

CELEBRATING OUR 36TH SEASON


UNIONVILLE THEATRE COMPANY
Est. 1979

*Save
the Date*

FEBRUARY 18-22, 2015

WATCH FOR SHOW TITLE
TO BE ANNOUNCED

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 416-765-1135



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BUSINESS PLAN

UNIONVILLE THEATRE COMPANY

2014 - 2024

Executive Summary

The Unionville Theatre Company (UTC) is a 35 year not-for-profit organization that needs to expand its current singular revenue stream to ensure long term sustainability. Part of this future necessitates the requirement of a permanent home. This plan concentrates on improving our visibility for casting as well as audience development.

We are seeking funding for strategic advertising in order to increase revenues associated with our annual theatrical production. The increased revenue will aid in covering large expenses such as set build, show royalties, rent and related expenses.

Our annual revenue will continue to be enhanced with a combination of sponsorship, program advertising, casting fees, fundraising activities and ticket sales. Our latest production of "Shrek the Musical" in February 2014, provided us with the opportunity to rent out our costumes, props and set pieces, something we have not done in our 35 year history. To date, we have dealt with three different production groups since our show ended in February 2014 and anticipate creating a new incremental recurring income stream over the next several years.

We have already formed several strategic alliances with various organizations and businesses that have helped made UTC a success. Over the next ten years, our focus will be on specific business goals in five main categories:

1. Obtaining a space to be used as a permanent home
2. Generating earned revenue from a combination of ticket sales, the rental of sets, costumes, props, and additional fundraising;
3. Keeping gross profit margins high;
4. Raising substantial percentages of revenue from grant sources to develop a permanent home;
5. Including outreach as a main goal to include various audiences.

The funding initiative is divided into a short and a long term objectives:

- The short term funding will be used to enhance marketing and fundraising efforts, audience development and revenue generation.
- The long term initiative is towards a permanent home which would increase our program enrollment and allow us to collaborate with other organizations. This in turn will allow us to expand our program offerings. This offering may further evolve into workshops, seminars, and summer camp programs providing greater theatrical exposure to children and youth in York Region.

Mission Statement

We will operate a repertory company focused on young people that will through study, performance, production and competition advance knowledge and appreciation of theatre and the role it has played and continues to play in our culture and tradition; such that each person involved with our company participates in a learning experience that enhances their lives.

Objectives - Short Term

We are looking for \$35,000 as either a gift, or a non-interest loan repayable over 10 years.

Our current revenue stream consists of 4 major sources:

1. Participation fees of \$450 per cast member
2. Sponsorship and Program advertising
3. Ticket sales to the annual production in February.
4. Rental of sets, props and costumes.

The revenue stream available to us currently is reliant on our visibility in the community. Over the years and focussed on a not for profit objective, we have not allocated strategic funds for advertising as many are unaware of our existence. We have used these funds to instead absorb the increases in operating costs. We have been around for 35 years and continue to produce high quality, near professional family friendly shows and we would like to extend the offering to the whole community.

We would use the funds to build awareness through advertising in the local media (Markham Economist/Radio/National newspapers/Markham Life/Social Media) augmented with printed posters and flyers. We need a minimum of \$5,000/year to be spent on advertising. As above, our budget for advertising has been squeezed by the rising costs of other expenses. We need a unique and dedicated source of funding for advertising and awareness. For clarity, these funds will be part of our capital budget, and strategically spent over several years.

Step 1

We would spend \$ 2,018 to advertise our casting call in September. Our goal would be to attract and additional 10 cast members. This represents \$4,500/year increased revenue.

Step 2

We would spend \$ 2,970 to advertise more strategically around the production dates of the show. We would build awareness in December as people are looking for Christmas gift ideas. The final push for tickets would be in the two weeks before the show. Currently, the majority of our tickets are sold through the cast. This means we have an untapped number of families in the community.

Our average ticket price is \$25. We have 6 shows open to general public. We conservatively estimate that increased awareness would sell a minimum of 50 extra tickets per show which would mean an increase in ticket revenue of \$7,500 /year.

