



Studio Theatre Perth

Live Theatre, Concerts & Events

Strategic Plan 2025-2035

September 2024 Version



Table of Contents

INTRODUCTION.....	3
HISTORY OF THEATRE IN PERTH	3
CURRENT THEATRE LANDSCAPE IN PERTH.....	4
FUTURE OF THEATRE IN PERTH	4
THE COMMUNITY WE SERVE	5
PERTH THEATRE PROJECT VALUE PROPOSITION	5
VISION, MISSION AND VALUES.....	7
HOW WE OPERATE.....	7
LONG TERM GOALS – 2030 / 2035	11
LONG TERM MEASURES OF SUCCESS.....	11
2025 GOALS AND OBJECTIVES	12
APPENDICES.....	13
Appendix A: History of Theatre in Perth	13
Appendix B: PTP Strategic Plan at a Glance.....	15
Appendix C: Perth and Community Demographics.....	18
Appendix D: PTP Committees.....	21
Appendix E: Robert’s Rules of Order Cheat Sheet.....	23
Appendix F: Template Agenda for Board Meetings	26



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Introduction

Perth Theatre Project (PTP) is the corporate entity that operates Studio Theatre Productions and the Studio Theatre venue. We are currently 100% volunteer-run and a registered non-profit charity.

The purpose of this document is to review the role PTP has played in the rich theatre history of Perth and to outline a vision for the next ten years.

History of Theatre in Perth¹

The Town of Perth has a rich theatre history that stretches back to 1816. The area has been known as THE theatre destination between Montreal and Toronto and has seen the rise and fall of several venues and theatre companies. Perth Theatre Project has been part of that story since 1995 and is proud to be continuing the rich tradition.

Perth Theatre Project

In 1995, Perth Theater Project was founded on a vision. That vision was to create a “little Stratford” or major theatre destination in Eastern Ontario. Since that time, PTP has operated the Studio Theatre in leased space at 63 Gore Street. For the first several years, BarnDoor Productions was the resident production company. In 2009, Studio Theatre Productions took over residence.

History of Performance Venues in Perth

The Red House 55 Craig Street 1816	Robertson Music Hall 11-15 D'Arcy Street 1855-1892	Opera House Perth Town Hall 1864-1971	Starland Theatre 91 Gore Street 1885 – 1914	Royal Theatre 35 Gore Street 1914 - 1916	Balderson (later Perth) Theatre 18 Gore Street 1915-1957
1 st Theatre space - multi-purpose	1 st Purpose-built theatre space for itinerant theatre & music Main stop on tours between Montreal & Toronto	Multi-purpose with emphasis on travelling shows after 1870s First moving pictures in 1897	Visiting vaudeville troupes and movies (1 st colour movie) Victoria (Gayety) Theatre Company 91 Gore Street 1885 1 st Dedicated Movie Theatre (silent films)	1 st theatre for talking pictures (included vaudeville performances as well)	Largest venue between Montreal and Toronto (1,100) Travelling companies + local choirs, orchestras and youth groups + 1 st technicolour film Fitted for radio broadcast in 1925
Since 1957	Currently in operation				(Constructed from salvaged materials from the Starland)
Multi-purpose spaces such as church halls, service clubs Rideau Ferry Inn Full Circle Theatre	Multi-purpose spaces such as church halls, service clubs PDCI Mason Auditorium Port Elmsley Drive In (since 1953) Studio Theatre (since 1995)				

¹ This information has been compiled from a variety of public sources. Any misrepresentation is unintended and corrected information is welcomed.



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History of Theatre Companies in Perth

	Prior to 1983	Perth Summer Theatre 1983 – 1992	Classic Theatre Festival 2010 - 2019		
PROFESSIONAL	Wide range of itinerant theatre companies and entertainers from Canada, the United States, England and even further afield, including Perth's own Marks Brothers	Professional actors working in a variety of temporary venues during summers	Professional actors working in a variety of temporary venues during summers		
COMMUNITY	Perth Community Choir 1981 - present Started as a church choir and now produces one major musical per year	BarnDoor Productions 1995 - present Operating in residence at Studio Theatre 1997 – 2008 In residence at Full Circle Theatre 2009 until closing in 2022 Operating out of Ottawa since 2022	The Academy for Musical Theatre and Orion Productions 2003 - present Semi-professional community theatre company that specializes in intimate productions of well-known Broadway musicals - usually producing one major production per year in a variety of venues	Studio Theatre Productions 2009 - present Community theatre company in residence at Studio Theatre since 2009 Typical season of 6-8 productions with occasional summer productions	Youth Theatre Training Program 2015 - 2019 Operated by Laurel Smith of Classic Theatre "Listen Up!" rural youth tour throughout Lanark County and produced historical collaborations with the Museum as well as dinner theatre at Michael's Table

See Appendix A for more details about the history of theatre in Perth.

Current Theatre Landscape in Perth

In 2020, there were three major theatre companies in Perth: Classic Theatre Festival (professional with no permanent venue), Barn DoorProductions (amateur operating in Full Circle Theatre) and Studio Theatre Productions (amateur operating in Studio Theatre). By the end of the COVID pandemic, only Studio Theatre Productions remained.

The Academy for Musical Theatre, Orion Productions and Perth Community Choir also continue to stage one or two productions per year – usually in church halls.

There are only two purpose-built performance venues in Perth – Studio Theatre and the PDCI Auditorium at the high school.

Future of Theatre in Perth

Perth Theatre Project intends to reconfirm Perth as a major theatre destination in Eastern Ontario. We intend to, once again, make the Town of Perth the primary theatre destination between Montreal and Toronto. We will make high quality productions available at community theatre prices. In addition, we intend to re-enliven the rich tradition of film and innovation in Perth.

We believe that success will be achieved by operating a performance arts venue that provides a permanent home for both live productions and movies as well as educational activities related to performing arts. The goal is to provide theatre experiences comparable to those provided by professional production companies and cineplexes in the larger metropolitan centres.

Realization of this vision will require collaboration with the Town of Perth, the Chamber of Commerce, the BIA and other government organizations for all forms of support including funding. Creatively, it will require an



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inclusive approach and extensive collaboration with other performing arts organizations in and around the community. Finally, it will require changes in ways of doing business. We will need to adjust our programming to the preferences of a broader demographic and younger generation. We will also need to embrace and leverage current technologies.

See Appendix B for our Strategic Plan at a Glance.

The Community We Serve

We serve the town of Perth and surrounding communities, e.g. Lanark County, Smiths Falls, Carleton Place Merrickville, Westport, etc. See Appendix C for detailed demographics.

Our primary target audience lives within a one-hour drive of the town of Perth. We serve these communities through entertainment and education in the fields of the performing arts – specifically live theatre, musicals, film and concerts.

Perth is also a tourist destination and we intend to add value for the Town and local businesses and give visitors additional incentive to come to Perth.

Perth Theatre Project Value Proposition

We are a community theatre made up of non-professional performers, producers, directors and technical support personnel. Our goal is to provide experiences that enrich people's lives. We present high quality performing arts programs that entertain and educate.

