
Kitchen/Washroom Sundry Suppl...	100.04	89.27	12.06
Stage Management Supplies	0.00	240.96	-100.00
Fundraising Expense	0.00	1,198.66	-100.00
Total General Supplies Expense	4,354.58	7,482.10	-41.80
Insurance Expense			
Commercial Insurance	3,415.00	3,646.00	-6.34
Other Insurance	0.00	250.00	-100.00
Total Insurance Expense	3,415.00	3,896.00	-12.35
Lease/Rental Expense			
Equipment/Tool Rentals	356.16	0.00	0.00
Facility Rental	0.00	40.00	-100.00

Shuswap Theatre Society

Comparative Income Statement

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	Actual 01/07/2014 to 30/06/2015	Actual 01/07/2015 to 30/06/2016	Percent
Equipment Leases	1,749.00	0.00	0.00
Photocopier Lease	0.00	2,136.96	-100.00
Total Lease/Rental Expense	2,105.16	2,176.96	-3.30
Maintenance Supplies Expense			
Electrical Supplies	525.68	135.61	287.64
General Repair Supplies	163.24	660.36	-75.28
Paint Supplies	1,093.19	414.99	163.43
Small Maintenance Tools/ Equip...	62.88	0.00	0.00
Total Maintenance Supplies	1,844.99	1,210.96	52.36
Membership & Dues Expenses			
Business Dues	444.69	0.00	0.00
Community Memberships	35.00	125.20	-72.04
Industry Dues	0.00	489.38	-100.00
Total Membership & Dues Exp...	479.69	614.58	-21.95
Professional Service Expenses			
Accounting & Legal	1,310.00	1,501.13	-12.73
Consulting Services	400.00	500.00	-20.00
Personal Service Contracts	750.00	2,300.00	-67.39
Printing & Design Services	652.50	0.00	0.00
Website Services	0.00	615.00	-100.00
Total Professional Services	3,112.50	4,916.13	-36.69
Promotional Expenses			
Season Brochures (allocation)	175.50	125.21	40.16
Catering	780.24	748.27	4.27
Donations	100.00	837.00	-88.05
Foyer Display	159.68	233.02	-31.47
Gifts & Acknowledgements	0.00	103.26	-100.00
Meals/Entertainment Expense	38.72	13.65	183.66
Media Advertising	4,502.41	4,621.54	-2.58
Misc. Promotional Expense	416.92	1,847.92	-77.44
Novelties/Decorations Expense	19.26	5.87	228.11
Photography	94.00	50.00	88.00
Posters (season allocation)	456.92	1,183.27	-61.38
Programmes (allocation)	514.10	1,301.51	-60.50
Travel Expense	450.00	329.93	36.39
Total Promotions Expense	7,707.75	11,400.45	-32.39
Utilities & Tax Expenses			
Heat - Gas	1,440.79	1,427.90	0.90
Hydro	5,183.31	5,309.17	-2.37
Telephone/Internet	1,590.60	1,682.90	-5.48
Water/Sewer	284.86	359.72	-20.81
Frontage Tax	203.00	203.00	0.00
Total Utilities and Tax Expense	8,702.56	8,982.69	-3.12
Miscellaneous Expenses			
Misc. Admin Expenses	1,000.00	221.89	350.67
Misc. Operations Expense	426.16	285.60	49.22
Misc. Production Expense	1,786.00	1,310.89	36.24
Total Miscellaneous Expenses	3,212.16	1,818.38	76.65
TOTAL EXPENSE	66,715.49	81,688.27	-18.33
NET INCOME	24,453.40	12,945.62	88.89

