

SHAW GUILD

2025 Annual Report

The Executive Committee (EC) provides oversight of all Guild operations. This Committee sets out the annual priorities to support the achievement of the Guild's 2023-2027 Strategic Plan which outlines the following strategic priorities:

- Ensure Leaders' & Volunteers' Roles and Expectations are Understood
- Enrich the Volunteer Experience
- Enhance the Patron Experience/Maintain and Enhance Guild Relationship with the Shaw
- Ensure Financial Stability of the Guild
- Extend our Reach in the Community

Please enjoy reading this record of a terrific season.

www.shawguild.ca

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Agenda

Shaw Guild Annual General Meeting, Tuesday, November 18, 2025

1. Call to Order
2. Welcome
3. Approval of the AGM Agenda
4. Approval of the Minutes of November 25, 2024
5. President's Report – Sandy Henderon
6. Treasurer's Report – Alan Dyer
7. Tabling of Reports:
 - Vice President/Fundraising – Patricia Scrivener
 - Past-President – Mary Mizen
 - Communications – Cheryl Morris
 - Education Program Support – Arlene Carson
 - Greeting – Maggie Keaveney
 - Hosting – Janice Coles
 - Human Connection Program Support – Susan MacDonald
 - Membership – Heather MacNeil
 - Shaw Gardens – Debbie Steley
 - Volunteer Events – Patricia Pehar
 - MVP – Margot Devlin
8. Approval of Reports
9. Introducing 2026 Shaw Guild Executive Committee Officers and Chairs
10. Amendments to Shaw Guild By-Laws
11. New Business
12. Motion of Closure

Note: Questions will be entertained at the AGM following the tabling of reports. The AGM Report will be available on the website www.shawguild.ca

MINUTES
Shaw Guild Annual General Meeting
Held at 10:00 a.m. Monday, November 25, 2024
Via Video Conference

Presenters: Mary Mizen, President and Joe Allevato, Treasurer

Call to Order at 10:01 a.m. Mary welcomed everyone to the Shaw Guild November AGM meeting for 2024.

Mary reviewed the AGM Agenda.

Mary put forth a motion to approve the Agenda for the AGM Meeting on Monday, November 25, 2024.

Motion: by Mary Mizen "That the Agenda, as presented, be approved."

Seconded by Gail Kerr.

No questions or discussions.

Carried unanimously.

Motion: by Mary Mizen "That the minutes of the 2023 Annual General Meeting be approved."

Seconded by Lois Chapman.

No questions or discussions.

Carried unanimously.

Shaw Guild President's Remarks: Mary Mizen

We had a remarkable season at the Shaw this year. It was great to see more patrons coming back to the theatre. We had some terrific plays in our line-up this season. When people asked me what was my favourite play, it was always the last play I saw! And some productions I saw several times!

As volunteers our organization really stepped up. Our donated hours have increased due to several requests to help out on projects or ongoing programs that we hadn't been involved with before. But that gave us an opportunity to meet more of the staff and ensemble at the Shaw, and learn more about how the business runs. Many times throughout this season, I was thanked on your behalf for all the work you do as volunteers.

Our numbers in the Guild remain high. Of course, we always have some attrition each year, so our total number of volunteers fluctuates a bit. But this year we welcomed 56 volunteers into our organization and our total number of active volunteers in MVP is 387!

We were also very successful in our fundraising which allowed us to donate a total of \$60K to the Shaw Festival. Senior management, including Tim Jennings, TC, and Cindy Mewhinney from Development are really impressed by our increased financial support to the Shaw.

As an organization we focused on our strategic initiatives, including our work on diversity, and welcoming people to the Shaw from all backgrounds. The Shaw recently received an award for leadership and focus on diversity, equity and inclusion and Tim Jennings announced to the Board of Directors that winning that award was in large part due to all the work that Guild Volunteers had done in this area. The workshops with George Webber, and Alexis Milligan, the

tools such as “what to say when you don't know what to say” have been helpful to all of us. And those workshops and tools are now being rolled out to staff and departments at the Shaw.

So, it's been a busy – but successful – 2024 season at the Shaw. This season marks my last year as Guild President, and it's a role I've thoroughly enjoyed. I want to thank the Guild Executive team – they have been a pleasure to work with. And I want to welcome Sandy Henderson as your new Guild President. I also want to thank all of you. Your support and input over the last 2 years have been invaluable and I'm continually impressed by your professionalism and enthusiasm for the Shaw. Thank you!

Treasurer's Report: Joe Allevato

After 6 years as treasurer, Joe stated that this is his last Shaw Guild AGM as Treasurer. He thanked all the volunteers who have helped him to get the information that he needed.

He also thanked the chairs and conveners who have been on the executive committee. He has seen firsthand the many hours that Guild members have given and the smart way that they have managed their projects.

It has been fun to work with three presidents, Laurie Harley, Alan Walker and Mary Mizen.

He especially thanked Laurie Harley for getting him on to the executive committee at a time when he needed a diversion. The Guild certainly has been a diversion.

Laurie managed the Guild through the beginning stages of COVID, Alan managed the Guild as the Shaw slowly emerged from covid and Mary managed the guild through a relatively normal period. It has been fun and a learning experience to be on the Executive committee.

Joe thanked Bridgman & Durksen, the chartered accountants who donated their time and services to preparing our financial statements with a very fast turnaround. The Treasurer's report showed the following:

Highlights:

- Total Revenue \$101,566 less Total Expenses of \$103,898 equals **(\$2,168)**
- Net Assets are **\$24,055**

Donations to Shaw Festival:

- \$25,000 to Christmas Carol Support.
- \$5,000 to the Shaw Education Department.
- \$10,000 to support the Variety Show.
- \$20,000 to support the Embedded Artist Program.

These donations were possible because of the great success of the Garden Tour and the Autumn Soirée Event.