What We Do (in order of priority)

1. Our first priority is to produce high-quality, live theatrical performances.
2. Secondly we present educational workshops focused on performing arts and the technical skills that support theatre.
3. We also present high-quality, special interest films and support independent and international film producers.
4. We co-produce live performances to maximize use of our space, broaden the audience we serve and diversify the programming offered to the community.
5. Finally, we rent our theatre space, when is it not otherwise being used, to other individuals or groups who share our values to further supplement revenue and diversify programming.

What Makes Us Unique

- We are a community theater with a permanent home; we provide high quality, non-professional theatrical performances. These performances entertain our patrons and develop performance and technical skills in those who stage the performances. It is possible to produce this level of quality because we have full time access to a permanent space.
- Our physical space provides for an excellent patron experience. Our acoustics are outstanding. Our seating is comfortable. The space is accessible to those with mobility and hearing challenges. Our projector and screen are of cinema quality.
- Our volunteers are dedicated to creating high-quality patron experience and dedicate thousands of hours per year to serve our patrons.



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Benefits to our Communities

- | | |
|--|---|
| Amateur thespians and play writers | <ul style="list-style-type: none">• Opportunities to apply and acquire theatre skills• A place to workshop new material |
| To patrons | <ul style="list-style-type: none">• Unique, intimate, high-quality entertainment experience• Feeling of being appreciated• Opportunities to learn what goes on “behind the scenes” |
| To community residents | <ul style="list-style-type: none">• Opportunities for education and entertainment year-round• Volunteering opportunities to learn new skills and make new friends |
| To performing arts teachers and students | <ul style="list-style-type: none">• A venue for performances and workshops• Opportunities to apply new skills before live audiences• Bursaries for theatre students• Opportunities to instruct and workshop new material |
| To the local business community | <ul style="list-style-type: none">• Spending with local restaurants and retail businesses in conjunction with theatre visits• Advertising and sponsorship opportunities |
| To sponsors | <ul style="list-style-type: none">• Positive exposure for their brand to a targeted audience |



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Vision, Mission and Values

Vision

Perth is a thriving cultural community

The vision of Perth Theatre Project (PTP) is to be an artistic hub of a thriving cultural community where performing arts are within reach of everyone

PTP Mission

Entertain, engage and enrich the community through performing arts

The purpose of Perth Theatre Project (PTP) is to:

- provide year-round performance arts events that both entertain and engage our audiences and supporters
- provide opportunities to develop performance and technical skills related to the performing arts

STP Artistic Mission

To bring content and context forward so clearly that our audiences are richly engaged, having such strong experiences that they are moved to reflect on, share and return to the theatre

Studio Theatre Perth is first a community theatre.

Above all, it is an expression of the diversity, energy, creativity and generosity of Perth and area folks coming together on a project-by-project basis in the arts.

Primarily these projects are non-professional, non-profit plays in a variety of genres, completely generated by volunteers. However, our standards are high as we continuously strive for professional level productions for our beloved audiences.

Values

These are our core beliefs. They inspire and guide our choices and describe how we interact with those we serve.

Making the arts accessible to all

Embracing diversity, equity, inclusion and belonging

Being a positive, welcoming community space to learn, practice, present, create and experiment

Engaging volunteers, supporters, audiences, and the business community

Cultivating partnerships and working relationships that enrich both our artistic program and operational approach

Fostering a culture of simultaneously attracting new audiences and encouraging repeat attendance and loyalty

Maintaining financial viability and sustainability

How We Operate

Governance and Organization

How do we structure the organization?

PTP is a volunteer-run organization. Virtually all work done in the organization is done by volunteers. Working

