

Playhouse-66 / Theatre Scarborough

Season-48 Annual Report

August 1, 2025, to July 31, 2026

Message from the President

As I reflect on the 2025–2026 season, I am filled with gratitude for the opportunity to have served as President of Theatre Scarborough. It has been a privilege to work alongside such an incredible community of volunteers who continue to make live theatre thrive in Scarborough.

However, one goal remains just out of reach. We continue to make steady progress toward securing a new long-term lease for Scarborough Village Theatre. We have had many productive discussions with the City throughout the year, and while the finish line wasn't quite reached during my term, I am optimistic that the incoming Board will soon celebrate the signing of a new lease that secures our future for years to come.

This year also brought some changes behind the scenes. After working with us as our City facilitator, Joanna Furczon moved on to a new opportunity. We are pleased to welcome Kaitlyn Davies—someone many of you already know from the Scarborough Village Recreation Centre front office—as our new contact for facility operations and permitting. We look forward to continuing to work with Kaitlyn in the years ahead.

One of the highlights of the season has been seeing our audiences continue to grow. This year, Theatre Scarborough welcomed more than 25,000 patrons through the doors of Scarborough Village Theatre—an incredible milestone that speaks to the passion of our volunteers, the quality of our productions, and the continued support of our community. All three member companies experienced significant increases in attendance, a wonderful testament to the outstanding work being presented on our stage. Even more encouraging is the continued spirit of collaboration between Scarborough Music Theatre, Scarborough Players, and Scarborough Theatre Guild. Together, we truly are stronger than the sum of our parts.

Behind every successful production is an outstanding technical team, and I want to recognize our Theatre Coordinators—Sidnei Auler, Jennifer Bakker, and Emily Pople—for everything they do to keep our theatre operating smoothly. This season we also introduced a dedicated technical support email for production teams and created an emergency contact directory for Stage Managers in the booth, helping to improve communication and support for our volunteers.

No theatre can succeed without the volunteers who welcome our patrons through the doors. My heartfelt thanks go to our outstanding Box Office team, led by Wendy Miller, Mark Parent, and Mike Scott, and to our Refreshments team, led by Rhoda Brachman and June Bedford. Along with the many volunteers who generously gave their time throughout the season, you help create the warm and welcoming experience our audiences have come to expect.

As I conclude my term as President, I want to offer my deepest thanks to the dedicated members of the 2025–2026 Theatre Scarborough Board of Directors: Greg Nowlan (Vice President), Lynette Hines (Treasurer), Erin Jones (Secretary), Katherine Turner (President, Scarborough Players), Olivia (Eun-Jung) Jon (President, Scarborough Music Theatre), Kevin Shaver (President, Scarborough Theatre Guild), and our Members-at-Large Duane White, Ian Fox, Susan Sanders, and Vivian Lockton. Your passion, commitment, and countless volunteer hours have made Theatre Scarborough stronger, and it has been an honour to serve alongside each of you.

Serving as President has been one of the highlights of my volunteer journey. I leave the role knowing Theatre Scarborough is in excellent hands and excited about what lies ahead. With growing audiences, strong partnerships, dedicated volunteers, and an unwavering commitment to community theatre, our future has never looked brighter.

Thank you for allowing me the privilege of serving this remarkable organization.

Respectfully submitted,

Dot Routledge

President, Theatre Scarborough

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I. Theatre Scarborough Mandate

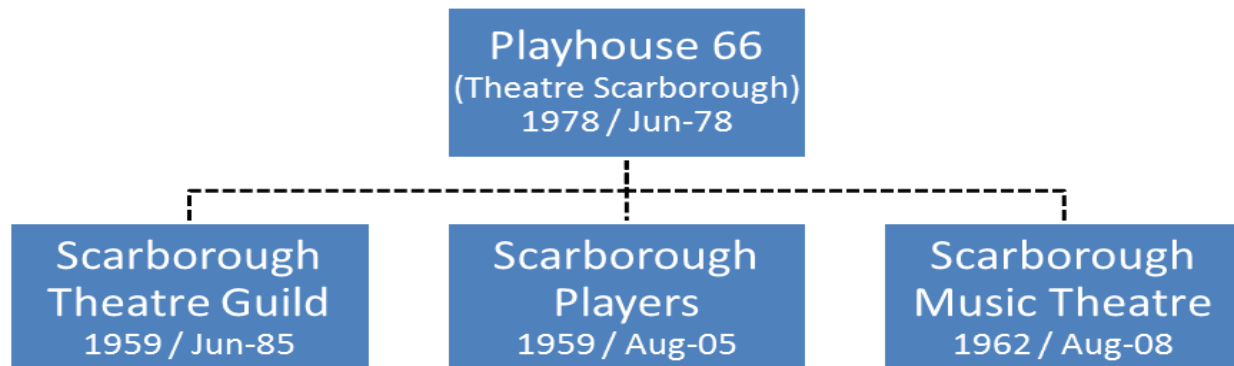
The organization "Playhouse 66" (PH66) was formed at the time of the construction of the **Scarborough Village Recreation Centre** (SVRC) to provide a single point of contact for the City when dealing with the Member Performing Arts Organizations (*MPAO - Scarborough Music Theatre, Scarborough Players, and Scarborough Theatre Guild*) when coordinating the use of the theatre. Playhouse 66 is the legal name of our corporation; Theatre Scarborough (TS) is the operating name of our corporation.

