

# SHAW GUILD

## 2021 Annual Report

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2021 initially appeared to be a repeat of 2020, with our Volunteer activities remaining on pause, and with only our Gardens Team allowed to provide their services.

National Volunteers' week theme, *The Value of One, The Power of Many*, was demonstrated in our response, when we were able.

Through individual and collective efforts, gardens were transformed, our major Events were hugely successful with high patron ratings, and with significant funds raised.

Later in the year, Greeters and Hosts were asked to perform significant new tasks: checking patrons' vaccination certificates and IDs.

Now on to 2022, celebrating Shaw's 60<sup>th</sup> anniversary and the continued involvement of Volunteers with the Festival.

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[www.shawguild.ca](http://www.shawguild.ca)

## Table of Contents

Agenda .....	3
Minutes of Shaw Guild Annual General Meeting – November 23, 2020 .....	4
Shaw Guild Service Awards for 2021 .....	7
President's Report .....	8
Treasurer's Report .....	10
Reports of Officers and Chairs .....	11
Election of Officers and Chairs .....	21
By-Law Amendments .....	23
Appendix A: Organizational Review .....	26
Appendix B: Shaw Festival Resiliency Fund .....	27
Chartered Professional Accountants' Report .....	29

# Agenda

Shaw Guild Annual General Meeting  
Monday, November 22, 2021  
Virtual Meeting

1. Call to Order
2. Welcome
3. Approval of the AGM Agenda
4. Approval of the Minutes of November 23, 2020
5. President's Report – Alan Walker
6. Treasurer's Report – Joe Allevato
7. Tabling of Reports:
  - a. Vice President – Mary Mizen
  - b. Past-President – Laurie Harley
  - c. Activities Chair – Brenda Weafer
  - d. Communications Chair – Cheryl Morris
  - e. Docent Chair – Arlene Carson
  - f. Fundraising Chair – Mary Mizen
  - g. Greeting Chair – Marg Mather
  - h. Hosting Chair – Greg Fedoryn
  - i. Membership Chair – Susan MacDonald
  - j. MVP Chair - Kim Mustill
  - k. Shaw Gardens Chair – Paddy Parr
8. Approval of Reports
9. Election of Officers and Chairs
10. Introduction of Executive Members
11. By-Law Amendments
12. New Business
13. Motion of Closure

Note: Questions will be entertained at the AGM following the tabling of reports.  
The AGM Reports will be available on the website [www.shawguild.ca](http://www.shawguild.ca)

**MINUTES**  
**Shaw Guild Annual General Meeting**  
**Held at 10:00 a.m. Monday, November 23, 2020**  
**Via Video Conference**

Presenters: Laurie Harley, President and Joe Allevato, Treasurer

Call to Order at 10:03 a.m. Laurie welcomed everyone to the meeting. This was the first time we've held a Shaw Guild AGM online. Laurie reviewed "housekeeping" items including how to vote on motions.

Motion: by Suzanne Hebert "That the agenda, as presented, be approved"  
 Seconded by Susan MacDonald  
 Carried unanimously

Motion: by Joy Lambert "That the minutes of the 2019 Annual General Meeting be approved."  
 Seconded by Paddy Parr  
 Carried unanimously

### **Shaw Guild President's Remarks**

Laurie noted that 2020 was not the year we wanted, but we did achieve some important things:

Staying connected through virtual events, newsletters and e-blasts

We showed support for the Shaw Festival by donating \$10,000 this year.

We implemented new initiatives including town videos, the Ambassador pilot, and A Lot O'NOTL boxes (100 boxes have been sold and will be delivered December 11th). We also initiated the IDEA team to focus on racism and inequity. Laurie noted that the Shaw Board of Directors has also reformed to focus on inequity at the Shaw and Laurie will be a part of that team.

Recently Laurie attended her last Board of Directors meeting at the Shaw, and they passed along their thanks to Guild members. Laurie is now passing the baton to Alan Walker, who will be our new Guild President.

### **Treasurer's Report**

Joe thanked Bridgman & Durksen, the chartered accountants who donated their time and services to preparing our financial statements with a very fast turnaround.

Total expenses and donations in 2020 are down as compared to 2019. Expenses including Membership, Volunteering and Fundraising total \$8,424. Donations in 2020 total

\$10,000 to the Shaw Festival with \$8,000 of this money going to the Artist & Artisan Fund. \$500 of the donation was directed to the Shaw Christmas fund, and \$1,500 to the Boxhill/Doherty Memorial Fund.

Joe outlined additional funds in 2020 that supported the Shaw Festival (\$10,584) and corporate grants received as a result of applications by Shaw Guild members (\$2,615).

Expenses exceeded revenue by \$7,447 and our net assets stand at \$16,301, but Joe feels we are still in good shape going into 2021.

Motion by Arlene Carson "That the compiled financial statements for fiscal year 2020 be adopted as presented."

Seconded by Lois Chapman

Carried unanimously.

### **Executive Committee Reports.**

Laurie thanked Suzanne Hebert for her work in obtaining sponsorships for the garden tour. Most of these sponsors agreed to leave their donation on account with the Guild. Suzanne is stepping down from this role, and we welcome Jane Catcher, who will be leading the Garden Team for 2021.

Gail Kendall also joined this year as Marketing Convenor. Gail will help with marketing the garden tour, but will also be promoting the Guild itself.

Motion: by Mona Babin "That the Reports of the Executive Committee, as tabled, be accepted."

Seconded by Brenda Weafer

Carried unanimously

### **Election of Officers**

Laurie thanked Julian Rance, who will be stepping down from the executive after serving 2 years as Past President. She also welcomed Deborah Williams, who will be joining the executive as Secretary and replacing Mary Mizen who will be serving as Vice-President.

The following Chairs will serve the second year of a 2-year term on the executive: Paddy Parr - Gardens, Arlene Carson - Docents, Susan MacDonald - Membership, Greg Fedoryn - Hosts, Kim Mustill – MVP.