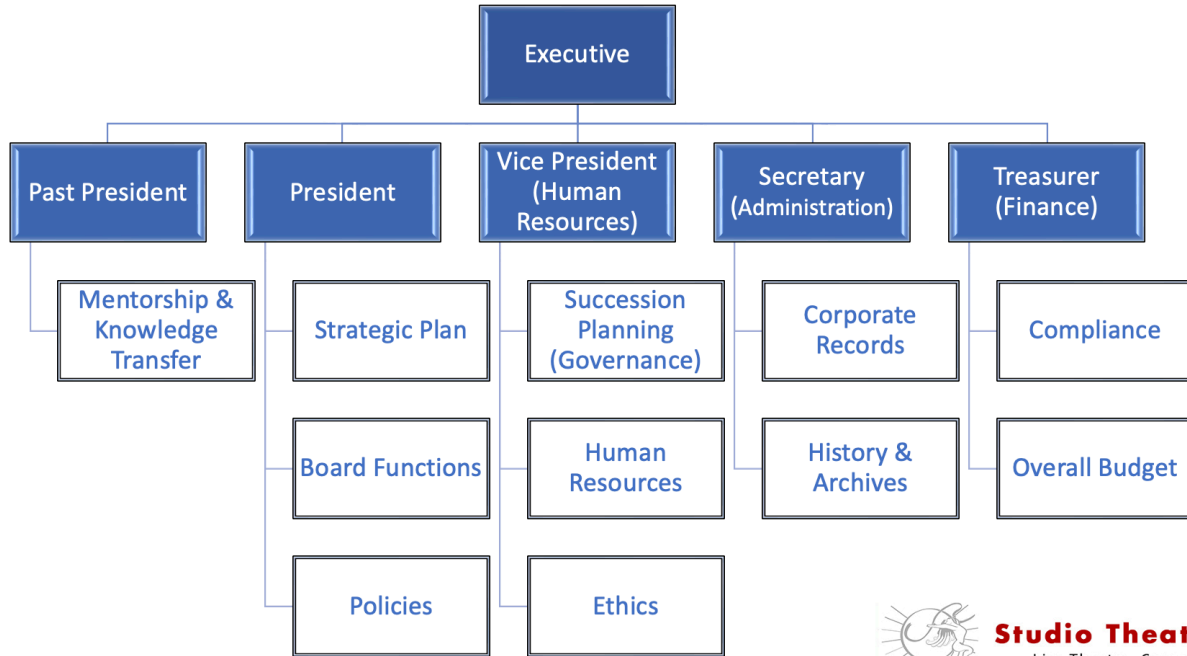


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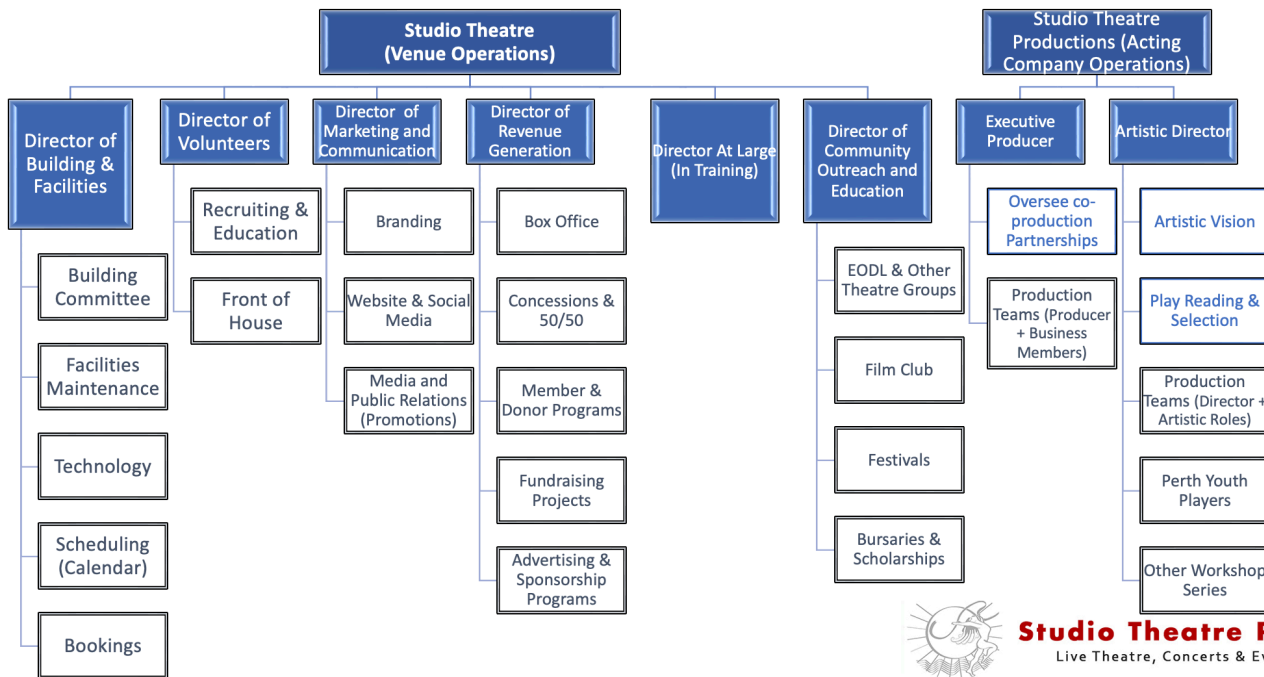
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committees “do the work” and the Board of Directors makes decisions.

Following is a graphic illustration of what we consider to be an ideal structure for the organization. This is not inconsistent and also not the same as how we are structured today. Our goal is to migrate to this structure over time.



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Who makes decisions? How are decisions made?

Decision making is shared between the board of directors and working committees of volunteers. In general, operational decisions can be made at the committee level. Proposals need to be brought for a Board decision in the following circumstances:

- A policy decision is required
- A financial commitment (beyond an approved committee budget) is required

See Appendix D for a listing of working committees, their composition and accountabilities.

Board meetings are conducted based on a simplified interpretation of Robert's Rules of Order and all decisions are recorded in the official meeting minutes.

See Appendix E for a simplified version of Robert's Rules and Appendix F for a board meeting template agenda.

How do we sustain the organization for the future?

It is the responsibility of each board member to continually identify and recruit new members to the overall team – with a particular eye to identifying and grooming their own successor.

A standing Nominating or Governance Committee chaired by the Vice President shall have the responsibility of recruiting, screening, educating and nominating board members. The Committee is challenged to develop and maintain a five-year view of future leadership and succession and update it in each annual Business Plan.

The Vice President, working with the working committee chairs shall be responsible for ensuring the whole organization is actively attracting, encouraging and recognizing volunteer contributors.

The director responsible for volunteers works actively to recruit and groom individuals who are willing to contribute their skills and talents to the purpose of Perth Theatre Project.

Marketing and Communications

Marketing and communications has a variety of responsibilities including:

- Building and maintaining a consistent brand and maintaining a website and social media presence
- Engaging members of the community as volunteers
- Promoting events, live performances, film, workshops, etc.
- Engaging the Town, business community and potential investors, e.g. donors, sponsors, advertisers, potential board members

Promotions needs to focus on two different market segments using different messaging and channels. First, we need to expand our presence and recognition in the local community – defined as within one hour drive. The second strategy should focus on tourism and building awareness provincially, nationally and cross-border in the eastern US.

The Marketing and Communications team is responsible for selecting channels and developing an optimal mix of media, e.g. website, social media, newsletters, print media, etc. to achieve various objectives.

Human Resources

The Vice President is accountable overall for Human Resources. Two working committees do the work of recruiting, training and supporting volunteers.

The Nominating Committee, chaired by the Vice President, recruits, educates, screens and recommends candidates for key leadership positions. In addition, they are accountable to implement a sustainable succession plan for organizational leadership.



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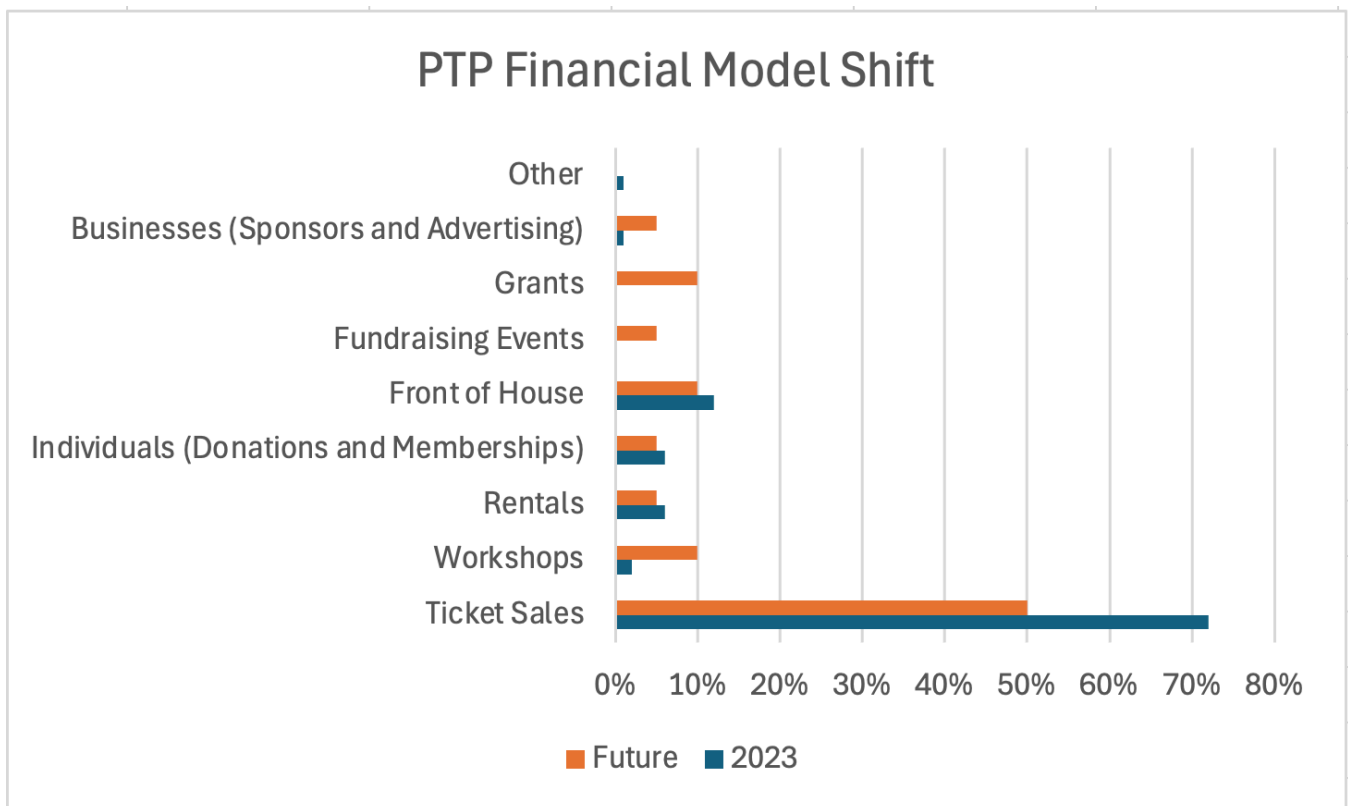
The Volunteer Committee is accountable to ensure adequate volunteer capacity to support all operations. They anticipate needs, document job descriptions, recruit and educate volunteers in all non-artistic capacities. They work with the Executive Producer and Artistic Director to find and support actors, directors, producers, stage managers and other crew and technical staff.