- Grants from IBM to the Shaw Festival to recognize Guild Volunteers who are IBM Canada retirees, total \$4,683.
- Grants from Royal Bank of \$625 and Honda of \$750 for the Shaw Gardens.
- Interest of \$9,754 from the Shaw Guild Endowment Fund was distribution directed to support the Music Internship Program at the Shaw Festival.

- The Guild donated \$1,000 to support the Cricket match. The student workshop project was supported by a donation of \$1,625. Shaw Gardens received \$1,607.

Joe explained the next financial chart in the report.

Highlights:

- In the past year there have been: 416 membership payments, 648 sit-in fee payments, hundreds of invoices to be paid by e-transfers, cheques and credit cards.
- In the last 6 years, we have issued 258 cheques 498 e-transfers. The e-transfers totalled about \$125,000. Many of those transactions needed to be summarized and presented in a way that is meaningful to everyone.
- The Numbers in the table presented were taken from the Guild's financial statements prepared by Brigham & Dirksen. We think that the table is a more meaningful way of presenting the guild's financial information.
- Think of the revenue as money deposited into the Guilds one and only bank account. Think the numbers under the expense column as money paid out of the Guilds' bank account. You might not think of the donation to the Shaw as an expense, think of the payment as going out of the Guild's bank account.
- Membership fees, \$20 annual dues.
- Volunteering 648 sit-ins at \$20 = \$12,970.

Fundraising:

- \$23,000 sponsors, merchants' donations in exchange for recognition at the garden tour and other events.
- \$31,000 for GT ticket sales.
- \$10,000 for Autumn soiree event.
- \$7,000 for the silent auction at the soiree event.
- \$4,000 for in-kind donations.
- \$1,000 wine-pull fundraiser.
- \$4,000 April lunch.
- \$80,000 total.
- Surplus or profit for the year was \$57,832.
- Garden Tour \$18,700.
- Autumn Soiree \$6,500.
- Sponsors \$23,000.
- Total \$48,200.
- In the bottom chart, it shows that the Guild donated \$60,000 to the Shaw.

So how was the Guild able to donate more to the Shaw than the surplus or profit for the year?

We got the difference, \$2,168, that we need to make up the \$60,000 from the bank account balance that we had at the start of November 1, 2023.

We were able to do that because we determined that we didn't need to keep a lot of cash for the start of the next year.

One of the Guild's objectives is to support the Shaw. The Guild can do that by paying out as much as possible as it can to the Shaw.

In the past few years, the Shaw presented a Christmas play in December. Last year, the Shaw presented two plays in December, a Christmas Carol and Brigadoon. This year the two Shaw plays are being presented in November and December. As a result of the added plays starting

earlier, the Guild is receiving more \$20. sit-in fee revenue earlier. This means the Guild is receiving revenue earlier than in previous years and therefore the Guild doesn't need to retain a large bank balance as of the start of a new Guild year.

And finally, when Joe looked at the figures for both past two years, the donations to the Shaw total \$125,000. Looking back to see what similar donations have been during other presidential terms and the highest was \$70,000.

- In addition to that record, other records were broken in the past two years:
- Fundraising revenue of \$145,000
- Hosting and greeting revenue of \$31,000
- Membership revenue of \$16,000
- Total revenue of \$192,000.
- This has been a very successful year and a successful two years under the leadership of Mary Mizen as President.

Motion: by Joe Allevato "That the compiled financial statements for fiscal year 2024 be adopted as presented."

Seconded by Heather MacNeil

Question from Janet Bell Crawford: Could you clarify your comment referring to what we paid out is actually a donation to the Shaw.

Answer: The "\$60,000 is shown under the expense column from an accounting point of view because it is actually an expense to the Guild as we paid it out to the Shaw.

Question from Janet Bell Crawford: For example, membership under annual fees, the revenue \$8,500 but expenses are \$12,500 I'm not understanding.

Answer: Part of the expenses is for the April luncheon was put in that category instead of the volunteer category. Joe will send you details.

Mary also explained the 'expense' would also include things like the Guild Spring Luncheon, Recognition event. These events are organized by volunteers but are for the volunteers themselves. This pays for food, room rentals, badges etc. These types of expenses are attributed in the Membership column because they are specifically for the volunteers.

Question from Laurie Harley: Is the sit-in revenue lower in 2024 due to sold-out performances?

Answered by Mary: Yes, particularly at the beginning of the year it was challenging to get into Witness for the Prosecution, My Fair Lady and then One Man, Two Guvnors. As the season progressed, the plays did open up.

All questions were answered.

Motion Carried. 95%

If there are further comments to be put forward, please submit them directly to Joe and any discussions can be taken offline.

Executive Committee Reports

Mary thanked the Executive Committee and acknowledged their support, good advice and energy this year. The Committee Reports are available in the Annual Report and hopefully everyone had a chance to look them over. There was lots going on this year and you are encouraged to review the reports.

Shaw Guild Executive Committee Officers and Chairs

A Slide of the 2024 Leadership Team was displayed.

Mary said it had been a terrific team to work with this year and thanked them for their support, energy and good advice they have shared over the years.

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

Seconded by Lois Chapman.

Carried unanimously.

As you know with our By-laws Article XIII, a nominating committee is set up each year and this year was comprised of the following volunteers:

Alan Walker, Past President and Chair of the Nominating Committee

Mary Mizen, President

Sandy Henderson, Vice President

Mona Babin, Wendy Glazier and **Lynne Heaman**, Shaw Guild Volunteers in good standing.