The following Officers are elected to a 2-year term on the executive: Alan Walker - President, Laurie Harley - Past President, Mary Mizen - Vice-President, Joe Allevalo - Treasurer, Deborah Williams - Secretary

The following Chairs will serve a new 2-year term on the executive: Brenda Weafer – Activities, Marg Mather – Greeters, Cheryl Morris – Communications

Motion: by Gwen Laing "That the slate of Executive Committee members, as presented, be approved."

Seconded by Lois Chapman

Carried unanimously.

## By-Law Amendments

Laurie explained that when the Shaw Guild was created in the early 1970s, the terms and conditions for licensing were outlined in the Shaw Festival's by-laws. The Shaw Festival has updated their by-laws in March, 2020 and as a result the Guild also needs to update their by-laws.

Motion: by Lorraine Horton "That the By-Law amendment, relative to Article 1.2, Name of Organization, be approved and subsequently sent to the Board of Directors of the Shaw Festival for adoption."

Seconded by Delf Dodge

Carried unanimously.

Motion: by Kim Mustill "That the By-Law amendment, relative to Article III.1, Relationship to the Shaw Festival, be approved and subsequently sent to the Board of Directors of the Shaw Festival for adoption."

Seconded by Mona Babin

Carried unanimously.

Motion: by Sandy Henderson "That the By-Law amendment, relative to Article IV.3, Membership, be approved and subsequently send to the Board of Directors of the Shaw Festival for adoption."

Seconded by Micki Clemens

Carried unanimously.

Motion: by Suzanne Hebert "That the By-Law amendments, relative to Articles II.2, VII.7, XVI.1 be approved and subsequently sent to the Board of Directors of the Shaw Festival for adoption."

Seconded by Lois Chapman

Carried unanimously.

**New Business:** There was no new business put forward at the meeting.

Motion: by Mary Mizen "That the Shaw Guild 2020 Annual General Meeting be adjourned."

Seconded by Delf Dodge

Carried unanimously.

The meeting ended at 10:34 a.m.

## Shaw Guild Service Awards for 2021

*Presented at the Volunteer Service Recognition Event, November 1, 2021*

### 40 Years

Allan Magnacca

### 20 Years

Suzanne Hebert  
Caroline Kindness  
Janet Tucker  
Rosalie Yaremko

### 10 Years

Susan Dodd  
Grant Hawes  
Susan Hawes  
Gail Paton  
Robert Poitras  
Ingrid Regier  
Brenda Schultz

## Ontario Volunteer Service Awards

### 2020 Recipients

Elaine Evans (10 years)  
John Mather (10 years)  
Glenna Collins (10 years)  
Margie Enns (35 years)

### 2021 Recipients

Joseph Allevato (5 years)  
René Bertschi (5 years)  
Rollice Blake (20 years)  
Laurie Harley (5 years)  
Sheila Hill (25 years)  
Paddy Parr (10 years)

## President's Report

Alan Walker

We may have recorded approximately a quarter of the hours that we normally record, but **I would draw your attention to activities and achievements made during the year.**

Throughout the year we enjoyed a **successful series of Zoom-based Volunteer Engagements activities and Events**; the “peek behind the curtains” with various members of the company proved popular and, I hope, drew you closer to the company. The Zoom sessions with Tim Jennings and TC provided us with insights on how the business and artistic sides of Shaw had had to cope with the effects of COVID. I trust that you gained a sense of how innovative and creative that response has been, reinforcing the commitment we have to supporting the Shaw.

Our **Coffee Connections** sessions allowed us to congregate with each other, finally, in an informal and welcoming environment. And we talked with each other on a regular basis with our Newsletters.

On the operational side, we took the opportunity, as Mary Mizen reports, to take a “snapshot” on how we are doing as a Volunteer organization and where we might make improvements. **You will find a Summary of Major Opportunities for Improvement in Appendix A towards the end of this report.**

We will be using this work as the basis for the **review of the Guild's Strategic Plan in 2022.** A further update will be provided to you early in 2022.

The pandemic had caused us to reluctantly postpone our two major fundraising Events, Sip, Savour & Stroll, and the Garden Tour, from 2020 into 2021. By any measures, both were resounding successes; it took an awful lot of leadership, organization, Volunteer participation and the support of the local community and sponsors to allow us to raise some \$36,000. **This enabled us to provide the \$25,000 final payment of 3 we had agreed with Shaw** to be used as sponsorship for “A Christmas Carol”. In addition, **we directed a further \$10,000 to Shaw's Resiliency Fund**, with its primary purpose being to help Shaw navigate the impacts and pivots associated with managing through, and recovering from, COVID-19. **You will find further details on this in Appendix B towards the end of this report.**

During the year we were involved in **Community Outreach Initiatives**, most notably the Ambassador and Ambassador 2.0 work that the Guild led. This drew the particular attention of Shaw's Board of Directors, as did the work of the IDEA Team and its connection to Shaw's own Equity, Diversity and Inclusion Initiative.



In my new role as a member of the Board of Directors, **it has been my great privilege to see more clearly the sheer hard work and innovation that has been required to keep the company whole** and to continue to produce great art. With very supportive Boards - the Board of Directors and Board of Governors - the Shaw Festival garnered kudos for both artistic achievements and for management of the business in turbulent times

I would like to take this opportunity to thank you all for your continued support as we have navigated through the past 2 years.

One of the major disappointments we have faced is not being able to gather with the entire Guild to recognize the achievement of major **Volunteer service milestones**, and to celebrate those **Volunteers who were awarded Ontario Volunteer Service Awards**. This award is a way for the government to thank volunteers for their “continuous years of commitment and dedicated service to a group as an adult volunteer”. Guild Volunteer recipients were nominated by the Shaw. In early November, governed by current protocols, we held a Service Recognition Event to which we invited those Volunteers. **The names of those Volunteers can be found on page 7 in this report.**

Finally, I encourage you to read the Reports of the Officers and Chairs, to gain a sense of the depth and breadth of the work they have done this year, and their early plans for 2022. To them I extend my gratitude for this work and for their support.