The anticipated increase of approximately \$10,000 to \$12,000 per year in revenue means the loan may be repaid at \$3,500/year or a 10 year amortization. The remaining funds would provide a buffer to better absorb the rapidly rising costs of productions, and on a long term basis help balance the budget in years when sponsorship is limited or unavailable.

Objectives - Long Term

We want to solidify our position in the community by obtaining a permanent home. Having a visible store front like in the community will build awareness of Unionville Theatre Company outside our current annual show. We will continue our singular focus on theatrical endeavors and related arts and expand to offer more diverse programs like junior scripts summer program, drama classes, workshops and seminars. UTC would strive to become a community hub for other groups, collaborating with Markham Concert Band and Markham Youth Theatre.

We will review options related to various participation and admission fee scenarios while determining the gross and net revenue implications of each scenario. With the momentum of additional revenue streams there is an opportunity for the Unionville Theatre Company to significantly increase its self-generated revenues in memberships, donations and sponsorships.

In the near future we anticipate the need to rewrite our Constitution to reflect our growth and establish an Advisory Board consisting of 3 to 5 members (corporate or council) with consideration given to diverse skills, expertise and experience.

With the additional hours to operate Unionville Theatre Company, we would apply for a Trillium grant to assist in our start up to year round programs with funding directed for 1 full time 1 part time paid staff.

Strategy and Implementation

Key areas of our marketing strategy include the following:

To increase membership and growth as a means to provide recurring revenue. Participation in our group will have many benefits, and by extending our programs, we expect to quickly expand our membership to include a wide variety of people, and our retention and renewal level should remain high as a result of updating and perpetually adding new and exciting programs.

The first stage of membership in UTC will be the development of the "Friends of Unionville Theatre Company". This will be the group of corporations and individuals who participated in the ground floor construction phase of a permanent home. Through either in-kind or cash donations or a combination of both, membership in the "Friends of Unionville Theatre Company" will be acknowledged depending on level and amount of donation. To be determined by our Board of Directors.

- Premiere Sponsor
- Premiere Patron
- Patron
- Donor

1. On-site marketing of Unionville Theatre Company will be one of our most important ways to convey messages and direct people to programs offered. There will be constant awareness of what one can participate in through a variety of imaginative graphic placements and "On-Screen Advertisements" and "teasers". With a captive audience of those who already made the effort to participate, we will be successful in spreading the word of all we have to offer, enjoying a word-of-mouth push that keeps people coming.
2. Targeted Advertising will form a diversity of support for Unionville Theatre Company. There will be marketing efforts for specific "areas" of programming, workshops on how to prepare for an audition, vocal lessons, costume plot, stage make-up and wigs, prop building, and set design.
3. Advertising sets, costumes and props available for rent to increase our revenue stream. Advertisements will heavily promote our location, web site, social media, the telephone number as a way to know the details.
4. The Website will always be mentioned in advertisements as a place to buy advance tickets and to highlight other programs that are available. By selling advance tickets, we will know our capacities in advance and be able to judge when extra marketing is necessary. Once at the site, there will be direction for current show information, a gallery of past productions, and sponsorship acknowledgement. There will be a strategic placement of links to and from our sponsor's websites.
5.
Radio will allow us to reach a wider area, and we will participate in creative giveaways for awareness in targeted radio stations.
6. Flyers, posters and brochures will be an important source of information and education to convey the programs available.
7.
Press contacts will be expanded to include an international array of publications and journalists that are interested in Unionville Theatre Company, and what it has to offer. Organized and well timed press releases will be able to inform a variety of target markets what is happening.

Fundraising Strategy

The "Friends of Unionville Theatre Company" Drive effort depends on the commitment of key volunteers to raise funds through corporate and individual contributors throughout the area. This includes leveraging the resources of corporate sponsors and initiating the Friends of UTC program where businesses are partnered with specific areas of need. Sponsors and Donors are recognized in numerous ways for the valuable role they play in the organization. We anticipate the drive to cover part of our build out costs.

We have consulted and engaged individuals to assist in grant applications for OTF for capital initiative of building renovations and equipment purchases, operating and project expenses

Sponsorship and Advertising

With each show we have offered sponsorship and advertising and have been successful in filling each level. Once our current production is in place we will revisit the levels and amounts with our Board of Directors.