Mary thanked the executive members for all their hard work, support and contributions who will be leaving this year:

- Alan Walker, Past President
- Joe Allevato, Treasurer
- Brenda Weafer, Volunteer Events Chair
- Ellen Wodchis, Communications Chair
- Caroline Montgomery, Greeting Co-Chair

Shaw Guild Executive Committee Officers and Chairs

Mary introduced the Shaw Guild Executive team for 2025:

Executive Committee Officers whose terms ending November 2026:

President: Sandy Henderson

Past President: Mary Mizen

Vice President/Fundraising: Patricia Scrivener

Treasurer: Alan Dyer

Secretary: Deborah Williams

Executive Committee Chairs:

Arlene Carson, Docent Chair

Maggie Keaveney, Greeting Chair

Margot Devlin, MVP Chair

Janice Coles, Hosting Chair

Debbie Steley, Shaw Gardens Chair

Patricia Pehar, Volunteer Events Chair

Executive Committee Convenors

Communications: Cheryl Morris

Garden Tour: Valerie Hancock

Marketing: Doug Bullock

Volunteer Connections & Resources: Susan MacDonald

New Business

Since there were no New Business items, Mary adjourned the 2024 AGM meeting and thanked everyone for their continued support. She looks forward to seeing everyone at future events and the Shaw theatres.

The Meeting ended at 10:40 a.m.

Shaw Guild Service Awards for 2025

Presented at the Guild Volunteer Appreciation Event, October 6, 2025

10 years

- Joe Allevato
- John Anderson
- Susan de Hek
- Carol Fawcett
- Wendy Glazier
- Valerie Hancock
- Kathryn Kowal
- Etta Mills
- Gwen Spencer
- Derek Taylor
- Janice Taylor
- Margret Walker
- Colin Walsh
- Leslie Walsh

20 Years

- George Gillespie
- Marie Gillespie
- Arthur Moss
- Franca Moss
- Linda Murray
- Lys Urquizo

30 Years

- Lyndsay Dobson
- Irmgard Penner

35 Years

- Peggy Lampard

2025 Ontario Service Awards

- Barb Babji
- Terry Babji
- Lois Chapman
- Caroline Montgomery
- Deborah Williams

President's Report

Sandy Henderson

Highlights:

- Robust annual plan initiated in support of the Guild's Strategic Plan
- Comprehensive Governance and HR Review initiated and concluded
- As of October 31, 2025, the Guild's Mandate/Operational Highlights:
 - 410 volunteers delivered a total of 13,869 volunteer hours
 - \$51,300 donated to address the Shaw's operational costs.

Report:

Each of the Executive Committee Officers and Chairs provide more details in their respective reports, however, below are a few highlights of the Guild's annual achievements:

Strategic Priority #1: Ensure Leaders & Volunteers' Roles and Expectations are Understood

- The Governance and HR Review (GHRR) team led a comprehensive review of the Guild's Executive Committee (EC), which resulted in revisions to EC position descriptions, reporting relationships, the establishment of Committee Terms of Reference and changes to the Guild's financial year-end. Resultant Bylaw changes were approved by the Shaw Board of Directors on July 6, 2025. These revisions will be presented to the Guild at this annual AGM. 2025.

Strategic Priority #2: Strengthen Communications

- The Guild initiated a more integrated communications approach between the Shaw and the Guild.

Strategic Priority #3: Enrich the Volunteer Experience

- Volunteers continue to be supported through the delivery of "Human Connections" workshops that align with the Shaw's values.

Strategic Priority #4: Enhance the Patron Experience/Maintain and Enhance Guild Relationship with the Shaw

- Participated in the Community Engagement Committee of the Shaw Board to support the Shaw's application to the NOTL Town Council for the Rebuild of the Royal George Theater (RGT)
- Promoted Shaw programs/events to the Guild and promoted Guild programs/events to the Shaw and distributed monthly guild newsletter to the Shaw management team

Strategic Priority #5: Extend our Reach in the Community

- Developed a framework to promote other community organizations' volunteer opportunities

Strategic Priority #6: Ensure Financial Stability of the Guild

- Launched two successful fundraising events, namely the Annual Shaw Guild Garden Tour and a Murder Mystery Event
- Increased sit-in fees to offset increased administrative expenses

Future plans/projections:

At the beginning of 2026, the Executive Committee will convene to identify new and continued initiatives to support the delivery of the Guild's 2023-2027 Strategic Plan, with a particular focus on:

- The Guild's fundraising strategy will be a focus
- Support for the Shaw's education programs and special projects will continue to be a priority, as they transition to the new Burton Centre for Lifelong Creativity

I would like to thank the Executive Committee members for their dedication and support of the Guild's operations, and to me in my first year as President.

I offer my personal congratulations and thanks to the Guild for the many achievements you have made happen this year.

Treasurer's Report

Alan Dyer

In preparing the Treasurer's report for the fiscal year ended October 31, 2025, I thought I would focus on the two parts of the financial results which I will call Shaw Guild Support and Fundraising. Included at the end of the report will be commentary on financial sustainability.

1. The first part, which I will call **Shaw Guild Support**, includes administrative costs, communication costs, activities for members only and education. It also includes the costs to maintain the gardens. Costs are as follows:

Expenses	Administration, education and communication	\$3,144
	Guild Activities	\$8,588
	Other	\$1,105
	Total	\$12,837

Revenues - includes membership, greeting and hosting sit-in fees and support for the Linden Allee project.

Revenues	Memberships	\$8,386
	Hosting / greeting sit-in fees	\$16,187
	Other income	\$1,105
	Total	\$25,678

The net income of \$12,841 helps in two ways: maintaining sustainability and increasing Shaw Festival sponsorship funding.

2. **Fundraising** is the second part of the financial results of the Shaw Guild. This includes sponsorship income and event revenue from ticket sales minus the costs associated with the events.

At the year-end of October 31st, net fundraising income was \$34,588, down from the prior year amount of \$48,137. As in prior years, the Garden Tour continues to be our key event. Net income from the Garden Tour was \$16,351. The Murder Mystery, which replaced the Autumn Soirée, produced net income of \$4,983 while sponsorship added \$13,500.

Fundraising supports the Guild's sponsorships of Shaw Festival performances and activities. In the fiscal year ended October 31, 2025, the Guild presented the Shaw Festival, the following amounts:

A Christmas Carol	\$25,000
Dear Liar	\$10,000
Embedded Actors	\$15,000
Education workshop support	\$1,300
Total	\$51,300

Prior year sponsorships were \$61,975.