**And on to 2022**, when we will join with Shaw in celebrating their 60<sup>th</sup> Anniversary, and to acknowledge the continued involvement of Volunteers through their journey.

## Treasurer's Report

Joe Allevato

### Highlights:

- Total Revenue \$78,590 less Total Expenses of \$77,591 equals \$999.
- Net Assets are \$17,300.

Donations to Shaw Festival:

- \$25,000 to Christmas Carol support
- \$10,000 to the Resiliency Fund

These donations were possible because of the great success of the Garden Tour and the Sip, Savour & Stroll event.

Corporate Community Grants to the Shaw Festival via Shaw Guild Members \$3,993

- Grant from Royal Bank for Shaw Gardens \$500
- Grant from Honda Go for Shaw Gardens \$500
- Grant from IBM for Shaw Guild Members Recognition
  - Artist and Artisans Fund \$185
  - Shaw Guild Education Account \$2,508
- Individual donation \$300

Interest of \$9,754 from the Shaw Guild Endowment Fund was distribution directed to support the Music Internship Program at the Shaw Festival.

\$1,499 was directed to the Shaw Gardens.

### Report:

Revenue:

- Membership revenues decreased by \$820 over last year.
- Volunteer revenue decreased by \$1,720 compared with last year because there was no hosting or greeting revenue.
- Fundraising revenues increased due to Garden Tour and Sip, Savour & Stroll event. The revenue from these two events was more than double that of any event in the past 6 years. Included in the revenue is \$30,935 in donations, cash and in-kind, from local merchants. The Guild has never had such great support from local merchants.

The special project revenue is from the 100 A Lot O' NOTL Christmas boxes. With this project, 100% of the revenue will be used to support local merchants and there will be no or minimal cost to the Guild. Additional revenue is pending since this project overlaps two fiscal periods.

Expenses:

- Total overall operational expenses were kept to a minimum.
- Membership & Administration expenses were minimal but there was a Zoom expense.
- Membership revenue exceeded membership and administration expenses this year by \$1,790. Membership fees will remain unchanged for 2022.

Change in Net Assets:

- Revenue exceeded expenses by \$999.
- Net assets at the start of the year were \$16,301 and we ended the fiscal year with net assets of \$17,300.
- The Shaw Guild is holding prepaid Spring Preview fees of \$425. These amounts are in addition to the net assets of \$17,300.

## Reports from Chairs and Officers

### Vice President: Mary Mizen

#### Highlights:

- Launched the Guild Volunteer Skills Survey.
- Executive sponsor for Shaw Guild organizational study, along with the Guild President, and Past President
- Participated in the IDEA team (Inclusion/Diversity/Equity/Action)
- Shaw Guild 60<sup>th</sup> Anniversary project underway

#### Report:

My first term as Vice President for the Guild was not what I was expecting! In the first part of the year, Shaw theatres were still closed and volunteer shifts not scheduled. But in 2021 the Executive Committee did have an opportunity to relook at some of our processes and priorities and make some important changes.

In March we launched the Volunteer Skills Survey, and asked everyone to add their skills and strengths into their MVP profile. This information has proved an invaluable resource, and has been used many times this year when we are looking for candidates for a committee or opportunity.

We also executed an organization review facilitated by Guild Volunteer Sandy Henderson. We asked Guild Volunteers for their input on a number of topics about the Guild, including what is working well and what areas could be improved. This information will help us to ensure the Shaw Guild continues to be a terrific place to volunteer.

I joined the IDEA team, focusing on inclusivity, diversity, equity and action. I've learned so much about these extremely important subjects and will be working with the team to share our ideas with all Guild Volunteers.

We also started thinking about 2022 and the 60<sup>th</sup> anniversary of the Shaw Festival. The Shaw Guild Volunteers have been a key part of the Shaw from the very beginning. We have a terrific document on our website covering our first 50 years, but we also want to celebrate the following 10 years, so stay tuned for those announcements!

As things began to open up a little at the Shaw, it was a pleasure to be back, albeit in a limited capacity. I joined the weekly Garden Team, with a focus on getting the Royal George Gallery garden ready for Sip, Savour & Stroll. This fall, I've been Greeting and Hosting for the first time and enjoying every minute! It's wonderful to see and chat with other Guild Volunteers, patrons and Shaw staff.

I'm looking forward to 2022. It should be a busy year, learning more about the role of Guild President before I step into Alan Walker's capable shoes in 2023. I will continue my

other job as Fundraising Chair for the Guild. And although I plan to continue Hosting and Greeting next year, I also hope to go back to my role as Docent and conducting backstage tours. It promises to be an exciting and successful season!

## **Past President: Laurie Harley**

### **Highlights:**

- Chair of Nominating Committee
- Community Outreach: Ambassador Project, A Lot O' NOTL
- Shaw EDI (Equity Diversity Inclusion) Task Force

### **Report:**

2021 was the year we continued our focus on Community Outreach as a way of contributing when we were still unable to volunteer at the Shaw. The Ambassador Program returned with 36 volunteers from the Guild and other local organizations donating their time to stroll the streets of Old Town welcoming visitors. The popular "A Lot O' NOTL" Christmas box, showcasing an assortment of edibles and specialty items from NOTL merchants, was also back. All net proceeds from the sale of the 100 "surprise" boxes went directly to the participating stores.

In addition, it was the year we reaped the benefits from succession planning and the MVP skills inventory in identifying outstanding leadership talent for positions on the Executive Committee. In the spring of 2021, my participation on the EDI Task Force, established by the Shaw Festival Board of Directors, came to an end with the presentation of its final report. Representing the Guild community on the Task Force was a privilege. The knowledge and relationships from that experience will help guide the Guild's IDEA (Inclusion, Diversity, Equity in Action) Team's alignment with the Shaw as we all contribute to a culture where everyone is welcomed and valued.