Management Summary

UTC has been run successfully since 1979 governed by a volunteer Board of Directors. We currently have 8 members however we are in the process of expanding to 13 members as allowed by our constitution. We are supported by a full volunteer orchestra and there are many volunteers in numerous capacities. The volunteer Board plays a monumental part in organizing and managing the activities. Each board member has a role in managing an area of volunteer duties or event. For example, some of the upcoming events include participating in the Unionville Festival and Markham Village Music Festival. The company has been requested to provide entertainment while benefiting from cross promotion for our upcoming casting call.

Duties of the Board

- To meet monthly to discuss the organizational activities of our show and advise and approve the general direction.
- To make decisions on the fiscal annual budget for the best benefit of the organization, and hold annual meeting.
- Maintain the organization's corporate books and meeting minutes.
- To each chair or lead a certain area with relevance to the health of the organization.
- To have a maximum of thirteen Board members that represent a cross section of the arts and the business world

Current Board of Directors

President - Carlene Flynn

Carlene Flynn volunteered with UTC in 2003 and joined the Board in 2005. She stepped into the task of producing in 2006 learning all aspects of theatrical production with each show she has been involved in. Carlene was elected President of the board in 2011. With over 3 decades of volunteer services Carlene is also a Committee member with Markham Fair for 20 years. She has served on the Executive of local Guild, volunteered with CHATS and Lifeline as well as start up of PTA and Publishing House for an elementary school. Carlene's strength in organizing and delegating has contributed to Unionville Theatre Company ability to maintain the highest standard of show quality.

Vice-President - Simon Cantrill

Simon Cantrill volunteered in 2008 with set construction and joined the Board in 2009 as lead set designer. He owns a custom home building company located in Stouffville. The opportunity to mentor youth and to guide volunteers in building combined with a passion for Theatre ensures Simon is a strong asset to our Board. Simon was elected into the position of Vice-President(s) in 2012 and co-produced our last show "SHREK the Musical" 2013-2014.

Vice-President - Adrian Chandran

Adrian Chandran began as a volunteer in 2007 when his daughter became interested in being on stage. He has been involved in many aspects of the company since, and joined the Board of Directors in 2009. Adrian has also co-produced *CATS*, *FAME* and *Once Upon a Mattress* and was elected to the position of Vice-President in 2012. Adrian is a corporate banker as Vice President with the BMO Financial Group, and brings strong financial oversight to the Board. Adrian is also a coach for several hockey and baseball teams while balancing his involvement in the company.

Treasurer - Teresa Fitzpatrick

Teresa Fitzpatrick has been a UTC board member since 2012. Teresa currently holds the position of Treasurer. Using her many years experience as a self-employed bookkeeper for a variety of small businesses, Teresa prepares the budget and carefully monitors our cash flow positions. She also keeps our books up-dated and prepares them to go to our accountant for annual filing. Prior to joining the board, Teresa was a parent volunteer as her two daughters performed as members of the cast.

Secretary - Barb Kwolek

Barbra has been involved with Unionville Theatre Company for over 18 years. Past UTC positions include: Board Member (2009-Present), Board Executive (Secretary 2011-Present), Stage Manager (*Anne of Green Gables*, *Anything Goes*), Assistant Director (*Beauty and the Beast*), Assistant Stage Manager (*Bye Bye Birdie*, *Fame*, *Annie*, *Oliver*, *The King and I*, *Peter Pan*). Other theatrical credits include: *The Pyjama Game*, *RENT*, *Gypsy* (Steppin Out Theatrical Productions) *Little Shop of Horrors*, *The Wizard of Oz*, *Alice in Wonderland* (Just off Centre Productions); *The Music Man* (Marquee Productions). Barbra has studied Theatre Production at Ryerson University, has a degree in English from York University, and extensive experience as a freelance Graphic Designer.

Board Director - Flora MacDonald

Flora has lived in York region for 30 years and has volunteered in many ways. In the early years at Markham Stouffville Hospital, she served on the board of directors for 9 years. From there she has been a volunteer with YRDSB and many schools, notably Dickson Hill PS, Glad Park PS, Roy H Crosby PS and William Berczy PS. This is her 6th year volunteering as a director of UTC. Flora also serves on the Special Education Advisory Board of York Region District School Board as a representative for the Association for Bright Children.