3. **Sustainability.** The Shaw Guild is a Not-for-Profit organization. As a result, it is important that the Guild does not build up significant net assets. However, the organization should maintain an amount to cover any future issues or liabilities. We have set a minimum amount of \$20,000 to be the base. Current net assets are \$19,953.

Reports from Chairs and Officers

Vice President and Fundraising Chair: Patricia Scrivener

Highlights:

- Chaired the FORM (Focus on Raising Money) Committee.
- Helped to transition the new Sponsorship Lead and commencement of campaign for 2026.
- Active participant on the Governance and HR Review (GHRR) team.
- Supported the President when requested.

FORM COMMITTEE

The Committee established overall strategic direction to the Fundraising (FR) function of the Guild and met all its objectives in 2025.

Highlights:

- Developed a new, creative and financially successful fundraising opportunity with Murder Mystery.
- Found a way to raise additional money to support administrative costs by raising the price of sit-in fees.
- Added two Guild Volunteers to the Focus On Raising Money (FORM) Team, meeting the full complement of members dedicated to accomplishing its strategic goals.
- Researched and implemented a major reduction in the cost of insurance coverage consequently increasing profits for events being held.

Report:

Under the leadership of the FORM Committee, the Guild hosted two successful fundraising events in 2025:

- Annual Garden Tour of eight gardens, June 14, 2025.
- Murder Mystery, August 21, 2025, at Navy Hall. A record-breaking 90 tickets were sold out within four (4) days of advertising this event.

SPONSORSHIP

The Sponsorship team, led by Cheryl Morris, comprised of Mary Garratt and Janet Tan, raised \$13,500 in cash donations from local businesses in 2025. The Sponsorship Team commenced the new campaign in early September of this year, under the leadership of Mary Garrett.

Future plans:

Establish the Sponsorship Team targets for 2026. We are confident that Mary and her team will make this a big success in 2026.

GARDEN TOUR

- The garden tour was held on June 14, 2025 from 10:00 a.m. until 4:00 p.m.
- 761 patrons arrived to tour the gardens on an exceptionally beautiful June day
- Gross ticket sales were \$21,618 providing net earnings of \$16,351
- Over 115 volunteers gave of their time to make this day a success.

Eight (8) Niagara-on-the-Lake gardens were featured on the tour (1799 Niagara Stone Road, 318 Niagara Blvd., 450 Queen Street, 448 Gage St., 245 Butler St., 280 Johnson St., 165 Johnson St., and 277 King St.).

Each garden had a Garden Manager assigned, Master Gardeners were available to answer any questions, and either an artist painting plein air or a musical talent provided entertainment, creating a wonderful ambience on the day.

The homeowners were exceptional hosts and on hand to greet the patrons. They shared their joy of their gardens with all who attended.

Patron survey results showed:

- 20% were first time attendees
- 46% were 1-5 attendees
- 38% have attended more than 5 times
- 90% (of those who live out of town) come to Niagara-on-the-Lake specifically to attend the Garden Tour.

Future plans:

Work is in progress for the 2026 Shaw Guild Garden Tour which will be held on June 13, 2026. The committee has been hard at work preparing for our 20th anniversary. There are a few things planned to enhance the day, and more details will be developed to make this a truly celebratory year. Once again there will be 8 gardens featured on our tour. We hope to have all secured by the end of October and we are well on our way to achieving this goal.

Our goal in 2026 will be to promote and encourage increased ticket sales through the most popular mode of social media and eblast platforms.

MURDER MYSTERY

- Murder Mystery and dinner held at the Navy Hall on August 21
- 90 tickets sold in 4 days for \$9,900
- Raised net earnings of \$4,983
- 14 volunteers worked on the event

Fundraising is always a rewarding yet challenging endeavor and this year was no exception. The Shaw Guild FORM Team members once again rose to the occasion, demonstrating remarkable creativity, innovation, and tireless dedication with their event, *Murder Mystery at the Hall*.

Together with fourteen (14) Shaw Guild volunteers, their efforts culminated into a truly memorable experience that not only brought the community together, but also successfully supported a worthy cause. The event was a testament to what can be achieved through teamwork, passion, and commitment.

Future plans:

The FORM Committee will continue to review its past successes and challenges in order to create ideas for future fundraising events and alternative methods of raising funds in support of the Shaw Festival and its initiatives.

Past President: Mary Mizen

Highlights:

- Survey of seniors on behalf of the Shaw Education Dept. to identify interest in potential programs for the new Shaw Artists' Village in 2026
- Participation in the Shaw Community Engagement team, updating volunteers on progress of the Royal George rebuild.
- Participation in the Guild Executive Committee Governance & HR team
- Chaired the 2025 Nominating Committee

Report:

Enhance the Patron Experience: I interviewed 36 seniors on behalf of the Shaw Education Team. The seniors interviewed included both Guild Volunteers and those not with the Guild, as well as regular and occasional patrons of the Shaw. The survey goal was to identify programs of interest for seniors that could help with positive aging. Survey results were used as part of program development for the Shaw Artists' Village which will launch early 2026. As a follow-on, some programs of interest were piloted this year with Guild Volunteers.

Extend Our Reach in the Community: The Shaw announced that 2025 will be the final season for the current Royal George Theatre. Two letter and email writing campaigns to provincial and local governments were organized and over 150 Volunteers offered to send a letter or email of support. As part of the Shaw Community Engagement team, an open house for Volunteers was organized to keep them updated, a reference sheet was distributed and Volunteers were encouraged to sign up for regular updates on the Royal George website. I also had the opportunity to meet with volunteers and local citizens to discuss their questions about the project.

Ensure Leaders & Volunteer Roles and Expectations are Understood: I participated in the Governance & HR committee to review current roles within the Guild's Executive Committee (EC). Changes were made to some roles, as well as recommendations put forward to update some Guild by-laws including a change to our financial year-end to better align with the Shaw Festival.