### **Future plans/projections:**

- Work with all Stakeholders to launch a unique community volunteer Ambassador Program in NOTL in 2022.
- Continue succession planning and identifying leadership candidates for the Executive Committee in 2023.

## **Playing This Week**

### **Report:**

No activity in 2021.

## Activities: Brenda Weafer, Chair

### Highlights:

#### Interview Series: February - May

- A Day in the Life with Jenny Wright
- TC Unplugged with Tim Carroll and Alan Walker
- Setting the Stage with Lesslie Tunmer and David Edwards
- What's the Buzz with Tim Jennings and Tim Carroll
- The Director's Process with Kimberley Rampersad

**Coffee Connections:** August and September

**Volunteer Service Recognition Event:** November 1

### Report:

We began the year with a series of on-line Interviews on YouTube, to keep volunteers interested and engaged during the colder months, when many were restricted to their homes. These were generally less than an hour long and consisted of a "Fire-side chat" format followed by questions from the live audience. We found that because they were recorded on YouTube, we got a lot of views after the event, when people had time to tune in at their leisure. All feedback has been very positive.

Once weather warmed up and we could get outside, we decided to hold informal coffee mornings on the Members Terrace at the Shaw Festival. These were also well received, and we generally had about 15 – 20 people in attendance, with the final one in September being the most well attended and focusing on welcoming our newest volunteers.

I was also very busy working with the teams for Sip, Savour and Stroll on August 28<sup>th</sup> and the Annual Garden Tour on September 11<sup>th</sup>. I headed the decorating team for the first event and together we created "An Evening in Provence" in three featured Gardens. The Garden Tour featured Special Activities in 6 or the 8 gardens this year and with the help of Glenna Collins, we were able to provide such attractions as music, plein air painting, gardening demonstrations and more. We hosted an Appreciation Event to thank both teams who worked on the two events. This was held on the Members Terrace on September 13<sup>th</sup> and was attended by more than 100 people. A good time was had by all.

The final event of the year was the Volunteer Service Recognition Event on November 1<sup>st</sup> in the Festival Lobby. Tim Jennings and Music Intern Rachel Obrien were our guests as we celebrated service milestones of many of the Guild's dedicated volunteers.

**Future plans/projections:**

- Plans are underway for more events in 2022 in the hope that we will be able to safely gather in larger groups once more. It has been a surprisingly busy – but successful year for Activities!

**Communications: Cheryl Morris, Chair****Highlights:**

- Monthly newsletters and communications about Guild events continued on a regular basis throughout 2021, as a way to keep Guild volunteers engaged and connected to the Shaw Festival.
- Helped to run (backstage) various Guild events through Zoom and other broadcast technologies.
- Core team member for Garden Tour and Sip, Savour & Stroll fundraising events.
- Participated in IDEA Team strategy sessions, volunteer survey and focus groups.

**Report:**

To help with planning the strategy and roll-out of Equity, Diversity and Inclusion (EDI) education for the Guild, the IDEA team conducted a survey of volunteers to gain insight on issues brought to light by the Shaw Festival and the Town of Niagara-on-the-Lake. We are planning to roll out the next phase of education early in 2022.

Another survey conducted was to discover and document skills that every Guild volunteer possessed. This was very successful in identifying candidates for future leadership positions and for projects and initiatives where particular skills were needed.

A major focus for me this year was participating as a lead for the Ambassador program, and planning for launching it as a community-based body. Started as a Shaw Guild program, it will evolve into a volunteer-managed organization under the umbrella of NOTL Tourism and the Town of NOTL.

**Future plans/projections:**

I am looking forward to helping to plan future Guild fund-raising and community events, and continuing to use effective online tools to improve efficiencies.

## Docent: Arlene Carson, Chair

### Highlights:

- 31 Docents started the 2021 season
- In March all Backstage Secrets Tours that were scheduled for the 2021 season were cancelled.

### Report:

In January 2021 we started with a roster of 31 Docents and the hopes that we might resume volunteering May 1st with the Backstage Secrets tours that were on the schedule. However, in March we heard from Tim Carroll that all tours were cancelled for the season. A few of the docents were able to volunteer as conversation facilitators for the Education Department's "What Happens Next" on-line play series directed by Marla McLean.

Docents were invited to attend the on-line the Meet Director/Designers series courtesy of the Education Department. Many thanks to Senior Manager, Education Suzanne Merriam and Education Coordinator Megan Gilchrist for sharing this wonderful program with us.

### Future plans/projections:

- Once tours are again possible there could be a need for new docents
- Refresher training and updates will likely be in place for all docents

## Fundraising: Mary Mizen, Chair

### Highlights:

- **\$36,000 total fundraising revenue in 2021!**
- Sip, Savour & Stroll held August 28, 2021
  - 100 guests attended. Tickets sold out in two days.
  - 86% of responders rated SS&S Outstanding/Very Good
  - Guests strolled to two private gardens in NOTL plus the Royal George Gallery garden
  - 34 Guild Volunteers worked at the event
- 15<sup>th</sup> Annual Shaw Guild Garden Tour held September 11, 2021
  - 894 tickets sold
  - Rated 4.5 (out of 5) stars) by patrons
  - 8 beautiful private gardens featured
  - 106 Guild Volunteers worked the day of the event
- Incredible sponsorship of both events (cash and in-kind value) from local businesses despite the pandemic



**Report:**

After cancelling our fundraising events in 2020 due to COVID 19, we hosted two extremely successful events this year! Our success ensured that once again the Shaw Guild could donate funds to the Shaw Festival, and support the production of A Christmas Carol.