She maintains the UTC website and social media presence as well as helping with various show related projects and tasks. Most notably for the past two years she has taken on the task of obtaining and coordinating props for our shows.

Board Director - Dennis Cline

Having performed in 3 UTC shows 'several' years ago, notably as Matthew in *Anne of Green Gables* in 1994/1995. Dennis joined the board in 2006 and performed in *Beauty and the Beast* for our 2007/2008 season. Other show credits include Carnes in *Oklahoma*, Mr. Brownlow in *Oliver*, Mr. Wilson in *Annie Get Your Guns* and the Purser in *Anything Goes*. Dennis also serves on the board of Onstage Productions. With a background in marketing Dennis has assisted in fundraising. He serves on the script committee where his music theatre experience is vital in guiding UTC's direction.

Board Director - Solveig Barber

Solveig has been on the UTC Board 3 & 1/2 years, one year as co-Producer, the others as general director. She has been a professional singer and actress for more than 40 years, therefore has a lot of experience to bring to the company. Solveig also volunteers and performs with Markham Little Theatre, Steppin'Out Productions in Richmond Hill, Markham Village Music Festival (as entertainment co-ordinator), and Markham Jazz Festival (as performer and committee member).

Volunteers

Since the establishment of Unionville Theatre Company, volunteers have played a vital role in the UTC programs, services and contribution to the community, with their time, energy, talent and commitment to our show. Volunteers contribute actively to many aspects of the UTC including fundraising events (Poinsettia Fundraiser, Shirt sales, Advertising and Sponsorship), and organizing special events: Unionville Festival and Markham Village Music Festival. Volunteer Positions include our Board as leads for: set designer, costume designer, prop lead, graphic designer, volunteer coordinator, website, advance ticket sales, poster distribution, wardrobe, costumes, hair/makeup, set building, set painting, props, green room, stage crew and lighting.

The volunteers will also be critical in assisting with fundraising and grant writing as we implement new donor levels that are intended to raise friends and funds in support of the Unionville Theatre Company. Volunteers are at the heart of UTC and will continue to play an important role.

Unionville Theatre Company augments the theatrical production with a professional Artistic team consisting of Director, Music Director, Vocal Director, Choreographer and Stage Manager as well as professional Technical team for Audio and Lighting.

These are paid positions in the form of a small honorarium depending on experience and time commitment over the 5 month show timeline.

Guiding Principles

- To further develop a major community asset for the people of York Region.
- To support and promote the talent of our youth through theatre arts.
- To be York Regions learning centre for theatre art experiences in the broadest and most inclusive ways possible.
- To be actively engaged in York Region's arts communities by sharing resources and expertise.
- To present a balanced, quality program of workshops and seminars and programs that provide the most innovative public and professional programs, thereby ensuring that the constituents have maximum enjoyment of the theatre arts.
- To make significant gains in private sector support for Unionville Theatre Company.

Financial Plan

The basis for planning has been to look forward with conservative estimates for revenue and expenses. We are committed to the steady growth of revenues while maintaining tight controls of all expenses and managing sponsorship funds. **Our financial focus** will be to remain profitable while building adequate cash reserves for further stages of development.

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UNIONVILLE THEATRE COMPANY
EST. 1979

CASTING CALL

COME PLAY WITH US!

Unionville Theatre Company
will be holding an Information Session
for next year's production on:

Sunday Sept. 7th 2014
at Crosby Arena
210 Main Street, Unionville

Please contact us for more information:

INFO@UNIONVILLETHEATRE.COM

416-765-1135

WWW.UNIONVILLETHEATRE.COM



November 20, 2013

Dear Markham Council:

Unionville Theatre Company was established in 1979 and we will celebrate our 35th Anniversary in 2014. We have a rich history of mentoring youth however need to make a transformational shift in our operations as increased costs have placed tremendous pressure on our long term sustainability. We are not visible outside performance periods due to limitations including the lack of a permanent home. We operate out of board member's homes, and rent space for construction and rehearsals. While our show and major production costs (royalties and fees paid directly or indirectly to the City of Markham) continue to increase, we have historically had one revenue stream, the public. While we want to ensure future operating sustainability, we need to balance this against maintaining and increasing accessibility of the theatre to families of all social diversity.