Shuswap Theatre Society

Comparative Balance Sheet

	As at 30/06/2015	As at 30/06/2016
ASSET		
Current Assets		
SASCU - Chequing	16,370.20	25,085.67
SASCU - Savings	11.38	25,708.07
SASCU - Patronage	15.87	45.04
SASCU - Shares	168.04	171.44
SASCU-Term #1	25,143.50	0.00
Total Bank	41,708.99	51,010.22
Petty Cash Funds	100.00	100.00
Cash Floats	700.00	700.00
Total Cash on Hand	800.00	800.00
GST Receivable	1,209.62	460.78
Total Receivables	1,209.62	460.78
Total Current Assets	43,718.61	52,271.00
Capital Assets		
Land	50,000.00	50,000.00
Building	97,663.76	97,663.76
Building Depreciation	-65,753.73	-67,349.23
Net Building	31,910.03	30,314.53
Electrical - Wiring & Lighting	27,073.48	29,450.06
Electrical Depreciation	-19,690.11	-21,642.10
Net Electrical Hardwiring	7,383.37	7,807.96
Sound System	10,892.61	10,892.61
Sound System Depreciation	-7,739.50	-8,370.12
Net Sound System	3,153.11	2,522.49
Renovations	111,408.10	113,786.09
Renovations Depreciation	-73,902.99	-75,737.70
Net Renovations	37,505.11	38,048.39
Equipment	42,274.71	43,037.87
Equipment Depreciation	-38,044.45	-38,966.82
Net Equipment	4,230.26	4,071.05
Furniture & Fixtures	59,806.74	59,806.74
Furniture & Fixtures Depreciation	-55,378.91	-56,264.48
Net Furniture & Fixtures	4,427.83	3,542.26
Costumes & Props	8,169.84	8,169.84
Costume & Props Depreciation	-6,940.93	-7,555.39
Net Costumes & Props	1,228.91	614.45
Computer Hardware	2,656.76	2,656.76
Computer Hardware Depreciation	-1,435.44	-1,801.84
Net Computer Hardware	1,221.32	854.92
Computer Software	1,232.41	1,232.41
Computer Software Depreciation	-924.31	-1,232.41
Net Computer Software	308.10	0.00
Big Steel Box	0.00	4,380.00
Big Steel Box Depreciation	0.00	-657.00
Net Big Steel Box	0.00	3,723.00
Total Capital Assets	141,368.04	141,499.05
TOTAL ASSET	185,086.65	193,770.05
LIABILITY		
Current Liabilities		
Accounts Payable	0.00	0.00
Total Current Liabilities	0.00	0.00
Long Term Liabilities		
Mortgage Payable	2,666.72	0.00
Total Long Term Liabilities	2,666.72	0.00

Shuswap Theatre Society

Comparative Balance Sheet

	As at 30/06/2015	As at 30/06/2016
TOTAL LIABILITY	<u>2,666.72</u>	<u>0.00</u>
EQUITY		
Retained Earnings		
Retained Earning - Previous Year	157,966.53	182,419.93
Current Earnings	<u>24,453.40</u>	<u>11,350.12</u>
Total Retained Earnings	<u>182,419.93</u>	<u>193,770.05</u>
TOTAL EQUITY	<u>182,419.93</u>	<u>193,770.05</u>
LIABILITIES AND EQUITY	<u><u>185,086.65</u></u>	<u><u>193,770.05</u></u>

2015-16 Productions

	Bedtime Stories	Welfarewell	I Had A Job	Rapunzel	Improv	Festival
Income						
Ticket sales	\$14,974	\$14,412	\$ 9,127	\$8,889	\$365	\$500
sponsors	1,100	1,200	1,200	110		
ads	565	565	565	400		
total	<u>\$16,639</u>	<u>\$16,177</u>	<u>\$10,892</u>	<u>\$9,399</u>	<u>\$365</u>	<u>\$500</u>
Expenses						
production expenses						
advertising	\$1,831	\$3,131	\$2,996	\$2,339		
	1,210	1,039	903	674		
misc	712	933	868	956	23	2,261
total	<u>\$3,753</u>	<u>\$5,103</u>	<u>\$4,767</u>	<u>\$3,969</u>	<u>\$23</u>	<u>\$2,261</u>
Net	\$12,886	\$11,074	\$ 6,125	\$5,429	\$342	(\$2,261)

Miscellaneous costs include rentals, posters and programmes.