Sip, Savour & Stroll was an elegant garden party, with a limit of 100 tickets sold. Guests strolled between 3 beautiful gardens in Old Town. In each garden they enjoyed food, wine, and music. There was also a silent auction of original art, door prizes, and take-home gifts for each guest. Some of the comments received from our guests: "Thank you for a lovely evening", "Well organized", "Volunteers working at the event were so pleasant and seemed to be having as much fun as the guests".

A couple of weeks later we hosted the 15<sup>th</sup> Annual Shaw Guild Garden Tour. It was a beautiful day, and patrons enjoyed each of the eight private gardens on the tour. New this year, special activities were included in the gardens, including live music, plein air painting, and photo stops.

In October, a new pilot project launched: the Virtual Shaw Guild Garden Tour. Patrons who couldn't attend the garden tour on September 11<sup>th</sup>, can purchase a ticket to take a virtual tour through all 8 gardens, seeing them in both June and September. Tickets are available until December 2<sup>nd</sup> and we'll determine at the end of the pilot if this is a viable fundraising activity in future years.

Looking forward to 2022, we've already started planning our fundraising initiatives. Sip, Savour & Stroll and the Shaw Guild Garden Tour will both take place next year, and the teams have been brainstorming ideas to keep both events exciting and fresh. In addition, we'll look for smaller fundraising activities throughout the year.

**Shaw Theatre Gardens: Paddy Parr, Chair****Highlights:**

- The shock of the inevitable damage to the Shaw gardens due to the COVID pandemic shutdown, triggered a fierce commitment by our volunteers to bring the gardens back to their former splendor!
- A core group of 15 hearty souls, gathered for the first time on June 21st, 2021 after an absence of 20 MONTHS to begin the arduous task of cleaning up and rebuilding.
- A normal season consisting of 30 weeks, was reduced to 17 weeks, but in spite of rigorous restrictions and protocols, we got the job done!!!!

**Report:**

In the fall of 2019, a majority of our 28 Guild Gardeners and their guests, gathered at our Annual Pot Luck Lunch to enjoy and salute our amazing season in the beautiful gardens. Always a wonderful celebratory end-of-season event, we all went home for the winter, eager to re-assemble in April 2020. Well THAT never happened!!!

Flash forward to June 21st, 2021, (20 MONTHS later), The Shaw, with great trepidation, allowed us to return to the gardens to conduct an initial "spring clean-up". The condition of the gardens was heartbreaking! Restricted to work-parties of 8 gardeners only, working fully masked, for a maximum two-hour shift, with no coffee breaks or socialization, became our weekly norm. Of our 28 gardeners, 10 came out regularly to help rebuild the gardens. Along with this committed "core group", 5 new Guild Gardeners joined our us weekly, completing our 2021 Garden Team of 15 volunteers, who successfully logged 526 volunteer hours. Slowly but surely, the Shaw Gardeners made a valiant attempt at bringing back our "best face" for all Shaw Festival staff and visitors to enjoy!

**Future plans/projections:**

- Rebuild our volunteer base by welcoming back our pre-pandemic gardening team, and welcoming new volunteers!
- Rebuild garden areas that were totally wiped out by lack of attention (Linen Allee and Lost Keys) during the shutdown. Together, we WILL bring them back!

With much appreciation for your commitment, as always.

**Greeting: Marg Mather, Chair****Highlights:**

- During summer/fall, some of our Greeters participated in the NOTL Ambassador project and Shaw's Garden Tour
- September 22 to Oct 31: 5 1/2 weeks, we Greeted for 114 shifts, and have been requested to continue for the Christmas shows.
- In September, we trained 15 new members via Zoom, not the best method, but we then placed them with "seasoned" Greeters, and their enthusiasm was so gratifying.
- Self-scheduling was introduced for the Greeting shifts and was very successful. Thanks to our MVP Chair.

**Report:**

This year started with our fourth round of telephone calls to our Greeters. Everyone was upbeat and looking forward to returning to the Shaw Festival.....but due to COVID and the Government's regulations, this return was slower than anticipated.

Finally, the Festival began with smaller audiences, some in tents, some outside at the Fairgrounds and Shawgrounds, and in the theatres. It was a welcomed start. We, as Greeters, were asked to wait until Shaw was comfortable with their planned space and safety for all. We were happy to wait, knowing that Shaw was being cautious.

In September, when the Ontario Government required that theatre Patrons must provide Proof of Full Vaccination and Photo ID, we were called back to “work”. We were asked to “prep” the Patrons by having their Vaccination Certificates, Photo ID and Tickets in hand prior to entering the theatres’ check points, for the Festival, Jackie Maxwell Studio, and Royal George Theatres, and the Nona Macdonald Stage. We were told on many occasions that Greeters were a valuable asset in this process, and there was an air of excitement as audiences happily returned.

Through all this, Tim Carroll, Tim Jennings and their teams have provided unwavering support and encouragement. Thank you.

#### **Future plans/projections:**

- Plan a celebration for all Greeters, welcoming them back to Shaw and providing an opportunity to reconnect with their Greeter friends
- Re-establish relationships with Greeters, providing support and engaging them
- Startup monthly chat/get together sessions

#### **Hosting: Greg Fedoryn, Chair**

##### **Highlights:**

- The 2021 Shaw Season has been a year of great challenges for the Shaw Festival and all Guild Members, arising from the COVID-19 Pandemic.
- With ever changing health protocols as the COVID virus morphed over the course of the year, the Shaw adapted and innovated to keep the 2021 Theatre season alive while keeping Shaw Guild Volunteers and our Theatre Patrons as safe as they could be, under these most trying conditions.
- Our 185 Host Volunteers anxiously waited for the negative impact of COVID-19 to lesson to the point where Hosts would be called to serve at the Shaw Festival, with our first Host opportunity finally fulfilled on September 28, 2021.
- Since then, 22 Host assignments have been completed.