Although originally formed to meet the needs of the City, this shared organization has alleviated the theatre administrative tasks off the shoulders of the individual MPAO allowing them to focus on developing and mounting their wonderful productions and programs.

Since the formation of TS, other areas of opportunity have been identified that benefit the Member Performing Arts Organizations from a single point of engagement. As of this current season, the TS Board has identified that the following nine areas need Managers / Leads that are supported by the TS Board. These Leads can sit on the Board directly or can choose to not sit on the Board, but report to a Board Liaison (board member). Currently TS is responsible to:

- Run the common Box Office
(leads Wendy Miller & Mark Parent)
- Run a common website
(lead Dot Routledge)
- Lead engagement with SVRC reps
(lead Dot Routledge, with back-up from Ian Fox)
- Lead engagement with City of Toronto reps
(leads Lynette Hines & Dot Routledge, with back-up from Ian Fox)
- Coordinate the operation of theatre refreshments
(leads Rhoda Brachman & June Bedford)
- Coordinate theatre management
(lead Greg Nowlan; with support from Sidnei Auler, Jennifer Bakker, and Emily Pople)
- Health & Safety lead Emma Hyslop)
- Coordinate theatre marketing and publicity
(leads Dot Routledge & Mike Scott)
- Coordinate community partnership activities
(leads Katherine Turner & Olivia (Eun-Jung) Jon)
- Coordinate the management of our Hearing Assist system (Gary Prudence)

It behooves TS to continue to look for opportunities to leverage the combined power of the three Member Performing Arts Organizations via the harmonious and focused actions of Theatre Scarborough.



The dates indicate date of incorporation vs date registered as a charity.

The three theatre groups neither report to Theatre Scarborough, nor do they have any legal relationship to Theatre Scarborough. The above graphic is only meant to show the co-ordination effort between the four organizations.

II. Key Department Reports

2. The Theatre Scarborough Box Office

Box Office Co-Managers: Wendy Miller and Mark Parent, Arts People Technical Manager: Mike Scott

The Box Office operations is comprised of three distinct areas:

- **Box Office at Home** – returning calls and selling tickets over the phone;
- **Box Office at the Theatre** – printing ticket pickups and selling tickets before and during a performance; and
- **Subscriptions** – processing orders (mail-in / phone) and mailing out tickets.

The first two require volunteers to be trained during a 90-minute session. For in-person Box Office work, it is helpful for new volunteers to shadow a seasoned volunteer for 1 or 2 shifts.

Mike Scott continues to take responsibility for the back end – all setup having to do with shows, discount ticket codes, and ticket pricing. He manages the subscription roll-over and collects all information for the Season Brochure.

Wendy and Mark have divided the ongoing work of the box office but act as backup for each other as well.

Wendy: Answering Box Office emails, banking cash and cheques monthly, ordering ticket stock, liaising with the theatre coordinator regarding booth-codes and communicating that to the volunteers, updating monthly voice messages on the box office line, picking up subscription mailings from the post box, and setting up the **In-Theatre Calendar**.

Mark: Reports to the TS Board as required, sending volunteer communications (monthly news regarding shifts, new price codes and any updates to procedure), answering the bulk of the box office phone calls, setting up phone shifts on the **At-Home Calendar**, printing the subscription orders for mailing, and this season coordinating the Exchange and Single Show lists for August 1st.

On Tuesdays, *Jennifer Bakker* continues to staff a daytime in-theatre shift and Rec Centre patrons as well as neighbours are becoming more aware of this opportunity to purchase tickets in person.

Thanks to our great box office volunteers this past season:

Jennifer Bakker	Wendy Miller
Teresa Bakker	Mark Parent
Heather Burns-Shillington	Paula Wilkie
Linda Knox	

NEW in the Box Office:

- **Chair** - a never-ending search, it seems, for a comfortable box office chair has resulted in our current model - wooden with a back. So far so good! A backup plain stool is tucked under the counter.
- **Shelves** (*actually in the booth*) - Thanks to Greg for the addition of labelled shelves under the box office safe, to hold three cash boxes - box office, refreshment, and 50/50.
- **Large hooks** - under the box office counter for the volunteers to hang their purses

PLANNED for the Box Office:

1. We will plan another Fall volunteer information / get together session for updates and to meet all the new volunteers.
2. The credit card swipe machine has not been working since Arts People added the requirement to capture the CVC code. We plan to get a Point of Sale (POS) machine and potentially one that will allow 'tap' as that is what patrons are becoming used to.

REQUEST FOR VOLUNTEERS – If you are a customer service type-person and are interested in volunteering with the box office, please contact Mark at 416-267-9292

Any other Box Office related questions, please contact:

boxoffice@theatrescarborough.com

Some history:

When Theatre Scarborough was launched, the City sold the theatre tickets from the front office. Ticket revenue was transferred to Theatre Scarborough once per month. After years of challenges due to various City worker strikes, etc., the Theatre Scarborough Board decided that TS needed to take over responsibility for ticket sales. Jason Silzer researched many online options and presented those to the TS Board with pros and cons for each. The Board chose Neon One (formerly Arts People, formerly Ticket Turtle). We knew taking on the task of selling our tickets would require many hands, but over the years, the volunteers have stepped up and created the smooth-running model that is in place today.