SHUSWAP THEATRE SOCIETY

Budget for 2016-17

	Actual 2015-16	Budget 2016-17	NOTES
ADMINISTRATIVE REVENUE			
Donation Revenue			
Charitable Donations	1,550.00	1,400.00	
General Donations	3,699.55	3,600.00	
Total Donation Revenue	5,249.55	5,000.00	
Misc. Admin Revenue			
Community Grants	5,150.00	5,000.00	
Interest Revenue	585.76	500.00	
Memberships	1,288.00	1,400.00	
Total Misc. Admin Revenue	7,023.76	6,900.00	
TOTAL ADMINISTRATIVE REVENUE	\$12,273.31	\$11,900.00	
OPERATIONS REVENUE			
Rental Revenue			
Costume/Prop Rentals	168.00	200.00	
Facility Rentals	1,265.00	1,300.00	
Stage Production Rentals	3,485.00	3,500.00	
Total Stage Production Revenue	4,918.00	5,000.00	
Sales Revenue			
Bar Sales	2,909.07	1,800.00	
Concession Sales	2,661.05	2,500.00	
Event Sales	2,351.43	2,300.00	
Workshop Revenue	2,305.00	2,000.00	
Fundraising Revenue	3,298.15	3,000.00	
Total Sales Revenue	13,524.70	11,600.00	
TOTAL OPERATIONS REVENUE	\$18,442.70	\$16,600.00	
PRODUCTION REVENUE			
Ticket Sales			
Production Ticket Sales	53,558.93	55,000.00	
Season Ticket Sales	4,410.00	5,000.00	
Total Ticket Sales	57,968.93	60,000.00	
Advertising Sales			
Programme Advertising Sales	1,805.00	1,800.00	
Sponsorship Advertising Sales	3,900.00	3,900.00	
Total Advertising Sales	5,705.00	5,700.00	
TOTAL PRODUCTION REVENUE	\$63,673.93	\$65,700.00	
TOTAL REVENUE	\$94,389.94	\$99,200.00	
EXPENSES			
Financial Statement Expenses			
Depreciation Expense	8,171.22	9,000.00	
Total Financial Statement Expenses	8,171.22	9,000.00	
Direct Production Expenses			
Backstage Refresh	1,143.39	1,200.00	
Costumes	793.90	900.00	
Rental Ex	200.00	200.00	
Hair/Make-up	310.15	350.00	
Light & Sound	246.29	300.00	
Royalties/Rights	3,700.53	8,000.00	High production costs for Mary Poppins

	Actual 2015-16	Budget 2016-17	NOTES
Props	727.80	800.00	
Scripts	685.46	700.00	
Set Const.	2,375.27	2,500.00	
Set Décor	1,013.71	1,200.00	
Revenue Share	5,826.48	6,000.00	
Total Direct Production Expenses	17,022.98	22,150.00	
Fees & Licences			
Gov't Fees & Licenses	35.00	35.00	
Ticket Agent Fees	1,545.06	1,800.00	
Ticket Service Fees	4,378.85	4,000.00	
Webite	697.00	700.00	
Credit Card Processing	978.40	1,000.00	
Total Fees & Licences	7,634.31	7,535.00	
Bank Charges	5.01	5.00	
Transaction Service Fees	0.00	0.00	
Total Financing Expenses	5.01	5.00	
Cast & Crew Development			
Workshops	2,520.59	3,000.00	
Total Cast & Crew Development	2,520.59	3,000.00	
General Service Expenses			
Security Services	394.63	400.00	
Cleaning Services	1,853.00	2,400.00	
Garbage	722.50	725.00	
Photocopy	140.00	140.00	
Stationery	1.65	165.00	
Repairs	285.38	300.00	
Inspection	153.75	150.00	
Snow Removal	285.00	300.00	
Total General Services Expenses	3,835.91	4,580.00	
General Supplies Expenses			
In-house photocopies	707.61	700.00	
Cleaning Supplies	272.72	300.00	
Costume Prop Room	263.37	250.00	
Food & Beverage Serving	157.38	150.00	
Food Beverage Stock	1,289.90	1,300.00	
Bar Liquor Stock	1,682.26	1,600.00	
Theatre Office Equip	199.68	200.00	
Postage	38.70	50.00	
Stationery Supplie	646.75	650.00	
Storage Supplies	387.29	300.00	
Furniture	307.55	300.00	
Kitchen/Washroom	89.27	100.00	
Stage Mgnt	240.96	200.00	
Fundraising	1,198.66	1,200.00	
Total General Supplies Expenses	7,482.10	7,300.00	
Insurance Expenses			
Commerical	3,646.00	3,646.00	
Other Insurance	250.00	0.00	
Total Insurance Expenses	3,896.00	3,646.00	
Lease/Rental Expenses			
Equipment/Tool Rentals	0.00	0.00	
Facility Rental	40.00	0.00	
Photocopy Lease	2,136.00	2,136.00	
Total Lease/Rental Expenses	2,176.00	2,136.00	