##### **Report:**

With the Shaw Christmas shows set to open November 14, 2021 and with our Theatres returning to full capacity under current COVID-19 health regulations, we expect a very busy Christmas Theatre season ahead.

With over 30 New Host Volunteers joining the Guild in the past 18 months, with these individuals never having had the chance to complete a volunteer shift at the Shaw, Host training sessions are to be conducted in late September 2021, to enable these new Hosts to be able to volunteer for Shaw Christmas 2021 Host opportunities.

### **Future plans/projections:**

We all look forward to the demise of the COVID-19 Pandemic and the return to a more normal existence, as well as the launch of a full 2022 Shaw Theatre season.

In the interim, continue to look after yourself, your family and friends and try to assist all those people you can in their personal COVID-19 challenges. We are all in this together. Keep well.

### **Membership: Susan MacDonald, Chair**

#### **Highlights:**

- 322 registered volunteers in 2021 (314 active and 8 inactive)
- 27 new volunteers
- Over 5,800 volunteer hours
- IDEA (Inclusivity, Diversity & Equity in Action) initiatives

#### **Report:**

COVID cast a large shadow over volunteer activity in 2021, but rays of hope began to emerge in the Fall as Greeters and Hosts were asked to resume duties. Those hours combined with the two fundraising events (SS&S and the Garden Tour) and reduced gardening account for the volunteer hours recorded. While encouraging, these hours are less than one-half of regular volunteering.

In 2021, one Guild volunteer, Alan Magnacca, celebrated his 40-year service anniversary. There were also four volunteers with 20 years of service this year and seven with 10.

The IDEA team was active throughout the year laying the foundation for communication in 2022. The team developed Values, Guiding Principles and a Code of Conduct to ensure our organization and culture are welcoming and inclusive. A formal Guild land acknowledgement honours and thanks First Nations people for their stewardship of the land on which the Shaw and the Town of Niagara-on-the-Lake are situated. A survey was sent out to volunteers in February to assess awareness and understanding of inclusivity and diversity issues. Pilot conversations were held with interested volunteers in March and April to explore key subjects, and IDEA team members participated in Town focus groups to ensure our activities are integrated with those of our community. Formal liaison with the Shaw has been established for the IDEA team to be able to work with Shaw EDI representatives.

**Future plans/projections:**

- Facilitated IDEA discussions to help volunteers better understand unconscious bias and micro-aggression.

**MVP: Kim Mustill, Chair****Highlights:**

- MVP Profiles: 318 (310 Active | 8 Inactive)
- Archived Profiles: 90
- New MVP Profiles added for 2021: 22

**Report:**

Again COVID-19 dictated much of the Guild activity in the beginning of 2021. This also meant the activity on our on-line tool, My Volunteer Page (MVP), was also slow. But true to form our volunteers started to step up to support a number of initiatives that began in July 2021 with our Ambassador program. Then we had Sip, Savour and Stroll (SS&S) on August 28<sup>th</sup>, Coffee Connection events in August & September, the Shaw Guild Garden Tour September 11<sup>th</sup> (the only garden tour in the area in 2021) and then the Shaw theatres came back to life. Our first Greeting shifts started in September and Host shifts in October. All of these events are tracked on MVP to recognize all of your valued contribution to the Guild and the Shaw.

Maintaining a connection with our volunteers is paramount to the success of the Guild. We need to understand the talent within our volunteer group to help support on-going opportunities – also tracked on MVP. We want to foster an environment, which includes our on-line tool MVP, that enables our volunteers to feel comfortable and informed. We also realize over the past 20 months it has been difficult in many ways, but one of the challenges has been to provide MVP training our new volunteers and provide refresher sessions for all of our volunteers. But stay tuned: we hope to rectify this short-coming soon. Here's to an exciting and rewarding 2022.

**Future plans/projections:**

- Provide MVP Training and Refresher sessions for all volunteers
- Look at ways to optimize MVP in the support of enhanced learning

## Election of Officers and Chairs

In accordance with Article XIII of the Shaw Guild By-laws, the Nominating Committee comprised the following Shaw Guild volunteers:

- **Laurie Harley**, Past President and Chair of the Nominating Committee.
- **Alan Walker**, President, **Mary Mizen**, Vice President
- **John Mather and Wendy Glazier**, Shaw Guild Volunteers in good standing.

In accordance with Article VII of the Shaw Guild By-Laws, the following Guild members will serve for a second year of a two-year term, ending in November, 2022:

### Officers & Chairs of Standing Committees:

President	Alan Walker
Past President	Laurie Harley
Vice President	Mary Mizen
Treasurer	Joe Allevato
Secretary	Deborah Williams
Activities Chair	Brenda Weafer
Greeting Chair	Marg Mather
Communications	Cheryl Morris

The following Guild members are nominated to serve for a term of two years, ending in November 2023:

### Chairs:

Membership Chair	Susan Macdonald
Hosting Chair	Greg Fedoryn
Shaw Festival Gardens	Jane Catcher
Docent Chair	Arlene Carson
MVP Chair	Margot Devlin

The following Guild Chair positions have been combined on a pilot basis for 2022:

Fundraising with Vice President	Mary Mizen
Garden Tour with Shaw Festival Gardens	Jane Catcher

The following Guild member has been appointed as a Convenor:

Marketing Convenor	Jo Ann Ely
Reports to Communications Chair	

## Biographies

### **Margot Devlin, MVP Chair**

In 2018, I retired from the Provincial Government where I worked as an Investigator. I also worked (evenings and weekends) as a volunteer stage manager in various Toronto theatres.

I have a Master of Business Administration degree from Wilfrid Laurier University.

Because of our love of theatre, my husband and I bought our Niagara-on-the-Lake home in 2000 but only began living here full time after retirement.

When the Shaw Guild's Ambassador program first started, I was an Ambassador, and in 2021 I was asked to coordinate it. I have hosted and greeted for the Guild. I am a member of the Rotary Club as well and will be a co-captain at the Christmas House Tour in 2021. I am also a Director on the Board of the Chautauqua Residents Association. When not volunteering, you will find me running the occasional marathon.