I chaired the 2025 Nominating Committee which included Sandy Henderson (President), Patricia Scrivener (Vice President), and Guild Volunteers Caroline Montgomery, William Matthews and Brenda Weafer. We successfully interviewed and recruited Nicola Campbell who will step in as our new Communications Chair in 2026.

Future plans/projections:

I will continue to chair the Nominating Committee in 2026 with the support of the committee members.

I'm looking forward to the opening of the Shaw Artists' Village and the start of construction of the Royal George. I hope to continue my support roles of these projects and communicating with Guild Volunteers to keep them updated.

Communications Chair: Cheryl Morris

Highlights:

- Monthly newsletters and communications (e.g., eblasts) about Guild events continued on a regular basis throughout 2025, to keep Guild Volunteers and Patrons engaged and connected to the Shaw Festival.
- A closer communications relationship to the Shaw Festival was evidenced by an increase in the number of eblasts and newsletter contributions from them. This, as well as the monthly inclusion of the All.Together.Now updates into the Guild's newsletter, shows the Shaw's appreciation of the breadth and support of Guild Volunteers.

Report:

- Besides my Communications activities, I took an active role in Guild Fundraising by leading the Sponsorship team of Mary Garratt and Janet Tan. I thank them wholeheartedly for their efforts and success.
- I also participated as a member of the FORM (Focus on Raising Money) Committee, focussing on strategic evaluation of current and future fundraising initiatives.

Future plans:

I have come to the end of my term as Communications Chair, and it has been a great source of satisfaction to me that I have helped to impart important, fun and relevant messages to Guild Volunteers. I have enjoyed it all. My "career" as a Guild Volunteer has spanned several roles: Garden Tour Convenor; Project manager for the MVP configuration and roll-out training; Support for fundraising events.

I have made many friends thanks to the Guild, and I know those are lasting friendships. I will remain a volunteer, although not so involved in activities.

Nicola Campbell, the new Communications Chair, is creative, skilled and a great collaborator! You will enjoy hearing from her.

I am pleased to include a report from Doug Bullock, Marketing Convenor.

Marketing Convenor: Doug Bullock

Highlights:

- Marketing & Promoting of the Shaw Guild Garden Tour 2025
- Marketing & Promoting of the Shaw Guild Murder Mystery Dinner 2025
- Curating of the Shaw Guild Social Media tools (Facebook and Instagram)

Report:

Co-ordinated with Communications Chair for all marketing & promotion throughout the year.

Attended the Garden Tour Committee meetings and provide all marketing support, including but not limited to poster distribution by email and placement in retail outlets, co-ordination of advertising in The Lake Report, posting to social media and co-ordination of email blasts.

Supported with Murder Mystery Dinner Chair with posting of the event poster on social media and co-ordination of email blasts. The event sold out quickly so extensive marketing was not required.

Administrated the Shaw Guild's Facebook & Instagram accounts including posts of photos of events, along with promoting the Guild's Sponsors and marketing of events.

Future plans:

Continue to support Garden Tour 2026 with marketing, promotion, photography and a special extra effort to celebrate the 20th Anniversary of the event.

Continue to support any other Guild fundraising events.

Continue to curate the Guild's social media with an increase effort to show Guild members in action volunteering.

Education Programs Chair: Arlene Carson**Highlights:**

- 18 Facilitators delivered 118 Continue the Conversations (CTC) for 2,045 patrons, for a total of 413 hours
- 35 Docents delivered 147 Tours for 2,979 patrons, for a total of 1,516 hours
- 33 Masketeers prepared materials and supported 65 Family workshops for nearly 3,000 patrons with 180 shifts for a total of 625 hours

Report:

This year the position was renamed Education Programs Chair to reflect the programs that are offered by the Shaw Education Department and delivered solely by the volunteers. These programs fall under the leadership of Pragna Desai, Director of Community Engagement and Outreach and her staff in the Education Department, who provide support and training for the volunteers on my team. This staff includes Warren Bain, Education Supervisor, Matt Ratelle, Education Co-ordinator, and Sabrina Merks and Sydney Alexander, Education Assistants.

The CTC's held for the shows in all three main theatres continue to be a very popular program and reached over 2,000 patrons.

Attendance on tours from January to the end of the main season is tracking above last year's attendance and we still have tours coming up in November and December. The

Docents continue their commitment to accessibility and were always prepared with a “no stairs” route for patrons with movement disabilities.

New this year, there is a tour of the Jackie Maxwell Studio Theatre and Annex area, providing another option for patrons. Also this year, we successfully piloted a tour delivered in French and this will continue to be an option for groups in the future.

The workshops in Improvisation with embedded artist Kristopher Bowman were a bonus to the team members, a number of whom helped during the rehearsal process for Murder-On-The-Lake.

Education also delivered the Family workshops for The Lion, the Witch and the Wardrobe that were supported by the group of volunteers, convened by Brenda Weafer, known as the Masketeers.

We are grateful to Shaw company members, in all the departments that we visit, who helped us create a memorable experience for all our patrons, especially the students.

Future plans:

- All Docents and Facilitators will continue to receive the same training.
- We will continue to work at providing a conversational style of tour in small groups for our patrons.
- New programs and tours will be developed in 2026 for the Shaw Artists' Village, the new home of the Education team.

Shaw Gardens Chair: Debbie Steley

Highlights:

- Royal George Garden was a stopping off point for the Garden Tour
- Completed the Linden Allee project to create a tranquil area which included the installation of a water fountain.
- Saying goodbye to the Royal George Garden

Report:

This season the weather proved to be a challenge for gardening. The lack of rain required the gardeners to water every week while the extreme heat cancelled or shortened some of the gardening days.

The Royal George Garden was a stopping off point for the Garden Tour in June. The gardeners spent a couple of weeks preparing the garden for visitors including adding colourful pots of annuals again in the alley. A large number of visitors walked through the garden and enjoyed the quiet beautiful area. The Gardeners were happy to show off the garden and engage with the community.