	Actual 2015-16	Budget 2016-17	NOTES
Maintenance/Supplies Expense			
Electrical	135.61	135.00	
General Repari	660.36	660.00	
Paint	414.99	800.00	
Total Maintenance/Supplies Expense	1,210.96	1,595.00	
Membership/Dues Expenses			
Community Member	125.20	125.00	
Industry Dues	489.38	500.00	
Total Memerbsp/Dues Expenses	614.58	625.00	
Professional Services Expenses			
Accounting/Legal	1,501.13	1,500.00	
Consulting	500.00	500.00	
Personal Service Contracts	2,300.00	4,000.00	Some TOTE positions will be paid more.
Website	615.00	600.00	
Professional Services Expenses	4,916.13	6,600.00	
Promotional Expenses			
Season Brochures	125.21	150.00	
Catering	748.27	750.00	
Donations	837.00	100.00	Difference due to donation to Fort Mac fire
Foyer Display	233.02	200.00	
Gifts & Acknowledgements	103.26	100.00	
Meals/Entertainment	13.65	0.00	
Media Advertising	4,621.54	4,600.00	
Misc. Promotiional	1,847.92	1,800.00	
Novelties/Decorations	5.87	0.00	
Photography	50.00	50.00	
Posters (season allocation)	1,183.27	1,200.00	
Programmes (allocation)	1,301.51	1,200.00	
Travel Expense	329.93	0.00	
Total Promotional Expenses	11,400.45	10,150.00	
Utilites/Tax Expenses			
Heat/Gas	1,427.90	1,500.00	
Hydro	5,309.17	5,200.00	
Telephone/Internet	1,682.90	1,600.00	
Water/Sewer	359.72	350.00	
Frontage Tax	203.00	200.00	
Total Utilities/Tax Expenses	8,982.69	8,850.00	
Misc. Expenses			
Misc. Admin Expense	221.89	0.00	
Misc. Operations Expense	285.60	0.00	
Misc. Production Expense	1,310.39	0.00	
Total Misc. Expenses	1,817.88	0.00	
TOTAL EXPENSES	\$81,686.81	\$87,172.00	
TOTAL INCOME/EXPENSES	\$12,703.13	\$12,028.00	

Artistic Committee Report – 2015-2016 Season

The Artistic Committee for this past year included Julia Body, James Bowlby and Paul Kirkwood-Hackett. Paul resigned in May.

The committee was pleased with the quality of productions and by the number of registrations for the workshops. The workshops were geared to improve the training and skills of our company.

The Directing workshop by Kevin Bennett was centred on exercises/games directors could use to bring the best from actors. It also allowed 12 directors and 24 actors to participate.

The voice workshop by Brad Gibson took a philosophical/physiological approach. The majority of participants expressed the need for a follow-up workshop by Brad. Both instructors left workshop notes for actors and directors to use. These should be put on our website for participants to access if they don't have them. They should also be a resource for our members..

The calendar for the year was:

Bedtime Stories by Norm Foster, October 16-31, 2015, Director Paul Kirkwood-Hackett

Rapunzel: A Tangled Tale by Peter Zednik, December 4 - 6, 11- 13, 2015.
Director Julia Body.

Welfarewell by Cat Delaney, February 19 - March 5, 2016 Director\ Evelyn Birch

I had a job I liked. Once. by Guy Vanderhaeghe, April 29 - May, 2016, Directed by Marcus Smith.

Other Events: Open House September 19

Theatre 101

Play reading - October 24

Directing Workshop November 6-7 by Kevin Bennett

Voice Workshop - January 23-24 by Brad Gibson

Much of our work this past year was focussed on creating the upcoming season. We look forward to the wide selection of productions we have set for 2016-2017. It should be a great part in celebrating our 40th year. As well our celebration will be augmented by having the Okanagan Zone of Theatre BC Festival here.

Respectfully submitted,
Julia Body and James Bowlby

Laughing Gas Improv Annual Report, September 2016

The last season has been one of great transition for the Laughing Gas Improv Troupe. Three members have decided to move on from the troupe, while three other members have been tied up with other things.