3. Theatre Refreshments

(The Theatre Refreshments Co-Managers are Rhoda Brachman and June Bedford)

The refreshments team mandate is to offer low-cost drinks and snacks to our patrons, providing an essential revenue stream to help run Theatre Scarborough.

The co-managers June Bedford and Rhoda Brackman have been doing a great job monitoring and restocking inventory, keeping pricing simple and ensuring that each show is staffed with volunteers.

Refreshment volunteers get two free passes to the current show; Front of House and Box Office volunteers can purchase drinks for 50¢.

Many thanks to Rhoda and June - and their absolutely AWESOME volunteers - for the time they spend maintaining and running the refreshments this past season. **More volunteers are always needed!**



June Bedford	Linda Knox	Claire Richards
Teresa Bakker	Josee Lambert	Heather Ostertag
Rhoda Brachman	Dorothy Lee	Goldy Rose Sabastian
Judy Brobyn	Kim Moore	Maria Wu
Gillian Hall	Noreen Oliver	

4. Assistive Hearing

(The Assistive Hearing Co-Managers are Bob Sanders and Susan Sanders)

A hearing loop system is installed in the theatre that many patrons can access with their own hearing aids (if they have a "T-coil" setting), or by using one of our receivers and headsets.

The Assistive Hearing case contains 15 receiver units and headsets that Front of House team members sign out for each performance and collect afterwards.

Seldom has demand exceeded the supply of 15 units, but there are two units intended as replacements that can be added to the inventory if necessary.

Thanks to Bob Sanders for managing these devices. Gary Prudence has now taken over this responsibility starting June 2026.



5. The Theatre Scarborough Website

(The website lead is Dot Routledge)

The Theatre Scarborough website continues to be one of our most valuable communication and marketing tools, connecting thousands of patrons, members, volunteers, and prospective performers with everything happening across our three member companies.

Built using the GoDaddy Website Builder, the site offers a modern, flexible platform that makes updates quick and efficient while providing improved support for video, photography, and social media content. This year we continued enhancing the site and are making steady progress toward fully migrating our domain to GoDaddy and transitioning our email services to Google Workspace, which will provide a more streamlined and reliable experience moving forward.

Throughout the season, the website played a vital role by:

- Keeping patrons, members, and volunteers informed about productions, auditions, volunteer opportunities, Annual General Meetings, and special events.
- Providing timely information and updates to support our Box Office and ticket holders.
- Promoting our subscription season and helping showcase the incredible work of **Scarborough Music Theatre**, **Scarborough Players**, and **Scarborough Theatre Guild**.

This season we are also excited to welcome Sheila Gatensby, Larry Westlake, Duane White, and Lorin Beiko to the Theatre Scarborough Webmaster Team. Their enthusiasm and expertise will help ensure our website continues to grow and evolve as an engaging resource for our community.

As overall Website Administrator, I am grateful to work alongside our dedicated web team, with representatives from each member company who help keep content fresh and up to date. My sincere thanks to the website team volunteers for their commitment to maintaining a website that reflects the vibrancy of Theatre Scarborough.

Lorin Beiko

Wendy Miller

Larry Westlake

Sheila Gatensby

Dot Routledge

Duane White

www.theatrescarborough.com

6. Scarborough Village Theatre Operations

(The Theatre Coordinator is Greg Nowlan, with move-in/move-out support from Sidnei Auler, Jennifer Bakker, and Emily Pople)

The usual maintenance and move-in/move-out duties were performed. Here are some highlights of things done during the season:

- Replaced two of the non-functioning house lights *(Thanks to Adam and Mark)*;
- Replaced broken/missing brochure and flyer holders at box office;
- Fixes backstage sound *(Thanks Mark)*. The issue was with the microphone;
- Re-fireproofed black drape in the wings *(Thanks Mark)*;
- Replaced FOH coat rack;
- Rerouted rogue ethernet cable to audience left balcony area so it is no longer a trip hazard;
- Repainted yellow warning stripes on workshop floor that were painted over;
- Replaced latches on loft safety gates;
- Installed camera in vestibule to monitor unauthorized access;
- Added a ghost light; and
- Repaired the ASM light.

The team would like to encourage all users of the theatre space to contact them at any time with questions, suggestions, or complaints with regards to the theatre space via the email address:

svtech@theatrescarborough.com

Some history:

When Theatre Scarborough was launched, the City installed all the theatre equipment (lights, sound, wireless coms, etc.). With the launch of the BMR lease in 2011, maintenance and replacement of the 31-year-old equipment fell to TS. Since 2011, TS has replaced over \$100k of the old and failing equipment.

7. Relationship with SVRC Personnel

(The SVRC relationship lead is Dot Routledge)

Building and maintaining a strong partnership with the staff at **Scarborough Village Recreation Centre** (SVRC) remains one of Theatre Scarborough's highest priorities. Throughout another year of change, the City staff have continued to support our organizations with professionalism, patience, and a willingness to work collaboratively.