Historically, PTP has been run by volunteers. This has been successful, and we will remain committed to a community theatre model based on volunteers. However, as the organization grows, it may be prudent to consider some paid staff for specialized administrative and management tasks and duties. Adding the option for paid staff will help ensure organizational stability and efficiency. In addition, offering pay as well as honoraria for workshop facilitators should expand our capacity to offer valued and meaningful educational opportunities.

Finance and Administration

PTP has historically sustained operations primarily through ticket sales. In addition, front of house concessions plus 50/50 lotteries conducted during performances, rentals of the venue and donations contribute about equally. Occasionally, grants have funded special projects, like installing the elevator.

Our overall financial strategy is to grow revenue so we can offer more entertainment and educational opportunities to the communities we serve. We will increase current streams as well as diversifying revenue sources. The chart below conceptually illustrates the desired diversification of revenue sources. Specific revenue targets will be developed as part of each annual budget and business plan.

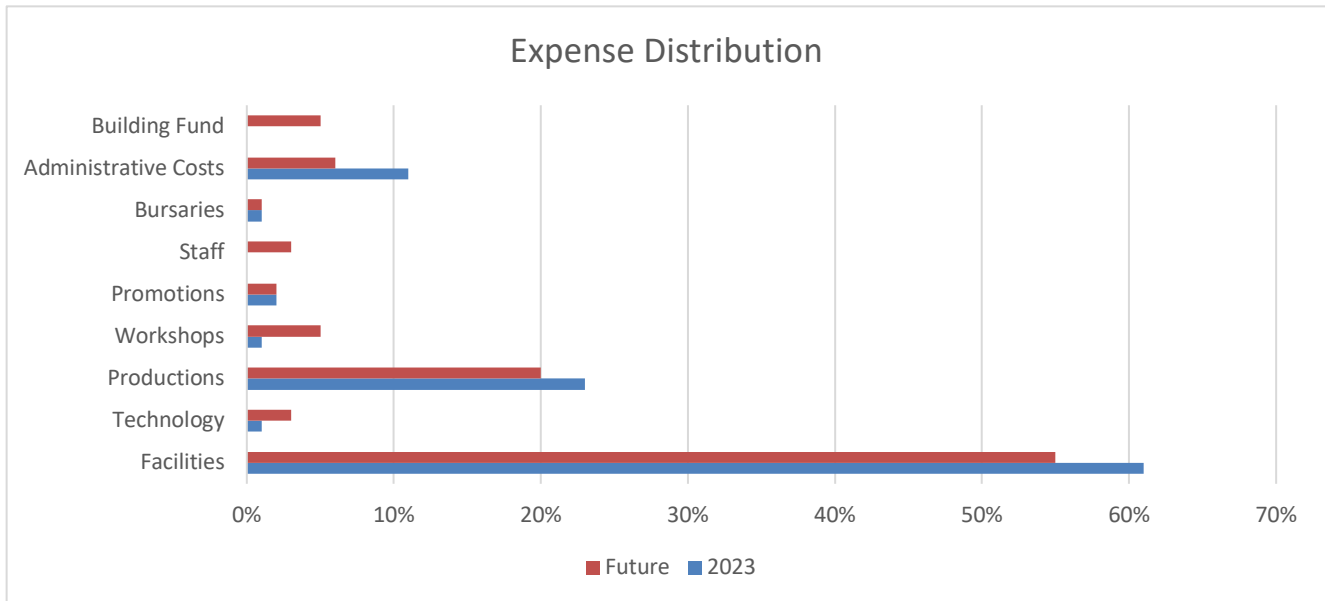


As revenue increases, it will be possible to make greater investments in all the standard categories of expense as well as save for future investments in facilities and staff. The chart below conceptually illustrates the idea that as revenue grows, current fixed expenses such as the lease and basic administrative expenses represent a smaller percentage of overall revenue and new revenues can be directed toward increased programming and savings. Specific expense budgets will be developed as part of each annual budget and business plan.



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Long Term Goals – 2030 / 2035

Our long-term goal is to be known as a major destination for high quality theatre. Programming will include live theatre, musical productions, educational workshops, specialty films, and music concerts presented year-round.

We will operate year-round in a permanent venue that we hope to own. Ideally, the venue will be located in the historic district of downtown Perth and provide adequate space to support a diverse range of programming activities. The space needs to accommodate large musical productions (orchestra pit, large wings, dressing rooms and green room, etc.) as well as film and workshop presentations. Space is needed for storage of costumes and props as well as a shop for set construction. Rehearsal space must be adequate to support multiple productions simultaneously. Lighting and sound technology in the venue must be suited to support both live performances as well as film and concerts.

A major priority for the venue will be to provide a high-quality audience experience. This includes being accessible to those with physical limitations as well as sight and hearing challenges. We will be recognized for our comfortable seating, convenient services and a caring support staff.

Staffing will continue to rely heavily on volunteers. In the future, two paid staff – one administrator and one Executive Director – will oversee day-to-day operations. Project-based, paid staff will be funded through grants and engaged for conducting workshops and managing special events.

Long Term Measures of Success

- Financial viability for the long term
- Quality of productions / audience feedback
- Being valued by the Town and business community as a major asset
- Percentage of the community served



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2025 Goals and Objectives

2025 will be a year of transition with the objective of laying foundations for executing the long-term strategy. The Board will use the Strategic Plan to guide decision making and Board Meetings will be used to monitor progress toward both short and long-term goals. The organizational plan will be clarified and aligned with the long-term strategy. Filling key leadership positions and building a succession plan will be a priority. A Building Committee will be formed and tasked with assessing needs and determining feasible options for upgrading and expanding venue capacity immediately as well as determining feasibility for buying or building a larger venue. The Production Company will be challenged to find ways to extend operations to year-round and include more educational activities.

Specific near-term goals include:

- Upgrade of lights, sound and WIFI services (2024?)
- Secure additional permanent rehearsal space (2024?)
- Define and implement an Awards Program for the season (2024?)
- Conduct a comprehensive communications campaign targeted at increasing volunteers – focusing on leadership and non-production related activities (2024?)
- Add at least three new Board members
- Install a completely new Executive Team (at a minimum, a new Treasurer)
- Onboard/engage at least five new volunteers with leadership potential
- Clearly state and publish the STP Artistic Mission
- Select a 2026 program that includes a minimum of 8 year-round productions with at least one musical and one workshop for all ages (in addition to a PYP series)
- Clarify expectations of STP Producers and Directors as well as difference between STP productions and co-productions
- Formalize an outreach program to engage and collaborate with other community theatres
- Form a Building Committee and conduct a complete venue needs assessment
- Implement a newsletter for current and future volunteers
- Expand promotional communications to target all major communities within a one-hour drive of Perth
- Clearly define various types of revenue-generating activities and the resources required to do them, e.g. sponsorship, donor and members programs
- Identify someone to fill the role of Historian/Archivist



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Appendices

Appendix A: History of Theatre in Perth

Early Film Houses and Performance Venues in Perth

<https://www.perthhs.org/documents/last-picture-show.pdf>

Professional Theatre in Perth

Perth Summer Theatre

Perth's first professional summer theatre company was Perth Summer Theatre. It was operated by David and Janice Jacklyn working with actors whose experience ranged from New York to Stratford to Europe. Perth Summer Theatre operated from 1983 to 1992.