Nedine Scott & I began working with new people to rebuild the improv group. Seven people joined the troupe since January, learning the basics of Improv and getting comfortable on stage. At this point I'm not sure when we will have a committed, performing Troupe, but that is our goal.

Hopefully with the Workshop coming Oct 1st, we'll get more community members involved.

Our current membership consists of Rod & Jackie Schumaker, Jesse Shipmaker, Joyce Bradley, Mona Broad, Howard Vangool, Nedine Scott, Randy Brogden, Beverly Pickard and Rich Daniels.

Submitted by Rich Daniels

Lighting Technician Annual Report

Everything went well with lighting this past year. Equipment was well maintained. I am in the process of doing a big cleaning of the lamps.

Exciting news that the theatre is purchasing an Express 48-96 which will improve our lighting capacity. In the past we have been limited with the number of dimmers available to light productions. This situation will be greatly improved with the new lighting board.

Jean Angers
Lighting technician

Membership Annual Report 2016

Here are some comparisons with the membership on August 15, 2015:

Number of Members by Category

Category	2016	2015
Individual	138	96
Family	(6)	28
Youth	5	7
Life	14	12
Business or Non-profit	9	8
Associates (other organizations)	7	7
Honorary Life Members	11	12
GRAND TOTAL	184	170

In 2016 there are 6 in the “Family” category but all members of the family have been included in the “Individual” category.

Number of Individual Members by Age

Age	2016	2015
0 - 17	14	20
18 - 29	10	9
30 - 39	7	6
40 - 49	23	21
50 - 59	27	21
60 +	73	67
Not Provided	13	10
GRAND TOTAL	167	154

This Grand Total does not include Business, Non-profit or Associate members.

Business or Non-profit Members Aug. 27, 2016

- Salmon Arm Actors Studio
(James Bowlby)
- Sweet Pea Sewing (Karen Huyter)
- Fin de Fiesta (Lia Granger)
- Shuswap Kids Arts
(Michelle Atkins)
- Shuswap Society for the Arts and
Culture (Jake Jacobson)
- Lean Ground Music Ltd.
(Sean McCann)
- Seal Skull Hamme (Alton Gowan)
- Yonderton Productions (William
Gaw)
- Voice of the Shuswap
(Jeanette Clement)

Associate Members

- Asparagus Theatre
- Kamloops Players
- OZone, Theatre BC
- Powerhouse Theatre
- Revelstoke Theatre
- Shuswap Arts Council
- Theatre Kelowna

Honorary Life Members

- Phil and Lesley Gibbs
- Sandra Heal
- Jake Jacobson
- Glory Kinoshta
- Anne Marsh
- Ralph Owens
- Lyle and Jane Petch
- James Bowlby
- Cilla Budda

Submitted by Patrick Benson
Membership Secretary
August 27, 2016

Publicity Report 2015/2016

We continued to receive excellent newsprint coverage from all of our local papers in the 2015/2016 season, both with in depth articles and photo spreads. In late August we also garnered a spot on CBC's morning show, Daybreak South in regards to the auditions for Mary Poppins.

Facebook continues to be a large portion of our publicity. The social media site allows us to directly engage with our community at no extra cost. The Shuswap Theatre page has 911 total likes and posts like the Casting of Mary Poppins post have the potential to reach over 2,000.

You may have noticed some changes over on the website, not only has the design been updated but it is also now mobile compatible! This allows our patrons to view the website with ease from their phone or tablet. This work was done by Ryan Anderson from Perimeter Design.

Due to its large time commitment the Theatre on the Edge Festival has a different publicity structure then the rest of the theatre season, with Jaci Metivier heading that up that department. This works very well and we will continue to do it next year.

A big thank you goes out to Michelle Weisinger from the Publicity team. After 2 years of helping us out in the Print Advertising department she is resigning her position.

As Shuswap Theatre grows we are always looking for new ways to reach and engage audiences if anyone has any questions/comments/suggestions please feel free to contact Althea Mongerson (Publicity Team Leader) by email at: intwinedfibrearts@gmail.com.

Scene Shop Report 2015-16

The 2015 – 16 theatre season was an exciting time. “Bedtime Stories” introduced exciting set design challenges to the theatre. “Welfarewell”, “Rapunzel” and “I Had a Job I Liked – Once” all made great use of the materials available from the scene shop and introduced new people to the theatre and various ways to volunteer, including set construction.