The season saw several staffing changes within the Recreation Centre. Following the departure of our Community Recreation Programmer Joanne Furczon, we worked with Rebecca Saldanha and Kerri Zollen (District Supervisor), and now welcome Kaitlyn Davies as our primary City contact. Kaitlyn is already a familiar face to many of our members, having worked in the SVRC front office for many years, and we are excited to continue building a strong working relationship with her. Her knowledge of our theatre community and commitment to excellent service have made for a smooth transition.

This year also presented one of the biggest facility challenges we have faced in recent memory. The theatre's HVAC system experienced significant issues and was offline for a substantial portion of the season, creating difficult conditions for our volunteers, performers, audiences, and productions. We appreciate the efforts of City staff in addressing the problem, and while the system is now operational again, we will continue to monitor it closely to ensure a comfortable environment for everyone using the theatre.

We continue to process all permit requests through our centralized email account (permits@theatrescarborough.com), providing a single point of contact for Theatre Scarborough and the City. This shared mailbox is accessible to the Theatre Scarborough President and Vice President, as well as the Presidents of each member company, allowing questions, requests, and responses to be tracked efficiently and ensuring continuity during leadership transitions.

The introduction of the City's new permitting software brought its own learning curve, particularly for complex annual permits such as ours. While there have been some technical challenges along the way, we have worked collaboratively with City staff to navigate the new system and continue refining the process.

Although maintenance requests can still require persistence, we remain optimistic that continued collaboration—and ultimately the completion of a new long-term lease—will help improve the speed and effectiveness of addressing facility needs.

We sincerely thank the entire SVRC team for their ongoing partnership and support. Their willingness to work alongside our volunteers helps ensure Scarborough Village Theatre remains a welcoming and vibrant home for community theatre.

8. Relationship with City of Toronto Personnel

(The City of Toronto relationship was led by Lynette Hines with support from Dot Routledge & Ian Fox)

Our relationship with the City of Toronto is focused on two key areas:

- **FIRSTLY:** We lease a space (Scarborough Village Theatre) from the City of Toronto; thus we deal with City personnel on lease compliance and lease finances;
 - Many of the finance contacts we built over COVID have moved to other roles. We have one left that does her best to respond to us. We now have four outstanding CAM Fee adjustment invoices to be provided by the City.
- **SECONDLY:** Since we are a community theatre in a City building, we are responsible to the **Arts and Culture** division of the City of Toronto;
 - So, as a performing arts organization we are responsible to **Arts and Culture**. As such, we are required to provide a number of key documents annually to our Arts and Culture liaison. It was only during the work on the CST Lease that we truly understood this annual requirement. However, it is now understood, and the process is well controlled.
 - Unfortunately, in Season 2024/2025, our long-time Arts and Culture liaison moved onto a different role. We continue to work on building such a strong relationship with his replacement. This work will continue in Season 2026/27 to help educate our new contact with our history with the City, our history with SVRC, and help them better understand our unique position and thus challenges an arts organization experiences in a recreation centre.

We are in a singular position since our theatre is in a recreation center, and rec centres are under the jurisdiction of **Parks, Forestry & Recreation (PF&R)**. The City of Toronto manages over 150 rec centers – 50 of which have rinks. Our challenge is that only one location also houses a theatre – ours! Thus, when there is rec centre personnel turnover – and that happens surprisingly often – individuals come in with no understanding of how to work with a theatre partner. Our Arts and Culture liaison can be a significant support partner in helping us manage misunderstandings that might arise with our PF&R partners – new and old. We look forward to continuing to grow these relationships, including conducting orientation sessions for new contacts when role changeovers occur.

9. Community Partnerships

(The Community Partnerships Lead is Katherine Turner, supported by Olivia Jon, and Val Lusted)

Together, we are helping to spread the word about the joys of Community Theatre!

Beaches Santa Claus Parade (November 16, 2025)

It was a pleasure to participate in the Beaches Santa Claus Parade this year. I really liked that we had the vintage cars to draw attention to us, along with the posters attached to them. A big thank-you to Val for organizing everything — I'm sure it was anything but easy. I'm not sure how many flyers we started with, but I believe we handed out the entire box.

Outreach volunteers for this one included: Val Lusted (Coordinator), Lorin Beiko, Jessica McQueen-Bird, Evan MacDonald, Rick MacDonald, Erin Jones, Andra Bradish & Serena Cui

Report and photo from Lorin Beiko



Food Drive (November & December 2025)

During the run of *The Full Monty* (STG), *A Christmas Story* (SP) and the *Christmas Cabaret* (SMT), food and cash donations were collected for our neighbour, Christ Church Scarborough Village – Deacon's Pantry Food Bank. The Food Bank serves over 200 families and 600 people. More than 150 bags of food, over \$1,000 in cash donations along with an additional \$2,000 from the ***A Christmas Story*** 50/50 were donated in time for the Holidays and for the harder times in January.

Meeting New Families at the SVRC (January 19, 2026)

Valerie Lusted, Dot Routledge and Kevin Shaver provided new families to the Scarborough Village neighbourhood, a tour of the theatre, an opportunity to talk about opportunities and to have some fun. As a follow-up, the same families were invited to see the theatre in action with the summer pantomime - ***Little Red Riding Hood*** in July 2026.