They started in a tent at Last Duel Park and then moved to other venues in the town. After nearly 40 productions and with no permanent home, they were finally forced to fold the company in 1995 due to the difficulties in finding performance space and creating (and tearing down) a full theatre every summer.

Classic Theatre Festival

Having launched [Burning Passions Theatre](#) in Toronto in 1999, Laure Smith relocated that company to Perth in 2010 to create the Ottawa Valley's only professional theatre company at that time. Laurel directed plays each summer for the company's Classic Theatre Festival which took place at a variety of venues including church halls and the Studio Theatre.

In 2019 when the pandemic hit, Classic was forced to close down in Perth. The Festival continues to operate in Ottawa.

Community Theatre in Perth

Perth Community Choir

Perth Community Choir is a non-profit organization that brings talented singers, actors, dancers and musicians together for an annual musical production in the fall.

Perth Community Choir was created in 1981. The group started as a church choir and wanted opportunities to sing some different music together. To date, the group has performed 34 musicals and can't wait to entertain the community with even more!

BarnDoor Productions

After the closing of Perth Summer Theatre, David and Janice Jacklyn started BarnDoor Productions in 1995. BarnDoor Productions claims to be Perth, Ontario's original community theatre. BDP has been described as "a professional company who work with amateurs" in creating theatre of a quality "that belies its amateur status".²

From 1997 until 2008, BarnDoor Productions was the resident production company at Studio Theatre.

Eventually they acquired and renovated 26 Craig Street, aka Charlie's Carwash, a well-known Perth landmark, turning the circa-1947 building into the Full Circle Theatre.

Full Circle Theatre was closed in 2022, but BarnDoor Productions continues operations – primarily focusing on

² The Perth Courier



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international sale of David's catalogue of plays.

Perth Theatre Project

Perth Theater Project was founded on a vision. That vision was to create a "little Stratford" or major theatre destination in Eastern Ontario.

- Application for Incorporation August 25, 1992
 - To promote the establishment of a multi-use performing arts facility for the purpose of:
 - (a) conducting an annual theatrical festival and related events
 - (b) advancing knowledge and appreciation of dramatic and musical culture and tradition by theatrical performances; and such other complementary purposes not inconsistent with these objects.
- Supplement April 13, 1994 (prior to achieving charitable status on June 22, 1994)
 - (a) To advance public knowledge and appreciation of the performing arts
 - (b) To promote the establishment of a multi-use performing arts facility
 - (c) To conduct annual theatrical festivals and related events.
- BarnDoor Productions in residence from 1997 – 2008
- Revival of the corporation April 6, 2009, to continue operations
- Studio Theatre Productions began operations in residence in 2009
- Studio Theatre Productions is recognized as one of the finest, high-quality community theatres in Eastern Ontario.

Youth Projects by Laurel Smith

In addition to running the professional Classic Theatre Festival, Laurel Smith directed the rural youth project, [Listen Up!](#) that toured each spring throughout Lanark County. The project focused on the issues faced by rural youth in Lanark County and beyond. Each year they formed a youth troupe to research, create, rehearse and perform a play that spoke to what was bugging young people at that time. Tours took place from 2015 through 2019.

As part of the Youth Theatre Training Program, Laurel also wrote and directed original scripts for, [Perth through the Ages](#) and [The Lonely Ghosts Walk](#) historic theatrical walking plays each summer. Finally, she inaugurated the [Classic Dinner Theatre](#) a youth training program in partnership with Michael's Table restaurant.

The Academy for Musical Theatre and Orion Productions

The Academy for Musical Theatre's Heidi Stepanek and Peter Dixon launched Orion Theatre Company in 2003 with a production of Rocky Horror Show that is still talked about by those familiar with this groundbreaking event. Orion is a semi-professional community theatre company that specializes in intimate productions of well-known Broadway musicals. It is known for presenting high-caliber productions highlighting the many talented local actors, singers, and musicians.

They also arrange tours to the Stratford Festival. For twenty-three years they have been hosting group tours to that amazing Canadian treasure.



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Appendix B: PTP Strategic Plan at a Glance

	Today	2025	2030	2035
<p>Local Audience (the community we serve)</p> <p><i>"Lanark County is on an impressive growth trajectory. As of 2022, our population reached 77,454 reflecting a vibrant and expanding community."</i></p> <p>In 2021, the population of Perth, was 6,469, which represents a change of 9.1% from 2016. This compares to the provincial average of 5.8% and the national average of 5.2%.</p>	<p>As of July 2023:</p> <ul style="list-style-type: none"> 82,828 Lanark County population 7,073 Perth residents <p>Female/Male Ratio: 55%/45% Median income \$63,200 Age distribution: 0-17 = 13% 18 – 64 = 48% 65 + = 39% Primarily Caucasian Primarily English-speaking</p> <p>See Appendix C for more details</p>	<p>Lanark (based on 5% annual growth rate) = 91,318</p> <p>Perth (based on 5% annual rate of growth) = 7,797</p> <p>Town strategy is targeting young families</p>	<p>Population forecast by Town of Perth to increase by 30-50%</p>	
<p>Studio Theatre Audience</p>	<p>Avg Attendance: Live performance = About 600 per play (8 performances)</p> <p>Films = About 170 per film (2 screenings)</p> <p>Recent survey results: Female/Male/Other Ratio: 68%/28%/4% Age distribution: 0-18 = 3% 19 – 50 = 13% 51 + = 84% Primarily Caucasian Primarily English-speaking</p>	<p>Increased diversity in audience in terms of:</p> <ul style="list-style-type: none"> Age Culture Interests <p>Focus on increasing audience within 1 hour drive</p> <p>Target attendance of 800 per play and 200 per film</p>	<p>Provincial, national and cross-border recognition as a theatre destination</p> <p>Focus on tourism</p> <p>Near capacity attendance at most performances and screenings</p>	<p>Serving a larger and more diverse audience more representative of the community demographic</p> <p>Recognized as delivering "nearly professional" quality productions at accessible prices</p> <p>Audience is made up of residents from the local community as well as notable number of visitors and tourists</p> <p>Numerous sell-out performances and screenings</p>