The addition of the Big Steel Box has made storing some building materials a lot easier. Risers are kept intact, and flats are stored there until needed, or dismantled and the materials used to good effect when needed. The Big Steel Box allowed doors and other materials that were originally stored above the green room and foyer to be removed to make room for more costumes and props upstairs. A big thank you to Bill Laird for donating the space to park it.

Speaking of stairs, there is now an excellent set of stairs leading up to the space above the green room and foyer that is safe, safe, safe.

The set for the upcoming production of “Mary Poppins” required the stage extension to be put on. I am happy to say that all the materials/parts of the stage extension were stored safely in the scene shop and in the Big Steel Box, and only took a morning to assemble, instead of rebuilding every piece of it. Previous experience is obviously paying off.

The large majority of old batteries and old power tools have been recycled and new ones purchased for the scene shop. A heavy torque set of Makita impact driver and drill driver have been purchased and used well over the last year. The old jig saw gave up the ghost before “Welfarewell”, and has been replaced by a new Makita jigsaw which has seen its share of work since then. The table saw is experiencing some small problems that experienced individuals may have solutions for. Please contact me if you would like to take a look at it. A new set of pliers has been bought for the scene shop as well.

I am still recycling and re-using the screws for the sets, as well as whatever lumber, plywood, skins, and other items that survive the play and the frustrations of teardown after a run.

One thing that is getting out of hand in the scene shop is the paint cans. There does not seem to be any room, or not enough room, in the paint cupboard to hold all the paint we have at the theatre. There are also a number of breakable props (lamps) from previous shows (Welfarewell) that are still taking up space in the scene shop and need to be removed. Speaking of lamps, there are a couple of light fixtures from recent renovations in the scene shop, as well as a couple of sinks,

which desperately need to go somewhere else. And no, that does not mean the Big Steel Box.

Changes and additions in the scene shop over the last couple of years have improved the quality of work that we can do at the theatre, and the ease with which we can do it. I am referring to the royal “we”, all those involved with the scene shop in it’s various capacities. I still look forward to coming to the theatre and using the scene shop to help build sets for Shuswap Theatre.

If you have questions, please ask me at the meeting or email me at randy07b@shaw.ca .

Seniors Theatre Annual Report for 2015-16

SPLATT (Seniors Playing at Theatre) held 26 sessions in Salmon Arm from Oct 2015-Apr 2016. Astrid Varnes took over as volunteer facilitator from Peter Blacklock. A big thanks to Peter for creating a strong, structured group. A separate, self-directed group met in Blind Bay, and they operated independently from the group in Salmon Arm.

This season, there was a core group of about 20 seniors who attended the weekly Tuesday morning drop-in sessions. While many seniors had attended in past years, there were also a handful of welcome newcomers. Attendance varied between 12 and 16 participants per session. Participants each contributed \$2 per session to cover the heating costs of the building.

SPLATT's goal remained the same as past years: to provide a space for seniors to come together and play, using the medium of theatre. In doing so, participants would challenge themselves physically and cognitively, build trust and community, stretch their imaginations and comfort zones, and express themselves creatively.

Each session followed a similar structure. Over the two hours, we played a variety of theatre warm-ups and games to wake up our bodies and brains, told or wrote stories, did exercises that focused on characterization or improvisation, prepared and shared scripted scenes, and/or invent our own scenes based on inspirational source material such as poems, objects or pictures. As always, the goal of each session was not performance, but the process of creating, laughing, and reminiscing together.

In the fall/winter session, the group worked on a larger project that took shape over four consecutive weeks. We shared our "Jasmine project" with a few invited guests. This wasn't a polished performance, but rather a laboratory style experiment that allowed us to quickly create a story and present it theatrically. It was very different from what the group had done in the past, and an interesting experience.

In the spring we began to work with longer, more complex improvisation exercises. Members of the group took turns facilitating different activities. The group developed a very strong bond. At the end of the season, some members of the group

chose to work with Peter Blacklock (and others) to create a show for the TOTE festival in July.