Work was done in the Linden Allee (by the Speigeltent) this year. This area is challenging to garden with complete shade and dry conditions. A water fountain was added with rocks and mulch to create a quiet tranquil area. This project was possible

with grant monies from two of the gardeners' former employers in recognition of volunteer hours.

This season was the last for the Royal George Garden as this area will be lost to the rebuild of the theatre. The Gardeners moved as much of the plant material as possible along with the trellis, the arbour and some of the rocks. While the Gardeners are sorry to see the end of this garden, they are excited to see what the future holds for a new Royal George Garden.

Future plans:

In the spring the plants moved from the Royal George Garden will have to be moved to permanent locations. These plants are in temporary areas for the winter.

The Shaw Artists Village will have some areas for plants and we are excited to see what the landscape plans will be for this area and how the Gardeners will be included in the plan.

Greeting Chair: Maggie Keaveney

Highlights:

- Introduced Greeting Champion position this season – onboarded 6 Champions
- Led 4 New Greeter Orientations, trained 60 new greeters
- Individually mentored 4 greeters
- Total greeters as of October is 239
- Committed to filling 117 Members' Terrace shifts and 1083 greeting opportunities

Report:

This is my first season of a two-season term as Greeting Chair. Truly a learning experience. I'm very thankful for the unwavering support of both Caroline Montgomery and Margot Devlin. There were many calls of 'what would you have done'.

The six Greeting Champions embraced their responsibilities of helping ensure greeting shifts were filled. This responsibility provided each of them with opportunities for further leadership in the Guild.

The Members' Terrace shifts (94 in total) have been a challenge to fill during the season, especially in August, September and October. I have 66 greeters on the Emergency Call List who step up to fill greeting shifts when asked. However, for Members' Terrace shifts there were times when all 66 were called hoping to fill one Members' Terrace shift. I am working with Kim White, the Associate Director, Individual Giving, to provide an incentive for volunteers to sign up for Members' Terrace shifts next season.

Future plans:

New Greeting Orientations will commence again in the Spring. I currently have four new Guild members looking for the next new greeting orientation. After November's New Members Meeting, I'm sure that list will grow.

I am currently lining up the Greeting Champions for the 2026 season. This not only exposes greeters to more opportunities in the Guild, but also helps build confidence for leadership positions in the future.

As mentioned, an incentive for Members' Terrace shifts is in the works for next season. I will be liaising with Front of House for their feedback on the season.

I will be conducting a Greeter Wrap-Up session on December 1 to share key learnings from the season and to collect greeter feedback in order to create an even better 2026 season.

Hosting Chair: Janice Coles

Highlights:

- 171 different Hosts filled 771 regular-season opportunities
- Held eight Host Training sessions and trained 42 new Hosts
- Many thanks to the 2025 Hosting Captains: Greg Fedoryn, Patti Knipe, Terry Babij, Darlene Kertcher, Sue Henry & Lorraine Horton
- Coordinated the Hosting sign-up schedule to match that of the Greeters

Report:

Hosting for the 2025 regular season went well, with only a few periods where it was a bit of a challenge to book enough hosts. I am grateful to all the volunteers who hosted this season. Many thanks also to Shaw staff members Chuck Mewett, Petrice Custance, LeeAnne Price and all the House Managers for their assistance in making this season's hosting successful.

Coordinating the greeting and hosting sign-ups helped us fulfill our strategic priorities to engage volunteers and enrich their experiences.

Future plans:

I hope we'll finish 2025 with a bang by filling all 146 opportunities quickly and keeping them booked!

In 2026, I will work with Shaw staff to determine the Hosting requirements for the Court House and any other new venues where Hosts are requested.

Human Connection Program Chair: Susan MacDonald

Highlights:

- Human Connection workshops for volunteers continued with two levels offered throughout the year
- By the end of November, over 320 volunteers will have attended the Level 1 workshop and over 125 the Level 2
- Guides to three targeted productions were distributed to volunteers through group chairs.
- Volunteers were coordinated to assist with several Shaw special projects

- Organizational support was provided for The Theatre of Medicine, a new Beyond the Stage program that was introduced as a pilot in 2024 and is part of Shaw's new All.Together.Now. campaign.

Report:

- The Level 1 and Level 2 Human Connection workshops have evolved to provide volunteers with tools they may need in their interactions with patrons.
 - Level 1 addresses verbal interactions with patrons and Level 2 introduces more nuanced elements of patron interactions.
- Two Level 1 Human Connection - Encounters & Conversations with consultant George Webber were held in the Spring and Summer (a continuation of workshops from previous years).
- The Level 1 program was then updated so it could be included as part of volunteer orientations (for both new and existing volunteers). It will become a mandatory requirement for patrons who interact with patrons in 2026.
- Three updated Level 1 sessions were held in concert with volunteer orientations, and attendance by existing volunteers who had not participated in previous workshops was encouraging.
- The *What To Say When I Don't Know What To Say* follow-up to the Level 1 workshop was updated so it ties into the Shaw's ALL.TOGETHER.NOW. campaign.
- Two Whole Person Communication workshops with Alexis Milligan, Shaw Festival's Movement Director, were held — one in the Spring and one in the Fall.
- In addition to the workshops, one-page overviews were produced for *The Lion*, *The Witch & The Wardrobe*, *Gnit* and *Blues for an Alabama Sky* to help volunteers be prepared for possible patron inquiries about plots, cast or production decisions.
- The Shaw reached out to the Guild for help with a number of events, and a system was put in place to coordinate the volunteer requirements. A Shaw Special Projects category was added in MVP so volunteers who are interested in assisting when requests come could be contacted. This year, they provided help for:
 - The Shaw Shivarree
 - Shaw opening nights
 - Relaxed performances
 - Education & Engagement Beyond the Stage programs (Art of Ideas, Mother's Day and Father's Day programs, The Theatre of Medicine, the Defy Dementia community event and more)
 - Boxill Doherty fundraising activities

Future plans:

- Tentative dates have been scheduled for volunteer orientations, and Human Connection workshops will be held as part of these sessions.
- One-page overviews of targeted plays will continue.
- We will continue to work closely with Shaw departments to assess volunteer needs and coordinate our involvement.