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	Today	2025	2030	2035
STP Programming (STP operations)	6 live theatre productions - one musical production and one presentation of one-act plays Hosting EODL One-Act Festival	6 productions planned - one includes music / one includes dance Explore co-production opportunities	Mix of year-round programming with subscription offerings	Rich mixture of live performance and musical productions offered year round – “near professional” quality at community theatre prices
Community Outreach (STP outreach + film + music)	Youth theatre workshops – 2 series Host Film Club Fridays monthly Music concerts provided by rental clients	Maintain 2 PYP series Add 1 series of 6-8 workshops for all ages Add Play Writer’s Forum Explore opportunities for more festivals and/or types of movies Curate concerts to ensure alignment with PTP values Explore partnership with Perth Citizen’s Band and local choirs	Year-round workshop offerings with variety of topics and age groups Year-round film offerings targeted at multiple audiences Partnerships providing a variety of musical offerings performed by primarily local performers	Wide range of workshops focused on developing theatre arts skills offered for all ages A local “movie house” focused on offering a variety of films for “special interests”, e.g. international, documentary, locally produced, etc. A performing arts venue committed to providing opportunities for local artists
Venue Operations (PTP operations)	Lease and maintain full time theatre space Rented out for various activities to help off-set costs	Add full-time rehearsal and storage space Form a team and investigate ownership options	Acquire and renovate an historic building for performing arts venue capable of housing all of the STP programming along with community outreach activities	Own and operate a performing arts venue in the historic district of Perth that continues the rich historical tradition of innovation, quality and accessibility for live performance as well as film and music



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	Today	2025	2030	2035
Staffing	<p>100% volunteer operated – leadership, administration and operations</p> <p>Majority of current board and leadership has been in place for 5-15 years</p> <p>No formal succession planning</p>	<p>Increase volunteer communications and recruiting for targeted skill sets</p> <p>Add at least three new board members with an informal succession plan in place</p>	<p>Prepare for the possibility of a part time, paid administrator and/or bookkeeper</p> <p>Operating with a completely new Executive with a formal succession plan in place</p>	<p>Prepare for the possibility of a part time, paid Executive Director</p> <p>All board members are actively replacing themselves every 3-5 years</p>
Governance	<p>Board makes decisions / volunteer committees execute</p> <p>Confusion of roles and accountabilities</p> <p>No formal business plan</p>	<p>Clear communication of accountabilities</p> <p>First year with a business plan</p> <p>Install governance processes to review and update Strategic and Business Plans</p>	<p>Smooth operation of Board focused on decision-making and working committees doing the work</p>	<p>Board is completely focused on Governance with Executive Director overseeing operations</p>

	Today	2025	2030	2035
How We “Do Good” (why we are a non-profit)	<p>Opportunities for amateur cast and crew to participate in theatre productions and hone skills</p> <p>Opportunities for volunteers of all types to contribute and socialize</p> <p>Fundraising for/with other local charities</p> <p>Bursaries for high school theatre students</p> <p>Attract visitors to local businesses</p>	<p>Be more intentional about all of the current activities and expand opportunities</p>	<p>Expanded types of productions and programming for expanded opportunities</p>	<p>Recognized as a major contributor to Perth’s reputation as a theatre destination</p>
Indicators of Success	<p>Survived for 30 years (including through the pandemic when both other local theatres closed)</p> <p>Paying the costs of maintaining the venue</p> <p>Respected reputation for quality community theatre</p> <p>Word of mouth is main source of new audience</p>	<p>Increased community programming</p> <p>Building a fund for future investment</p> <p>Expanded brand recognition</p> <p>Expanded communications channels reaching a wider audience</p>	<p>Smooth internal operations with succession planning</p> <p>Expanded community impact through more activities, larger audiences and larger number of volunteers</p>	<p>Widely recognized as delivering “nearly professional” quality productions at accessible prices</p> <p>Serving local community as well as visitors and tourists</p> <p>Recognized as an important community asset for tourism and growth</p> <p>Recognized as a partner committed to other charities and local artists</p>



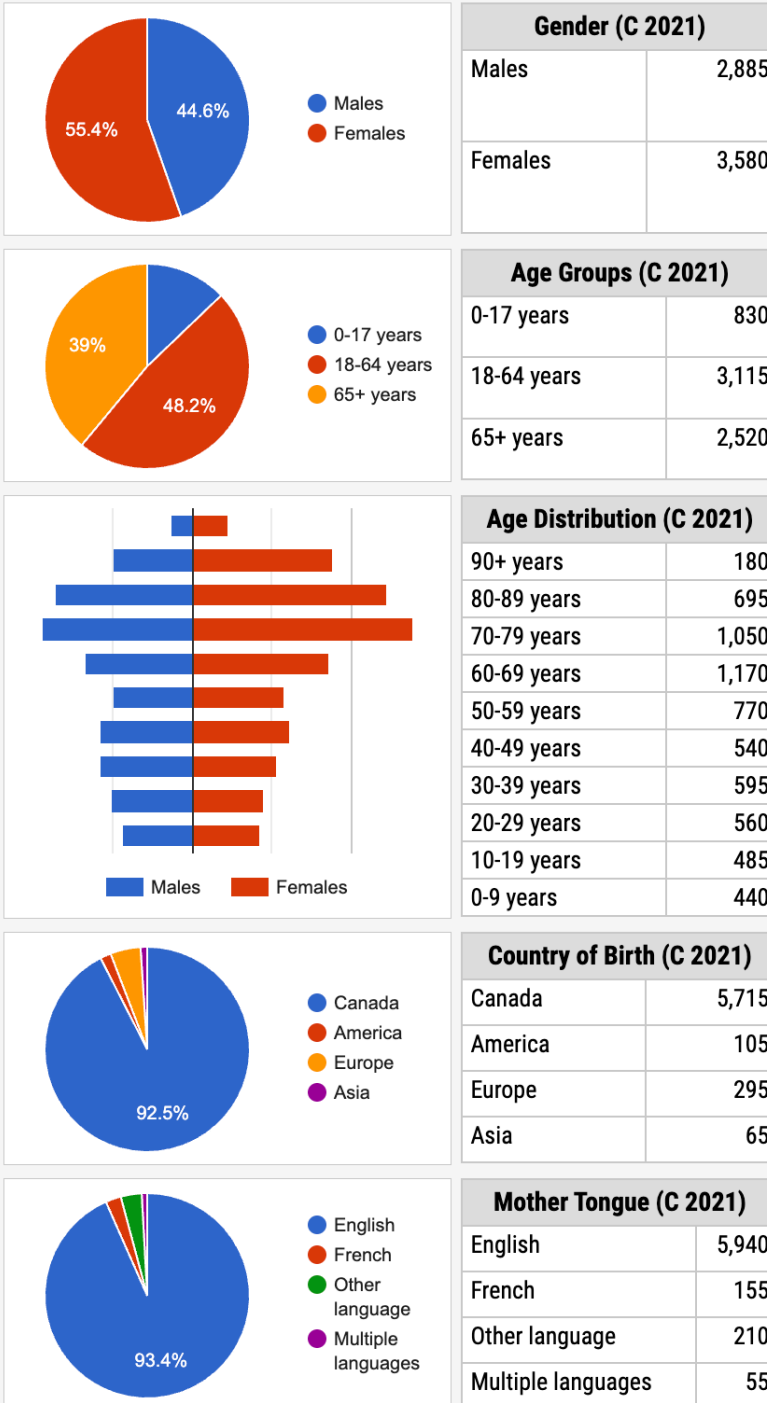
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Appendix C: Perth and Community Demographics

Town of Perth

Further information about the population structure:



Source: Statistics Canada



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Lanark County














LANARK

County in Ontario

Subdivision

The population development in Lanark as well as related information and services (Wikipedia, Google, images).