In past years SPLATT had been grant funded. In the 2015-2016 season there was no funding, and Astrid was happy to volunteer as facilitator. The group recognized that in order for SPLATT to be sustainable some funding would be necessary, and so many members of the group wrote letters to the board expressing what seniors theatre meant to them, and their desire to see the group supported with some funding. Nina Dickens made a presentation on behalf of the participants to the Board, and Astrid provided additional information. Unfortunately no funding was procured for the 2016-2017 season. As such, Astrid was unable to continue as the main facilitator. Instead, it was decided that the group would be self-directed. To assist with this, Astrid compiled a book of warm-ups, exercises, and longer activities that participants could browse through in order to get ideas. An electronic copy of this 60 page document was forwarded to Joyce H to be used for the 2016-2017 season.

As in similar years, SPLATT has provided a core group of seniors the opportunity to step beyond their comfort zones in an atmosphere of creativity and trust. Time and again, participants say that the welcoming and supportive nature of the group, the laughter, and the opportunity to think creatively and critically about the issues they face as seniors is what keeps them coming back for more. They recognize how SPLATT contributes to their health and allows them to connect to others in the community. Moreover, participation in SPLATT was key to some members choosing to get involved with the TOTE project, and perform in front of a public audience.

As the facilitator, I observed a growth in confidence, skill, and willingness to share among the participants over the course of the season. It was a delight and a privilege to work with this fine group of people, and a highlight of my week.

Respectfully submitted,
Astrid Varnes

Sound Report, 2015-16

After the upgrades of the last couple years, along with some minor cable acquisitions this year, our audio booth held its own against any and all challenges presented to it.

Unsurprisingly, rentals were up again this year as members of the community realized the potential of Shuswap Theatre, and we were consistently up to the task.

We received a grant to install an Auris Loop system, which is a massive accessibility upgrade for the hearing impaired. Installation should be complete very soon. Patrons with hearing aids need to have their audiologist activate the T-coil or telecoil in order to pick up the signal from the system. I would encourage everyone to check out aurisloops.com to find more information.

Once again this year, Shuswap Theatre was given the distinction of hosting Roots and Blues artists during the Music Crawl. Praise was unanimous, further cementing our place as a top-shelf music venue.

We continue to monitor ongoing and upcoming challenges, and expect to meet and overcome any and all that come our way.

Submitted by Marcus Smith

Theatre on the Edge

Annual Report, September 2016

The second year of July's *Theatre on the Edge* festival was successful, with total ticket sales of 1,011, a 30% increase over 2015. Powerhouse (Vernon), Fred Skeleton (Kelowna), Devon More (Vancouver), Saucy Fops (Kamloops), Seniors' Theatre and Calvin White (Salmon Arm) and Runaway Moon Theatre (Grindrod) provided excellent entertainment through 14 performances over the three days.

The technical crew did an admirable job looking after all the performers needs. They were happier this year as food was provided for their lunches and dinners, not needing to rely on the food vendors.

The Edge Club that served wine and provided music on the patio between the plays added to the ambience of the festival, and had lots of positive feedback.

The Box Office ran more smoothly this year than last, avoiding line-ups of people buying tickets. However, ticket fees were too high at 16% of the total gross box office. This has been identified as an area that needs to be changed before next year's festival.

Financially the festival broke even with generous donations from SASCU, the City of Salmon Arm through the Shuswap Community Foundation and Marionette Winery.