### **Jo Ann Ely, Marketing Convenor**

I retired from IBM in 2013, after a 35-year career. I worked in a wide variety of roles during my career including; Administration, Education and Training, Direct Sales, and Marketing. The majority of my career was spent in Marketing where I held a number of different positions. In my last role prior to retirement, I was responsible for Advertising, Sponsorship and protecting the IBM Brand in Canada. This role allowed me to build relationships with key personnel at the Globe & Mail, The National Post, Maple Leaf Sports and Entertainment, and the Toronto Blue Jays.

I have a Bachelor of Applied Arts from Ryerson University. I have attended numerous Management Training Courses, as well as several Sales and Marketing Courses.

My husband and I have visited Niagara-on-the-Lake for many years, and were thrilled to purchase a home in the Fall of 2020.

**SHAW GUILD BY-LAW AMENDMENTS  
PROPOSED AT 2021 ANNUAL GENERAL MEETING  
NOVEMBER 22, 2021**

The following By-Law Amendments relate to the following;

- 1. President of the Shaw Guild's Relationship to The Shaw Festival Board of Governors and Board of Directors**
- 2. Shaw Guild Membership Age Requirement**
- 3. Shaw Guild Nominating Committee Procedural Change**

**President of the Shaw Guild's Relationship to The Shaw Festival Board of Governors and Board of Directors**

By way of reminder, Article V of the Shaw Festival Theatre's Consolidated By-Laws, updated March 6, 2020, states that the President of the Shaw Guild will automatically be a member of the Board of Governors while he or she holds that office. Prior to the establishment of the Board of Governors, the Shaw Guild President was a de facto member of the Shaw's Board of Directors, by invitation.

The proposed By-Law changes regularizes the language of Articles III.1 and III.2 and confirms that the President of the Shaw Guild is automatically a member of the Board of Directors

**Shaw Guild Membership Age Requirement**

By requirement of the Shaw Festival's liability insurance policy coverage, Shaw Guild Volunteers must be at least 18 years of age

**Shaw Guild Nominating Committee Procedural Change**

To facilitate more time for the Shaw Guild Nominating Committee to consider open positions for the Executive Committee, candidate submissions would have to be made by June 30th rather than September 1<sup>st</sup>.

This change has directed a review of the Guild's By-Laws, last updated in November, 2016. The following motions will be tabled at the Shaw Guild's Annual General meeting on November 23 to align our By-Laws with the Shaw Festival's By-Laws and make related changes. The complete Shaw Guild By-Laws, with changes highlighted in red, are attached as well for your review.



**Article III.1 – Relationship to the Shaw Festival:** The proposed amendment reflects Article III Section 1 of the Consolidated By-Laws of the Shaw Festival Theatre (The Corporation) that provides for the President of the Shaw Guild to automatically be a Governor of The Shaw Festival (The Corporation).

Proposed By-Law Amendment	Current By-Law
In accordance with the Consolidated By-Laws of The Shaw Festival Theatre Canada (the Corporation), the President of the Shaw Guild shall automatically be a Governor of the Corporation while that individual holds that office.	The President of the Shaw Guild shall automatically be a Governor of the Shaw Festival while they hold the office.
Motion: That the Proposed By-Law amendment wording in Article III.1 be adopted.	

**Article III.2 – Relationship to the Shaw Festival:** The proposed addition reflects the amendment to reflect Article III, Section 1 of the Consolidated By-Laws of the Shaw Festival Theatre Canada (the Corporation); it states that the President of the Shaw Guild shall automatically be a Director of The Shaw Festival (the Corporation) while the individual holds that office.

Proposed By-Law Amendment	Current By-Law
In accordance with the Consolidated By-Laws of the Shaw Festival Theatre, Canada (the Corporation), the individual who occupies the office of the President of the Shaw Guild shall automatically be a Director of the Corporation while that individual holds that office.	
Motion: That the Proposed By-Law amendment wording in Article III.2 be adopted.	

**Article IV.1 – Membership:** The proposed amendment reflects the fact that the Shaw Festival's insurance liability policy requires an individual to be at least 18 years of age to volunteer on behalf of the Shaw Festival.

Proposed By-Law Amendment	Current By-Law
Any person, at least 18 years of age, willing to support the objectives of the Guild may become a Member on completion of an application form and payment of the annual dues. New members will be informed that the Shaw Guild By-Laws, guidelines and contact information can be found on the website: <a href="http://www.shawguild.ca">www.shawguild.ca</a> .	Any person willing to support the objectives of the Guild may become a Member on completion of an application form and payment of the annual dues. New members will be informed that the Shaw Guild By-Laws, guidelines and contact information can be found on the website: <a href="http://www.shawguild.ca">www.shawguild.ca</a> .
Motion: That the Proposed By-Law amendment wording in Article IV.1 be adopted.	

**Article XIII.3 – Nominating Committee:** The proposed amendment allows Members to recommend nominations for open Executive Positions to the Nominating Committee earlier in the selection process. By changing the cut-off date from September 1 to June 30, more time is available for nominations to be considered before a slate of Nominees is presented to the Executive Committee at its September meeting.

Proposed By-Law Amendment	Current By-Law
A Member of the Guild may recommend a Nominee to the Nominating Committee not later than June 30, provided that the Nominee meets the criteria for the position, has consented in writing and the nomination has been seconded by another member.	A Member of the Guild may recommend a Nominee to the Nominating Committee not later than September 1, provided that the Nominee meets the criteria for the position, has consented in writing and the nomination has been seconded by another member.
Motion: That the date in Article XIII.3 be changed from September 1 to June 30.	