The  icon links to further information about a selected division including its population structure (gender, age groups, age distribution, country of birth, mother tongue).

Name	Status	Population Estimate 2002-07-01	Population Estimate 2007-07-01	Population Estimate 2012-07-01	Population Estimate 2017-07-01	Population Estimate 2023-07-01
Lanark	County	65,447	66,057	67,715	71,404	82,828
Lanark						
<ul style="list-style-type: none">  82,828 Population [2023] - Estimate  3,036 km² Area  27.29/km² Population Density [2023]  2.5% Annual Population Change [2017 → 2023] 						
 Lanark County: county in Ontario, Canada – Official Website						
<div style="display: flex; justify-content: space-between; align-items: center;">         </div>						
Beckwith	Township	6,394	6,775	7,250	8,098	9,938
Carleton Place	Town	9,576	9,802	10,154	11,257	13,815
Drummond / North Elmsley	Township	7,050	7,314	7,671	7,923	8,799
Lanark Highlands	Township	5,063	5,311	5,336	5,624	6,199
Mississippi Mills	Town	12,163	12,181	12,738	13,809	16,019
Montague	Township	3,405	3,424	3,614	3,770	4,207
Perth	Town	6,202	6,061	5,926	6,074	7,073
Smiths Falls	Town	9,878	9,315	9,266	9,067	10,388
Tay Valley	Township	5,716	5,874	5,760	5,782	6,390
Ontario	Province	12,093,412	12,765,133	13,392,364	14,078,499	15,608,369

Source: Statistics Canada.

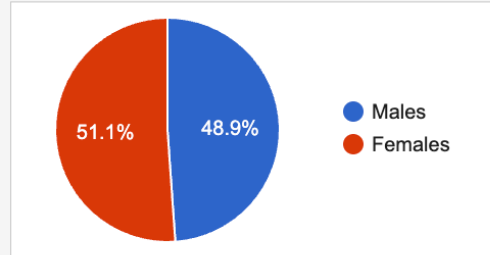
Explanation: In contrast to census figures, population estimates are adjusted for underenumeration.



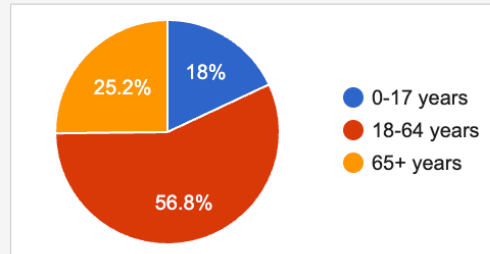
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Live Theatre, Concerts & Events

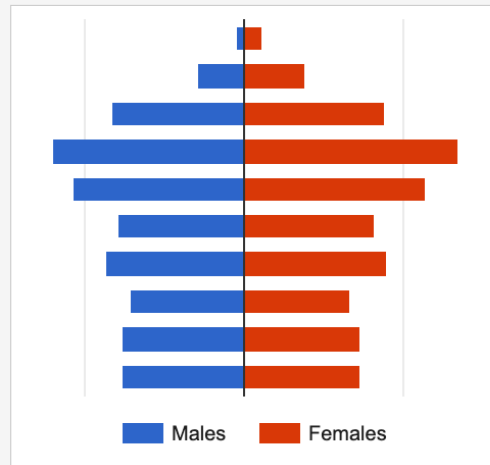
Further information about the population structure:



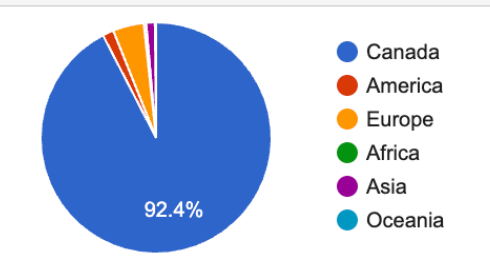
Gender (C 2021)	
Males	37,040
Females	38,720



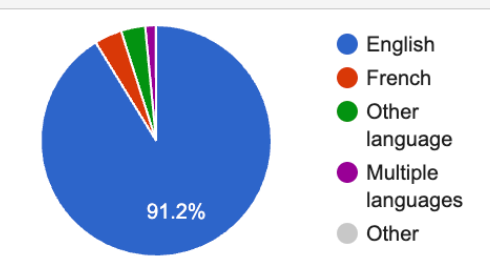
Age Groups (C 2021)	
0-17 years	13,650
18-64 years	43,040
65+ years	19,075



Age Distribution (C 2021)	
90+ years	855
80-89 years	3,400
70-79 years	8,650
60-69 years	12,790
50-59 years	11,120
40-49 years	8,120
30-39 years	8,865
20-29 years	6,940
10-19 years	7,500
0-9 years	7,525



Country of Birth (C 2021)	
Canada	68,630
America	1,155
Europe	3,230
Africa	245
Asia	905
Oceania	125



Mother Tongue (C 2021)	
English	68,305
French	2,890
Indigenous language	25
Other language	2,545
Multiple languages	1,115



Studio Theatre Perth

Live Theatre, Concerts & Events

Appendix D: PTP Committees

Committee	Type	Terms of Ref	Accountabilities	Board Sponsor
Executive	Standing	N	Ultimately accountable for operation of the entire organization in a legal and sustainable way that fulfills the stated mission	President
BizCom	Standing	Y	Research, document and recommend policies and procedures to efficiently and effectively fulfill the mission	President
Nominating (Governance)	Standing	Y	Recruit, educate, screen and recommend candidates for key leadership positions including board nominations, elections, board evaluations and training to implement a sustainable succession plan for organizational leadership	Vice President
Volunteers (Human Resources)	Standing	?	Ensure adequate volunteer capacity to support all operations - anticipate needs, document job descriptions, recruit and educate volunteers in all capacities	Vice President (Kat)
STP Steering Committee	Standing	N	Develop and maintain the Artistic Mission through oversight of all live theatre productions to ensure compliance with corporate and artistic objectives as well as policies and standards	Executive Producer/Artistic Director
Building Committee	Standing	N	Long term-planning for physical space requirements and researching feasibility of accommodating those needs	President? Treasurer?
Ethics	Officer	Y?	Ensure compliance with highest ethical standards as outlined in the Code of Conduct by all who are associated with the organization and convene ad hoc committees to process formal complaints	Secretary
Fundraising	Standing	Y	Seek and oversee of all types of revenue generating activities that are not ticket-based (advertising, sponsorships, donor programs, fundraising events, grants)	Treasurer
Facilities (Maintenance)	Standing	?	Management of the physical space and support systems (maintenance and improvements)	At large board member
Technology	Standing	?	Management (maintenance and improvements) of the technology systems (lights, sound, WIFI, etc.)	At large board member
Bookings	Standing	?	Proactively seek partnerships and rentals that generate revenue and enhance programming objectives	Treasurer?
Box Office	Standing	?	Sell tickets and track all revenues generated by ticket sales	Treasurer
Front of House	Standing	?	Recruit, train and support volunteer staff for all front of house activities, e.g. ushers, fire safety, concessions, etc.	At large board member?