Seniors Resource Fair at the SVRC (April 23, 2026)

Katherine Turner and Val Lusted volunteered to be present for Theatre Scarborough. Flyers, Brochures etc. were available at our table. Participants circled around the Multipurpose Room (Intermission Room) collecting information about services etc. available in Scarborough. We spoke with current patrons who love the theatre, a few who sadly no longer attended as they were alone as friends had passed and several expressed concerns about evenings. We reminded them we had 3 matinees for each production. Thanks always to Val Lusted for connecting with Naomi to make sure TS was present.

Photo by Val Lusted



Guildwood Day and Parade at Wilfrid Laurier Collegiate (June 6, 2026)

Well...the Weather gods were (sort of) with us Saturday June 6 when we came out in a hodge podge of costumes which made the parade fun and the booth interactive! I don't know about you, but I was relieved it did not rain (yay!), but I was channelling "Aunty Em! Aunty Em!" as the unpredictable gusts of wind blew through our booth and threatened to take away all of our promotional materials and flyers!

Many, many thanks to all of you: our 3 Vintage Car Drivers--Rick, Evan & Angus plus our parade marchers and booth volunteers--Alma, Darlene, Maureen, David, Erin, Louise, June, Andra, Kim & Irene.

Report from Valerie Lusted – Guildwood Day Organizer



Taste of Lawrence (July 4 & 5, 2026)

This year's Taste of Lawrence was a tremendous success. SMT performed on the family stage Saturday July 4 (12:30-1pm) and Sunday July 5 (12:15-12:45pm). We were unfortunately battling the rain a bit on Saturday, but it did not deter from our performance. Sadly, we had our program cut short on Saturday due to FIFA, but the audience responded with enthusiasm. On Sunday, we were thrilled to have Mayor Olivia Chow step on stage during our set and promote our season. She held our season brochure and announced the importance of community and arts in Scarborough. We gave out over two hundred season brochures, along with flyers for *Streetcar Named Desire* and *Little Red Riding Hood*.

Many thanks to those who gave their talents and skills and volunteered for the event. John Anderson, Jan Harvey, Sandy Robb, Jhelisa Carroll, Ethan Eastwood, Olivia Jon, Julian Lam, Quinn Leneeuw, Twaine Ward, Kurtis Whittle, Wren Wylder and of course, Antony Discenza and David Loach (our musical director and accompanist respectively). A great start to our summer!

Mayor Olivia Chow with SMT at the Taste of Lawrence

Report from Olivia Jon


Guild Alive with Culture (July 25 & 26, 2026)

Thanks to all the volunteers who set-up and staffed the booth over the 2 days letting everyone know there is great theatre at the corner of Markham Road and Kingston Road. The weather co-operated and everyone enjoyed the opportunity to talk about theatre.

Thanks to the volunteers – Greg Nowlan, John Pirker, Danelle Abbott Andra Bradish, Darlene Thomas, Sheila Gatensby, Heather Hyslop, Alison Overington, June Watkins, Erin Mackie, Teresa Bakker, Jennifer Bakker, Malorie Mandolidis, Jasmina Brar, Sidnei Auler, Derek Barber, Valerie Lusted, Maureen Lukie and Katherine Turner. Photos by Darlene Thomas. Derek "Barbear" with Teresa Bakker and Katherine Turner in the booth

* * * * *

In collaboration with the Guild Festival, SMT and Theatre Scarborough were once again participants at the Guild Alive with Culture festival this year on July 25 and 26. SMT performed on the mainstage for a 45-minute set from 1:15pm-2pm. We were delighted to have a band (with David Loach on keyboard, Jakob Robertson on drums and Zah Smith on bass) and music directed by Antony Discenza. Some highlights were Time Warp from "Rocky Horror" and the Mamma Mia medley, which was performed in front of an enthusiastic audience.

Thanks to the singers: Olivia Jon, Jhelisa Carroll, Julian Lam, Ethan Eastwood, Amy Mullin, Kurtis Whittle, Twaine Ward and Christian Baes. Theatre Scarborough also had our usual information booth at the festival. As always, a huge thanks to Katherine Turner and Greg Nowlan for their tireless work arranging the set and strike of the booth and organizing the volunteers who handed out brochures and talked to hundreds of festival goers. It was a busy and fantastic two days.



GENERAL NOTE: As you can see from this report, there are many opportunities throughout the year to make a difference in our community and to get the word out. However, you may also note that it is often the same people organizing or coming out to help. Looking ahead to the 2026-2027 season, please consider making a commitment to volunteer beyond being on the stage and be part of the fun. We often turn down participating in events as we do not have anyone to interested to help. Let's try to add 1 to 2 more events because you say, "YES, I will be there!"

NOTE: Theatre Scarborough has provided a budget for Community Partnership events so the Community Partnership coordinators can participate in worthy events even if a fee is required.

Association of Community Theatres, Central Ontario (ACT-CO)

All three groups – Scarborough Music Theatre, Scarborough Theatre Guild, and Scarborough Players are a member of ACT-CO. ACT-CO's mandate includes:

- Provide educational and best-practice-sharing opportunities for community theatre member groups;
- Provide direction and guidance to member groups in theatre management, governance, sustainability, and growth;
- Be an advocate for community theatre in Central Ontario, and
- Regularly organize and facilitate a flourishing theatre festival for Central Ontario, followed by the annual celebration!