- The Theatre of Medicine is expected to continue in 2026. There may be other programs related to All.Together.Now.

Membership Chair: Heather MacNeil

Highlights:

- 409 volunteers (incr. 4.8% over '24)
- 76 people expressed interest in learning more about volunteer opportunities with the Guild, January to October '25 (down from 90 last year):
 - 58 people attended new Volunteer orientations January to October '25; all but 3 joining the Guild
 - 11 people are booked (3 tentative) to attend our next Orientation November 1 '25 and 1 is booked for January '26
 - 6 have deferred attending an Orientation until Spring '26
- 10382 volunteer hours as of October 17, with 2+ months to go

Report:

Although we had fewer inquiries about the Guild this past year, we also had a lower rate of attrition so Shaw Guild volunteerism was strong again in 2025. Our new Volunteers were largely people who had retired to the Niagara region, but we also had a number of new Volunteers who have lived here for some time and decided this was the year to get involved with the Shaw Guild.

And since a few of our volunteers are still working and cannot attend our Monday Orientations, we had a 2nd Saturday Orientation in November. We also attracted a number of younger volunteers who are still in school or just beginning their career.

Our new and enthusiastic volunteers jumped right in, joining our legion of dedicated volunteers as Hosts and Greeters.

Future plans:

The Guild website continues to be the main recruitment source followed by NOTL's Newcomers Community Awareness event (November '25). And we expect 'word of mouth' recruitment will continue to drive a significant number of new volunteer requests in the coming year.

It has been a busy but fun year for me as Membership Chair and I look forward to another year of excitement on the volunteer front!

Volunteer Events Chair: Patricia Pehar

Highlights:

- The Volunteer Events team consists of seven returning team members and the addition of one new member who has been an integral and engaged part of the team.
- Establishing and building working relationships with contacts within the Shaw company and the community at large.

- Executing the Shaw Guild's Annual Volunteer Recognition event and receiving overwhelmingly positive feedback from attendees and guests from the Shaw company.

Report:

In my inaugural year as Volunteer Events Chair, I sought to learn first and lead second (I have, after all, only been a Guild volunteer since late 2022). I didn't want to stray too far from what the Guild had become accustomed to until I could establish relationships and contacts while determining how to make my tenure a successful one – in other words, figure out what the heck I was doing.

So, 2025 saw a continuation of popular Guild activities, such as the Scene Shop Visit, the Spring Preview Luncheon and invitations to dress rehearsals, including one to *A Christmas Carol*, which was followed by a brief reception at the Court House Market Room.

The largest and most detail-oriented event of the year was the Volunteer Recognition event on October 6, attended by 120 Guild volunteers and five Shaw representatives, including Tim Jennings. The feedback for this event was overwhelmingly positive, so hopefully word spreads and there's even greater engagement next year that results in an attendance boost.

I would like to thank my wonderful team for their talent, support and reliability: Glenna Collins, Caroline Kindness, Heather MacNeil, Elaine Evans, Cindy Grant, Patti Knipe, Janet Marecki and Dianne Hall. Also, a big thank you to the Shaw employees whom I constantly bombard with emails: Petrice Custance, Julianna Uguccioni and Melissa Novecosky.

Future plans:

Now that I have settled into my role, I plan to introduce some new Guild events in 2026 and work with the Shaw to see how we can integrate the new Artists' Village into the Volunteer Events calendar. My goal is to re-invigorate veteran Volunteers, engage new Volunteers and attract prospective Volunteers.

MVP Administrator: Margot Devlin

Highlights:

- MVP Profiles – Active: 409
- Archived Profiles: 251
- New MVP Profiles added for 2024: 58

New:

This year I attended the Coffee Connection sessions in the summer to make myself available to volunteers who had MVP issues. Quite a few volunteers took advantage of the opportunity to present their problems. This worked so well that I will repeat in 2026.

Shifts built by MVP Administrator:

From December January 1, 2025 to November 2025, I built shifts as set out in the chart below.*

Category	2025 Shifts	2024 Shifts	2025 Hours	2024 Hours
Education Activities - 2025	72	64	707	475
Events	12	14	1,121	1,359
Garden Tour 2025	11	11	963	871
Garden Tour 2026	1		57	
Gardening	26	28	1,137	1,183
Greeting	630	699	1,168	1,270
Hosting	477	510	1,022	1,262
Member Terrace	94	63	47	31
Murder Mystery Event 2025	1		270	
Other (includes EC Administration)	10		3,345	3,293
Shaw Education & Engagement 2025	10		211	
Shaw Festival Projects	22	28	177	170
Shaw Values & Human Connection	6	6	157	143
Pending Events (Nov & Dec)	2			
Pending Member Terrace (Nov & Dec)	20			
Pending Greeting (Nov & Dec)	104			
Pending Hosting (Nov & Dec)	84			
Total Hours	1,582	1,439	10,382	14,317

*One shift that is set up in MVP may require 1-3 volunteers as needed.

There are a number of activities or sub-categories under each of the above categories which are not detailed here.

Total Number of Shifts built: 1,582

Total Number of Volunteer Hours for this period: 13,869 to October 18, 2025 (including Docent hours of 3,487 which are not included in the above chart)

Pending Shifts will add to the total number of volunteer hours once they are activated for November and December.

Training:

Throughout the year, I have been meeting one on one with volunteers having trouble with the MVP self-scheduling system. In addition, I have re-set passwords and reminded members of their Usernames. For some, who have issues using MVP, I have signed them up for shifts or events.

Orientation:

I attend the new volunteer orientations, following which I send the MVP link out to the new volunteers to have them register on the system. Once the new volunteers remit

their MVP profile, I accept them into the system and record their initial qualifications – completed Orientation, AODA and paid annual fee. I review their General Interests and send their names to the respective Chairs of those areas in order that they might be invited to participate in their areas of interest.