Jaci Metivier,
Festival Co-ordinator and Publicist

Theatre on the Edge 2016				
Shuswap Theatre				
EXPENSES	Final 2015	April 2016	July 17/16	Final 2016
Artistic and Technical Personnel				
Producer/Coordinator	\$1,900	\$2,200	\$2,200	\$2,100
Venue Manager/Stage Manager	\$400	\$600	\$400	\$400
Sound Op		\$600	\$400	\$400
Lighting Op		\$600	\$400	\$400
Technical Assistant		\$600		
Artist/Groups' Share of Box Office - BO gross minus con	\$4,971	\$6,048	\$6,048	\$6,356
Nicole Natrass (play reading) expenses - travel, per diem, fee		\$1,100	\$1,100	\$1,100
Subtotal	\$7,271	\$11,748	\$10,548	\$10,756
Technical and other related costs:				
Venue/Building		\$800	\$800	\$800
Lighting equipment/special effects/visuals		\$300	\$100	\$195
Convenience fees - Vendini, Intwined - BO gross x 10%		\$840	\$840	\$1,482
Subtotal	\$0	\$1,940	\$1,740	\$2,477
Promotional Costs				
Publicist	\$400	\$700	\$700	\$700
Publicity costs - poster design and printing, pamphlets	\$1,218	\$1,300	\$1,300	\$1,500
Other promotional costs - advertising		\$400	\$240	\$240
Merchandise	\$1,060	\$100		
Other related costs (office supplies, mailings etc..)	\$110	\$200	\$200	
Playwrights Guild admin fee, licence		\$150	\$57	\$57
Subtotal	\$2,788	\$2,850	\$2,440	\$2,497
Other costs:				
Concession and Bar costs	983	\$1,200	\$1,200	\$2,228
Crew catering, performer hospitality		\$500	\$400	\$247
Decorations				\$196
Subtotal	983	\$1,700	\$1,600	\$2,671
TOTAL EXPENSES	\$11,042	\$18,238	\$14,728	\$18,401
PRODUCTION REVENUES				
Production Revenues:				
Group Registration fees - 7 x \$220 + \$100	\$1,400	\$1,640	\$1,640	\$1,640
Ticket sales - avg. 60 tickets/show x \$10 x 14 shows	\$6,214	\$8,400	\$8,400	\$9,426
Subtotal	\$7,614	\$10,040	\$10,040	\$11,066
Other revenues				
Program advertising	\$0	\$200		
CCA Playwright's Reading Programme - in kind (grant to artist)		\$1,100	\$1,100	\$1,100
Sponsorship - winery		\$400		\$570
Sponsorship - SASCU	\$1,500	\$1,650	\$500	\$500
City of Salmon Arm grant		\$1,650	\$1,650	\$1,650
Concession and Bar	\$1,356	\$1,800	\$1,800	\$2,243
Merchandise		\$200	\$50	\$90
Individual Donations	\$1,600	\$500	\$200	\$374
Shuswap Theatre - in-kind venue/building		\$800	\$800	\$800
Subtotal	\$4,456	\$8,300	\$6,100	\$7,327
TOTAL REVENUES	\$12,070	\$18,340	\$16,140	\$18,393
TOTAL EXPENSES	\$11,042	\$18,238	\$14,728	\$18,401
Project Surplus/Deficit	\$1,028	\$102	\$1,412	-\$7
		4/22/16		9/2/16

Volunteer Management Report 2015-16

The Volunteer Database continues to be an important resource for Shuswap Theatre. It has been a very helpful way for people to get involved and has helped us fill spots when we don't know who to approach next. Twenty-two people completed the questionnaire during the 2015-16 season, 28 the previous season. A number of those subsequently got involved one way or another.

The Volunteer Management team has two members, Kim MacMillan and Paula Shields. Paula follows up each submission with a welcoming phone call to learn more about their interests and experience. This personal touch has been important for making people feel welcome and trying to get them involved as soon as possible.

The number of people completing the questionnaire has also increased. This success rate has a downside to it in that there may not be opportunities for everyone interested to be involved.

We will be removing some jobs from the questionnaire simply because we rarely need them. For example, often people choose "Dresser" or "Stage Crew" thinking (correctly) that these do not need a lot of experience. However, it is rare that we have someone backstage who is only a dresser or a stage crew. Most are doing other roles, too. In some categories, there are simply more interested people than we can use.

The other complicating factor is that Directors and Producers tend to first seek people they know who have proven expertise. Often they don't even think to ask the Volunteer Coordinator for names of people to call.

The result of all this is that a significant number of people who complete the questionnaire never do receive a call inviting them to do something. There is a need to ensure that people's expectations are realistic. There is also a need to encourage Producers and Directors to involve some new people in each show. This ensures the continual renewal of our company.

For those who complete the questionnaire, some advice:

1. **There is no substitute for showing up.** If you want to become involved the best think you can do is be proactive about it. Hang out. Come to meetings and pot luck suppers. Come to workshops or auditions. After people start to get to know you, they are much more likely to think of you when a need arises.
2. The next best thing to do is **pick up the phone**. Read your Prompter to find out what's coming up. If you see something that interests you, phone or email (phone

is usually best) the listed contact person to register your interest. That already shows that you are a self-starter and gets your foot in the door.

Submitted by Kim MacMillan