ACT-CO works hard to provide value added **workshops and townhalls** to membership groups to enable sharing of ideas, and seminars useful to community theatres. Although resource challenges meant that they were unable to focus on this activity this past season, they will relaunch it for Season 2026/2027.

This year, ACT-CO continues their annual Festival – where member-groups enter their productions for adjudication by skilled adjudicators in one of the Musical, Comedy, or Drama categories. The Festival ran from October 14, 2025 thru April 19, 2026 this past season. 21 ACT-CO groups participated in this year's Festival, and 42 shows were adjudicated (18 comedies, 11. Dramas, and 13 Musicals). All three groups (SMT, SP, STG) entered productions in the newly launched Festival, all three groups sent people to attend the newly reimagined Theas on May 23 held at **The People's Theatre of the Performing Arts**, and all three groups received nominations (and some awards) at this spectacular event.

Many, many thanks need to be given to:

- **Anne Currie-O'Brian** and her Board of Directors for running ACT-CO for our community; and
- **Greg Nowlan** for working Board-adjacent and helping with adjudicator / adjudication feedback.

Hopefully, new seminars and townhalls are planned for the upcoming season. All members of Theatre Scarborough are invited to attend any ACT-CO session, as well as suggest topics for S-2026/27.

ACT-CO continues to support member organizations through their newsletter, social media, and their website. As well, groups who want to share best practices or obtain guidance on common community theatre management challenges, are invited to reach out to ACT-CO to be partnered with an identified subject matter expert.

10. Policies, Practices, and Governance

(The Policies and Procedures team includes Lynette Hines, Dot Routledge, and Greg Nowlan)

The Board is responsible for the governance practices of the organization. Below is a list of the current documents under management. Some are for the TS environment only, while some support and guide the Member Performing Arts Organizations (MPAO – SMT, SP, STG) when they operate in SVT.

#	Audience	Document Name	Document Purpose
1.	List of available SVT documents for the Member Performing Arts Organizations (MPAO)	SVT Master MPAO Policy List	SVT policies that would be of use to the MPAO
2.		SVT Paint Policy	The TS SVT paint policy for which paint to use where, and status upon "move-out".
3.		SVT Move-in Checklist	The Move-in checklist is used by the attending Theatre Coordinator, to ensure the moving-in group has everything they need, as well as answer any questions they might have. REFRESHED in Season-2024/25
4.		SVT Move-out Checklist	The Move-out checklist is used by outgoing Stage Manger – to put things to right and assign move-out tasks – and a representative from the moving in MPAO, to ensure everything is ready for them to move in the next day. REFRESHED in Season-2024/25
5.		End-of-day/End-of-week checklist	This checklist is useful for new – and returning – Stage Managers to use when locking up SVT at the end of the day or week.
6.		SVT Booth Explained - for Stage Managers	This "Booth bible" has all the tips and tricks of how to turn on, use, and turn off the various theatre equipment used by a show team.
7.		SVT Fire Evacuation checklist	This checklist summarizes the activities and responsibilities of each area in SVT in the event of a fire alarm.
8.		SVT General Safety guidelines	This list summarizes the general safety guidelines when working in SVT.
9.		SVT Fire Safety requirements	This list summarizes fire safety requirements in SVT. <i>(The list was built after the Fire safety inspector inspection of 2016)</i>
10.	List of available TS policy and governance documents	PH66 Master Policy List	Master list of all TS policies
11.		Respectful Environment Policy	This is our base policy to guide users in ensuring TS maintains a respectful work environment at all times.
12.		TS Bylaws	The base governing document of our organization. You'll recall we refreshed this to ONCA standards last fiscal.
13.		SVT mid-run QA checklist	This is a quality checklist to identify any SVT policy misunderstandings.
14.		Attestation-1, Board Consent to Serve	Annual attestation signed by all board members, confirming the responsibility to the organization
15.		Attestation-2, Board Confidentiality and Conflicts of Interest	Annual attestation signed by all board members, confirming their responsibility to confidentiality and to disclose any conflicts of interest
16.		Attestation-3, Respectful Environment	Annual attestation signed by all board members and department heads, confirming their commitment to maintaining a respectful work environment.
17.		Attestaton-4, Arts People access, Privacy & Confidentiality statement	Annual attestation signed by all individuals with Arts People access.

In Season 2026/27 we hope to continue to review, maintain, and refresh these various documents, as required.

III. Select Initiatives

11. De-escalation Training - A Very Special Event (Sunday, July 26, 2026)

(the de-escalation training event was coordinated by Olivia Jon)

One of the issues identified at our Theatre Scarborough meetings was how we could better serve our dedicated volunteers. We asked what kind of training would be helpful. One of the answers was how to support volunteers when dealing with difficult situations whether a health emergency or a difficult patron. With that in mind, SMT president, Olivia Jon offered to organize a workshop on Front of House safety and de-escalation bringing in a specialist who knew our theatre – SMT member, Justin Lord.

Justin was open, welcoming and personable. He offered his real-life experience in security to highlight the key points in the very detailed handout.

Thanks to all the volunteers who came out for this important workshop and to Olivia and Justin for their commitment to train and support Theatre Scarborough.

This was so well received, Theater Scarborough hopes to offer it again in Season 2026/2027, as well as look for other similar initiatives to offer.