Expanded Areas of responsibility:

The MVP Administrator has always been responsible for building the Event, Hosting and Greeting shifts on MVP, but due to increased demand by the Shaw Festival for volunteer assistance, I was busy throughout the season adding categories of activities and building shifts within those categories.

Election of Officers & Chairs Nominating Committee

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

- Mary Mizen, Past President and Chair of the Nominating Committee
- Sandy Henderson, President
- Patricia Scrivener, Vice President
- Shaw Guild Volunteers in good standing: Caroline Montgomery, William Matthews, and Brenda Weafer.

Shaw Guild Executive Committee Officers:

President	Sandy Henderson
Past President	Mary Mizen
Vice President	Heather MacNeil*
Treasurer	Alan Dyer
Secretary	Deborah Williams

Chairs of Standing Committees:

Communications	Nicola Campbell*
Education Programs Chair	Arlene Carson
Fundraising Chair	Valerie Hancock*
Greeting Chair	Maggie Keaveney
Hosting Chair	Janice Coles
Human Connection Program Chair	Susan MacDonald
Membership Chair	Heather MacNeil
Shaw Gardens Chair	Debbie Steley
Volunteer Events Chair	Patricia Pehar

Convenors:

Garden Tour	Valerie Hancock
Marketing	Doug Bullock
MVP Administrator	Margot Devlin
Family Workshops Coordinator	Brenda Weafer

Two members of the Executive Committee are leaving the Guild Executive Committee. We thank Patricia Scrivener, Vice President, who has decided to step down from the Executive Committee for personal reasons. We also thank Cheryl Morris, Communications Chair, who has come to the end of her term. Both Patricia and Cheryl helped the Guild achieve our remarkable results toward improving processes, making the Guild a fun and valuable place for Volunteers to contribute their time, and for strengthening our relationship with the Shaw Festival.

* The announcement of the election of Nicola Campbell was sent to all Guild Volunteers in June 2025. Her term is for two years. The announcement of the election of Heather MacNeil was sent to all Guild Volunteers in November 2025. The announcement of the election of Valerie Hancock was sent to all Guild Volunteers in November 2025 as well. Valerie's term is for two years.

PROPOSED SHAW GUILD BY-LAW AMENDMENTS

By-Law Amendments Background

The Guild initiated a review of all positions, committees and governance matters under the leadership of the Guild Governance and HR Review (GHRR) team, composed of a subset of Executive Committee (EC) members.

The review resulted in:

- Minor changes to the titles of a few EC positions, to better reflect the nature of the roles
- Criteria for when a position is a Chair vs. a Convenor
- All subcommittees of the EC having terms of reference
- The principle guiding appointments to EC committees: they will be based on positions held
- Changes required to a number of bylaws in order to:
 - provide the EC with flexibility to extend the terms of certain EC positions while adhering to good governance practices (Article VII)
 - align the Guild's fiscal year-end with that of the Shaw (Article VIII)
 - remove the references to in-person AGM attendance (Article X)
 - reflect a change in reporting relationships for certain positions to better align with their respective functions (Article XII)

By-Law Amendments

Proposed By-Law Amendment	Current By-Law
<p>Article VII #4 No person shall serve continuously as a member of the Executive Committee for more than six (6) years except for the President, and the Immediate-Past President and, in some circumstances, the Nominating Committee may recommend service beyond the term limits for a variety of reasons including but not limited to: special contributions to the EC; preservation of institutional knowledge; or continuity of service on projects.</p> <p>The proposed extensions to current terms may be deemed appropriate either by the Nominating Committee/ or at the request of the Shaw. These positions will be reviewed annually by the Nominating Committee to ensure further extension of service is warranted and the proposals will be approved by the Executive Committee.</p>	<p>Article VII #4 No person shall serve continuously as a member of the Executive Committee for more than six (6) years except for the President and the Immediate-Past President.</p>

<p>Article VIII The fiscal year of the Guild shall begin on the first day of January and end on the 31st day of December.*</p>	<p>Article VIII The fiscal year of the Guild shall begin on the first day of November and end on the 31st day of the following October.</p>
<p>Article X The Annual Meeting of the Guild shall be held on or before March 31st in the year following the fiscal year- end, on a date and at a time and place determined by the Executive Committee. At an Annual or Special Meeting of the Guild, all Members in attendance shall constitute a quorum for the transaction of business.</p>	<p>Article X The Annual Meeting of the Guild shall be held on or before November 30th of each year, on a date and at a time and place determined by the Executive Committee. At an Annual or a Special Meeting of the Guild all Members present in person shall constitute a quorum for the transaction of business.</p>
<p>Article XI Only Members in good standing (as described in Article IX) 14 days prior to any Annual or Special Meeting shall be entitled to vote when in attendance and shall be entitled to one vote on each motion.</p>	<p>Article XI Only Members in good standing (as described in Article IX) 14 days prior to any Annual or Special Meeting shall be entitled to vote in person and shall be entitled to one vote on each motion.</p>
<p>Article XII For specific events that recur annually, the Executive Committee may establish a Special (Continuing) Committee to manage the event. The Convenor of this type of Committee shall be appointed for a period of one year, renewable for a maximum of three years, Convenors are also appointed by the Executive Committee to oversee specific functions of the Guild. The reporting relationships of any Convenor to specific Executive Committee Chairs will be aligned to similar areas of responsibility.</p>	<p>Article XII For specific functions or events that recur annually, the Executive Committee may establish a Special (Continuing) Committee to manage the event. The Convenor of this type of Committee shall be appointed for a period of one year, renewable for a maximum of three years, and shall report to the Vice President.</p>

** To support this transition, the financial reports for the fiscal year ending October 31, 2025 will be presented to the Guild at the November 2025 AGM. Following the approval of the new bylaw at this AGM, an addendum reflecting the financial results for the period November 1 to December 31, 2025 will be sent to the Guild. Going forward, the financial reports ending December 31 will be provided to the Guild at an AGM scheduled within the first quarter of the following year.*