Studio Theatre Perth

Live Theatre, Concerts & Events

Marketing & Communications	Standing	N	Oversee all public communications to ensure consistency with brand and organizational objectives, including brand standards, website and social media presence	Secretary? At large?
Community Outreach and Education	Standing	N	Build relationships throughout the local and theatre community to enhance achievement of overall business and artistic objectives	Executive Producer/Artistic Director
Sponsorships and Advertising	Standing	N	Develop and implement programs to build relationships with local businesses and promote sponsorship and advertising opportunities	At large member
Members and Donors Programs	Standing	N	Develop and implement programs to encourage participation through membership and personal donations	Secretary, Treasurer or At large member

Production Team for each production	Ad Hoc	Y?	Oversee the production of a high quality production in compliance with organizational objectives and standards	Executive Producer/Artistic Director
Perth Youth Players	Ad Hoc	Y?	Design and oversee workshop series focused on youth	Executive Producer/Artistic Director
Film Club	Ad Hoc	N	Curate and present films related to the TIFF circuit	At large board member (Kat)
Parry Committee	Ad Hoc	Y?	Process annual nominations and selection of Parry Award winners	Vice President
EOLD	Ad Hoc		Liason between EODL and local teams when hosting EODL festival	Community Outreach?
Complaints	Ad Hoc	Policy	Process formal complaints according to the Complaints Policy	Ethics Officer
Grant writing	Ad Hoc		Propose and process specific applications for grants	Treasurer
Fundraising events	Ad Hoc		Propose and organize specific events for the purpose of fundraising	Treasurer / Secretary? (Steven)
Awards Gala	Ad Hoc		Design and implement awards program for a season	Artistic Director
Social media	Ad Hoc		Maintain a social media presence on multiple platforms to reach Perth and surrounding communities	Secretary? At large?
Promotions	Ad Hoc		Maintain updates to website and non-production specific print media for public relations	Secretary? At large?
Newsletters	Ad Hoc		Maintain mailing lists and produce regular communications to targeted lists	Secretary? At large?
History and archives	??		Maintain records and artifacts that track programs and community impact over time	Executive Producer? Artistic Director? At Large?



Appendix E: Robert's Rules of Order Cheat Sheet

Here is a general outline of the essential elements of Robert's Rules:

- **Motion** – A member makes a motion to propose an action or make a decision by saying, “I move to...”. Another member must second the motion by saying, “I second the motion.” Once someone seconds the motion, the group votes on the motion. It passes by a majority vote or a [quorum](#) depending on the rules in the bylaws.
- **Amend a motion** – Members use this process to change a motion and can do so by stating, “I move to amend the motion on the floor.” Again, this motion must be seconded and voted upon.
- **Commit** – Members use this type of motion to transfer a motion to a committee. As with other types of motions, it must be seconded and voted upon. Once it moves to a committee, the committee presents a report on the committed motion at the next meeting.
- **Question** – Members say, “I call the question” to end a debate or discussion. The motion must be seconded and voted upon without further discussion. A call for the question requires a two-thirds majority vote to pass. At this point, the members must immediately vote on the motion on the floor.
- **Adjourn** – This refers to moving to end the meeting. A member would say, “I move to adjourn,” and another member would second the motion. If the majority then votes to adjourn, the meeting is over.



Studio Theatre Perth

Live Theatre, Concerts & Events

Action	What to Say	Can interrupt speaker?	Need a Second?	Can be Debated?	Can be Amended?	Votes Needed
Introduce main motion	"I move to..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move to amend the motion by // (add or strike words or both)"	No	Yes	Yes	Yes	Majority
Move item to committee	"I move that we refer the matter to committee."	No	Yes	Yes	No	Majority
Postpone item	"I move to postpone the matter until..."	No	Yes	Yes	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	No	Majority
Object to procedure	"Point of order."	Yes	No	No	No	Chair decision
Recess the meeting	"I move that we recess until..."	No	Yes	No	No	Majority
Adjourn the meeting	"I move to adjourn the meeting."	No	Yes	No	No	Majority
Request information	"Point of information."	Yes	No	No	No	No vote
Overrule the chair's ruling	"I move to overrule the chair's ruling."	Yes	Yes	Yes	No	Majority



Studio Theatre Perth

Live Theatre, Concerts & Events

Action	What to Say	Can interrupt speaker?	Need a Second?	Can be Debated?	Can be Amended?	Votes Needed
Extend the allotted time	<i>"I move to extend the time by ____ minutes."</i>	No	Yes	No	Yes	2/3
Enforce the rules or point out incorrect procedure	<i>"Point of order."</i>	Yes	No	No	No	No vote
Table a Motion	<i>"I move to table..."</i>	No	Yes	No	No	Majority
Verify voice vote with count	<i>"I call for a division."</i>	No	No	No	No	No vote
Object to considering some undiplomatic matter	<i>"I object to consideration of this matter..."</i>	Yes	No	No	No	2/3
Take up a previously tabled item	<i>"I move to take from the table..."</i>	No	Yes	No	No	Majority
Reconsider something already disposed of	<i>"I move to reconsider our action to..."</i>	Yes	Yes	Yes	Yes	Majority
Consider something out of its scheduled order	<i>"I move to suspend the rules and consider..."</i>	No	Yes	No	No	2/3
Close the meeting for executive session	<i>"I move to go into executive session."</i>	No	Yes	No	No	Majority
Personal preference - noise, room temperature, distractions	<i>"Point of privilege"</i>	Yes	No	No	No	No vote



Studio Theatre Perth

Live Theatre, Concerts & Events

Appendix F: Template Agenda for Board Meetings

Agreements

- We will conduct board meetings based on simplified Robert’s Rule of Order
- Reports from all standing committees will be submitted to the sponsor board member at least 24 hours prior to the meeting
- All board members will review the reports prior to the meeting
- Each segment of the meeting will follow a similar two-part pattern, i.e. entertain questions about the report and then make motions for requested decisions, if appropriate
- Discussion on a decision is not appropriate until there is a motion on the table that has been seconded – then discussion can take place for a limited period of time
- If members do not feel they have enough information to vote at the end of the allotted time, the motion will be tabled until the next meeting to allow time to collect and provide additional information

Agenda

[month] PTP Board Meeting Agenda

[Day], [Date] [Month] [Year]

<i>Time</i>	<i>Topic</i>
9:45am	Greetings and test technology or partake of refreshments
10:00am	Call to order and approval of the agenda
10:05am	Approval of the minutes of the previous meeting Old business if there is any carried over from the previous meeting, e.g. motions that were tabled for more information and not voted on
10:10am	Report from the President
10:15am	Report from the Treasurer <ul style="list-style-type: none"> • Current P&L and budget to actual at a minimum • Approval of the Treasurer’s report • Motions from the Treasurer
10:25am	Report from Studio Theatre Productions (EP + AD) <ul style="list-style-type: none"> • Status of current activities • Motions from STP
10:45am	Report from Standing Committees (each entertains questions and/or makes a motion for a decision) <ul style="list-style-type: none"> • Facilities (includes technology) • Front of House • Marketing & Communications (includes all promotions) • Box Office (includes all revenue generating activities, e.g. fundraising) • Community outreach (includes Film Club and PYP)
11:15am	New business
11:25am	Adjourn and details for next meeting