12. How does the lease for SVT work?

(Understanding the SVT Lease was led by L. Hines and I. Fox)

i. Pre-BMR Lease

Back when Theatre Scarborough signed the lease on Scarborough Village Theatre (early 1980's) ... well we don't have a lot of details on that period – or the lease itself. However, we do know that the City provided "quite a deal" on the rent at that point – due to the MPAO's established position in the community, the City's interest in supporting such vibrant community groups, etc.

ii. The BMR Lease

When the City renegotiated our now current BMR (Below Market Rent) lease - which went into effect in July 2011 - there were a few fundamental tenets that the City wanted to support:

- The City wanted to support community charities and NPOs / non-profit organizations) by providing a low-cost space;
- However, to that end, the City did not want to lose money via that support;
- The premise of a BMR lease is that the tenant:
 - Pays \$0 in rent ; and
 - Pays their **Proportionate Share** (PS) of the **Common Area Maintenance Fees** (CAM-fees) of the facility in which they reside.

iii. Proportionate Share

A lease will articulate exactly what <space> is leased by the tenant. That leased space is some portion of the entire building in which the tenant resides. For the BMR lease, the Proportionate Share was listed as 17%. When lease negotiations started, we saw a few opportunities here:

- In 2015 an extension was added to the east side of the building. That should have changed our Proportionate Share occupancy and thus decreased our monthly lease payment. A new calculation was never executed. We think the Board at the time thought that since the lease was expiring in a few months, a new PS would be calculated at that time, and all would be well. However, we know that the City "got off schedule", and Theatre Scarborough has been in **overholding** since July 1, 2016. It was unexpected at that time that a new lease would take so long to put in place.

- Since the start of COVID, the TS City Liaison team has been working with the City to get a new and accurate PS calculated. In September 2022, the City Provided the updated Proportionate Share figure at 14%.
- In May of 2023, the City applied the new PS figure of 14% to the annual figures for 2020 and 2021 – which at the time resulted in a rebate of in excess of \$15,000 for Theatre Scarborough. This has been applied to the Season 2022/23 total SVT Lease costs.
- As well, this new Proportionate Share is applied to our new annual base lease costs. Our current annual cost since 2011 was based on costs experienced in 2010. Our new annual base lease costs will be based on average costs experienced over some period since 2022 (the “after COVID” period).

iv. CAM-Fees

CAM fees might vary by location however CAM-fees for us generally include:

- Operations cost (in our space, think the office team);
- Custodial (in our space, think the janitors and supplies);
- Utilities (in our space, think Hydro, Natural Gas);
- Security (in our space there are no security costs).

Some other items to understand as they relate to CAM fees:

- Our monthly payment for the 2011 BMR lease was calculated by taking the total CAM fees for **2010**, multiplied by the PS, adding HST.
- Since the fundamental premise is that the City doesn’t lose money on a BMR lease, the lease states that at the end of each calendar year, the City is to calculate the actual CAM fee costs:
 - If the Tenant’s 12-payments doesn’t cover their PS of the actual CAM-fee costs, they owe the City the difference (CAM fee top-up);
 - If the Tenant’s 12-payments are in excess of their PS of the actual CAM-fee costs, the City owes the Tenant the difference (CAM fee rebate).

Our new Basic CAM fees will be based on a recent “normal” year of operations at SVRC – some average since 2022 (post COVID). If what we paid for 2022 is too high (the following May) – we’ll get a rebate. If it is insufficient – we’ll have a CAM fee top-up invoice. Our 2022 **CAM Fee Adjustment Invoice** should have come in on May-30, 2023. It has been delayed due to resource challenges and key resource turnover. Additionally, the **CAM Fee Adjustment Invoice** for 2023, 2024, and 2025 have similarly been delayed due to ongoing resource challenges. Once we receive those late invoices, the net will be rolled into Season 2026/27 SVT Lease costs.

3. Progress on our SVT Lease with the City

(The SVT Lease activities are a team effort led by I. Fox, L. Hines, and D. Routledge)

In truth, not much progress was made on the lease this past season. Given the shortage of staff resources on the City-side, as well as the loss of our long-time Arts and Culture representative, it was challenging to book a meeting with the key members of the City lease team.

The individual who was the City's key architect of this current draft is still in place. He was receptive to meeting and working with us to resolve our remaining issue and get our lease off his plate. We had a couple of progressive conversations with him. He was to take our suggestions and get back to us, however workload constraints meant that we could not resolve it this season.

The key "bone of contention" with the current draft, is that the "new standard" for ALL new CST (Community Space Tenancy) leases is to standardize rink hours across the City and include those hours as building hours in all leases. That is fine in the 49 facilities that do not have a theatre but is not suitable in our case where we have been running a theatre in this space since 1980, often with shows that cannot be off the premises prior to 11:30 pm.

We are working to obtain a variance on this one clause – given our unique situation and longtime partnership with the City and SVRC.

History of this Lease Negotiation

You might recall that the current lease TS has with the City of Toronto for SVT (Scarborough Village Theatre) expired in 2016. You might recall that at the end of Season 2018/19, TS had been working with the City on their new CST (Community Space Tenancy) application process. In April of 2019, the TS Board had completed the requisite 20-page prose-application and attached the requisite 15 attachments. We were told that the application then had to go to Council.