## Appendix A: Organizational Review – Summary of Main Opportunities for Improvement

### Governance Issues

- Clarity of roles and terms of Executive Committee
- Continue to strengthen the relationship with the Shaw Festival
- Committee synergies and succession processes for chairs
- Consider Guild naming convention

### Recruitment Practices

- Redefine volunteer opportunities
- Focus on new members
- Recruit diverse membership

### Volunteer Support and Recognition

- Apply the personal touch many times, many ways
- Efforts to dispel NOTL-centric perceptions
- Enhance Education and Training opportunities for all Volunteers. Example: “Docent like” training
- Continue to strengthen recognition efforts

### Volunteer Events

- Expand outside NOTL / more “fun stuff” / more contact with the Ensemble
- Explore new fundraising ideas

## Appendix B: Shaw Festival Resiliency Fund

### Introduction

Shaw's most important foci throughout the pandemic have centered around taking care of its people, moving forward artistically, and ensuring a smart approach financially so that it can come out of this period in a way that best positions Shaw for future growth.

**To that end, the Resiliency Fund was established to provide Shaw with the flexibility to enable financial support where it is most needed** and insulate it in a way that ensured any use required an additional level of oversight and thoughtfulness before being applied.

### Purpose

Its primary purpose is to help Shaw navigate the impacts and pivots associated with managing through, and recovering from, COVID-19. This fund is established as a Board restricted (non-endowed) fund at the Shaw Festival Theatre Endowment Foundation to support these recovery and management efforts.

It can be made available for distribution by request from the Festival's Board of Directors to the Endowment Foundation's Board, who then would release the funds to the theatre as a grant if these recovery and resiliency focused conditions are met.

### Uses – Examples

Beyond simple stability, the funds may also be used for:

- Expanding to outdoor spaces through the 'Outdoors @ The Shaw' programming and stages
- Our new Wellness and Inclusion facilitator
- Increased safety and wellness protocols/infrastructure, and;
- Increased investments in our artists and training programs, through ideas like our Embedded Artists

### Conclusion

The Resiliency Fund provides The Shaw, through its Board of Directors, the flexibility to determine where additional funds are most needed and makes these initiatives possible. It also allows the funding not to be earmarked to a specific season and exists outside of a fiscal year framework, allowing the Guild's gift to be received now and used when and where it is most needed – whether tomorrow or twelve months from now.

**THE SHAW GUILD**  
**FINANCIAL STATEMENTS**  
**YEAR ENDED OCTOBER 31, 2021**  
*(UNAUDITED - SEE NOTICE TO READER)*

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**NOTICE TO READER**

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On the basis of information provided by management, we have compiled the statement of financial position of The Shaw Guild as at October 31, 2021 and the statements of changes in net assets, revenues and expenditures and cash flows for the year then ended.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

**St. Catharines, Ontario**  
November 9, 2021

*Bridgman and Durksen*  
**CHARTERED PROFESSIONAL ACCOUNTANTS  
PROFESSIONAL CORPORATION**  
Authorized to practise public accounting by  
the Chartered Professional Accountants of Ontario

**THE SHAW GUILD**  
**STATEMENT OF FINANCIAL POSITION**  
**OCTOBER 31, 2021**  
*(UNAUDITED - SEE NOTICE TO READER)*

	2021	2020
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 22,951	\$ 25,017
Prepaid expenses	-	485
	<b>\$ 22,951</b>	<b>\$ 25,502</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable	\$ 5,591	\$ -
Prepaid membership fees	60	-
Prepaid garden tour sponsors	-	9,201
	<b>5,651</b>	<b>9,201</b>
<b>GENERAL FUND</b>	<b>17,300</b>	<b>16,301</b>
	<b>\$ 22,951</b>	<b>\$ 25,502</b>

Approved on behalf of the Board

\_\_\_\_\_ Director

**THE SHAW GUILD**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**YEAR ENDED OCTOBER 31, 2021**  
*(UNAUDITED - SEE NOTICE TO READER)*

	<u>2021</u>		<u>2020</u>
<b>NET ASSETS - beginning of year</b>	<b>\$ 16,301</b>	<b>\$</b>	<b>23,748</b>
Excess of revenue over expenses	<u>999</u>		<u>(7,447)</u>
<b>NET ASSETS - end of year</b>	<b><u>\$ 17,300</u></b>	<b>\$</b>	<b><u>16,301</u></b>



**THE SHAW GUILD**  
**STATEMENT OF REVENUES AND EXPENDITURES**  
**YEAR ENDED OCTOBER 31, 2021**  
*(UNAUDITED - SEE NOTICE TO READER)*

	2021	2020
<b>REVENUE</b>		
Fundraising	\$ 66,250	\$ -
Membership	6,420	7,240
Hosting/volunteering	5,750	1,720
Interest	170	17
	<b>78,590</b>	<b>8,977</b>
<b>EXPENSES</b>		
Donations - Shaw Festival	35,000	8,000
Fundraising	30,738	2,270
Membership and administration	10,354	4,787
Hosting/volunteering	1,499	1,367
	<b>77,591</b>	<b>16,424</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>\$ 999</b>	<b>\$ (7,447)</b>

**THE SHAW GUILD**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED OCTOBER 31, 2021**  
*(UNAUDITED - SEE NOTICE TO READER)*

	2021	2020
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses	<u>\$ 999</u>	<u>\$ (7,447)</u>
Changes in non-cash working capital:		
Accounts payable and accrued liabilities	5,591	-
Prepaid expenses	485	(84)
Prepaid membership fees	60	(2,580)
Prepaid garden tour sponsors	<u>(9,201)</u>	<u>3,601</u>
	<u>(3,065)</u>	<u>937</u>
<b>DECREASE IN CASH</b>	<b>(2,066)</b>	<b>(6,510)</b>
<b>CASH- beginning of year</b>	<u><b>25,017</b></u>	<u><b>31,527</b></u>
<b>CASH - end of year</b>	<u><b>\$ 22,951</b></u>	<u><b>\$ 25,017</b></u>