After years of successful operation and demonstrated fiscal responsibility, we are currently at a junction and need assistance. We are at risk of not being able to deliver high quality performances and mentor ship as the downloading of government costs has exceeded our ability to raise revenue. As a result of over-extension, the Company is suffering from volunteer burn out, losing four board members in the last three years.

We would like to request Unionville Theatre Company be added to the next agenda of City Council meeting for the purpose of asking for a gift, or non-interest loan in the amount of \$35,000 to be repaid over ten years. We need to enhance our marketing and fundraising efforts so we may explore new revenue generating opportunities and audience development. As we work towards our permanent home, this grant/loan would enable us to enhance our offerings such as increased program enrollment, collaboration with other organizations, program expansion to

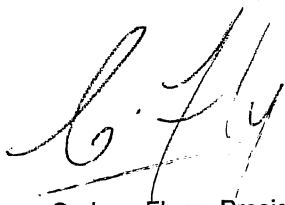
offer workshops, seminars, and summer camp programs with the objective of providing greater theatrical training and performance opportunities for the youth of York Region

We believe we should be considered for funding as we have a proven track record in the community for mounting high calibre theatrical productions with over 200 volunteers. We have been an active member of the Arts community in York Region and provide an important training ground for young performers, set builders and costume volunteers, orchestra performers and backstage crew. The success of each production continues to pivot on many volunteers and their gift of time.

We continue to provide accessibility by maintaining ticket prices despite increasing production costs however the pressure points have been building. We continue to make tickets available to well deserving individuals and groups through York Services, 360Kids (York Pathway) and local churches. We continue to focus on mentoring our youth particularly kids that maybe considered at risk. We are giving our leaders of tomorrow, the self-confidence and life skills to make better citizens that will repay your investment in the Company in spades that will last a lifetime.

We have submitted a grant request to the Ontario Trillium Foundation, the results of our application will not be known until March 2014.

We thank you for your consideration.

A handwritten signature in black ink, appearing to read 'C. Flynn', written over a horizontal line.

Carlene Flynn, President

UNIONVILLE THEATRE

Notice to Reader

Financial Statements

December 31, 2011



Collins Barrow

Chartered Accountants

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NOTICE TO READER

On the basis of information provided by management, we have compiled the balance sheet of Unionville Theatre as at December 31, 2011 and the statement of revenues, expenditures and surplus 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.

CHARTERED ACCOUNTANTS, Licensed Public Accountants

Vaughan, Canada
October 15, 2013

UNIONVILLE THEATRE
Balance Sheet
December 31, 2011
(Unaudited - See Notice To Reader)

	2011	2010
Assets		
Current assets		
Cash	\$ 25,172	\$ 11,774
Restricted cash	-	4,500
Prepaid expenses	1,000	-
	<u>\$ 26,172</u>	<u>\$ 16,274</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	\$ 1,679	\$ 1,000
Deferred grant	-	4,500
	<u>1,679</u>	<u>5,500</u>
Surplus	<u>24,493</u>	<u>10,774</u>
	<u>\$ 26,172</u>	<u>\$ 16,274</u>

ON BEHALF OF THE BOARD

_____ Director

_____ Director

UNIONVILLE THEATRE

Statement of Revenues, Expenditures and Surplus

year ended December 31, 2011

(Unaudited - See Notice To Reader)

	2011	2010
Production revenue	\$ 71,340	\$ 70,022
Production costs	55,825	59,615
Net production revenue	15,515	10,407
Other revenue		
Sponsorship	6,500	-
Fundraising	4,992	3,200
Grant	4,500	-
Donated services	1,000	1,000
	16,992	4,200
	32,507	14,607
Operating expenses		
Advertising, promotion and fundraising	8,940	8,083
Bank charges and interest	1,515	910
Insurance	679	3,833
Office and general	2,425	2,053
Professional fees	1,000	1,000
Website	4,229	-
	18,788	15,879
Excess (deficiency) of revenue over expenditures	13,719	(1,272)
Surplus, beginning	10,774	12,046
Surplus, ending	\$ 24,493	\$ 10,774