We inquired in November 2019 for an update on our application and were advised it had yet to go to Council. We inquired in February 2020 for an update on our application and were advised it had yet to go to Council. We inquired in May 2020 — asking if the CST process was now on hold due to COVID — and that assumption was confirmed.

During COVID, the TS City liaisons made many excellent contacts within the City.

- We were approved for indefinite rent deferment during the pandemic;
- We were introduced to a senior individual within the City who can give us any introduction that is immediately responded to (*who has recently left the role*);
- We identified that we had been in overholding since 2016, that we were keen to get a new lease, and we were connected with a City "lease writing contact" to commence the concentrated work to draft a new lease together.
 - We were assured the lease writing was a **negotiation** and that we would have open input throughout the process (*mostly true so far*).
 - We finally have a solid new DRAFT of our CST lease, and after several meetings, and emails, we only have one critical item to resolve.
- We were assured that we would be part of the new Proportionate Share assessment.
 - Work on the accurate Proportionate Share was completed in 2022, and it was confirmed that we occupy 14% rather than 17% Proportionate Share.
 - The City agreed that they would back-date that Proportionate Share calculation to 2020 and 2021, and Theatre Scarborough received an \$15,000 rebate on monies paid (applied to the Season 2022/23 rent).

Theatre Scarborough will continue to partner closely with CREM (Commercial Real Estate Management) during Season 2025/26.

IV. Appendices

1. Season-2025/26, List of Theatre Scarborough Donors

Theatre Scarborough would like to thank our thoughtful 130 donors for their most generous donation this past season (total of \$11,249). Your support is deeply appreciated.

NOTE: This is a listing of those donating **DIRECTLY** to Theatre Scarborough

Platinum Level Supporter - \$1,000+

Ian Fox
Mary O'Grady
Luella & Tom Stephens

Gold Level Supporter - \$500 to \$999

Patricia Cash

Silver Level Supporter - \$250 to \$499

Susan Appleton
George & Jane Crichton
Charles Cutts
Jerry Daca
Daniel Lang
Joan McIntosh
Peggy Simionati

Bronze Level Supporter - \$50 to \$249

David & Rochelle Barkin
Kathleen Bennett
Nancy Beverly
Odayoth Bhargavan
Christiane Boin-Goessell
Suzanne Bond
Rosemary Brown
Ian & Donna Campbell
Geoff Crewe
Linda & Herman Engel
Elizabeth Fletcher
Cam and Gail Gall
Sandra & Douglas Gordon
Ian Hale
David Hall
Janice Hansen
Joan M Harvey
David & Lynette Hines
Wendy Hooker
Sandra Imada
Joyce James

Bronze Level Supporter - \$50 to \$249, cont.

Barbara Kawa
Alan & Sharon King
Bradley L Kirk
Ruth Koscieljew
R Barry Krentz
Thomas Kriens
Josee Lambert
Marilyn Lott
Robert Lubinski
Elizabeth & James Marshall
Laura Mason
Beatriz McCowan
Kay Minter
Marg Misener
Micheline Mistruzzi
Al Mladenoff
Cyril & Sandra Muhic
Louise Nagano
Christine Nena-Dick
Jean & Mel Particka
Diana Reay
Kim Reid
Barry Roden
Steven & Carol Rose
Ann Schwemler
Alexandra Semeniuk
Judy Snedden
Heather Stewart
Olive Store
Gloria Tellis
Marcia Winterbottom

Supporter of PH66 - \$20 to \$49

Raymond & Judy Boyer
Warren Brown
Susan-Jane Bynoe
Lorraine Campbell
Donna Chadderton
Janice Chan

Supporter of PH66 - \$20 to \$49

Wendy Chiu
Klara Colbert
Patricia Dalrymple
Lester Davies
Patricia Doe
Cory Doran
Marianne Ekubor
Marilyn and Tore Eriksen
Irene Flis
Debbie Forrester
Deborah Gargrave
Heather Goodall
Virginie Gysel
Carol Hanlon
Megan Holman
Salima Jaffer
Jo Ann Joseph
Vivian Kalfon
Joyce Logan
Karen Manuel
Glenda Masters
Shirley McCabe
Valerie McDonald
Sheila McLaughlin
Margaret-Anne Morrow
Magda Nusink
Pamela Parsons
Louvain Piggott
Edward 'Ted' Powers
Glenna Richardson
Joe Robinson
Paula Shaver
Ingrid Shouldice
Roseann Smith
Raymond St Jean
Esther Tilley
Julie Wallis
Bonnie & Stephanie Waters
Gail Wilkins
Robert Ziemendorf

2. Season-2025/26, List of Theatre Scarborough Volunteers

A number of remarkable people put in hundreds of hours every year to help ensure that Theatre Scarborough runs as smoothly and effectively as possible. Just some of the volunteer activities executed by these individuals include: Box Office Operations, Theatre Operations, Theatre Refreshments, Community Outreach Activities, and the TS Board of Directors.

TS thanks the unbelievable support we received from this season's **70+** volunteers, and the hundreds of hours that they generously give to Theatre Scarborough in order to support our productions throughout the year. However, we can never have too many volunteers. Please consider volunteering next season!

(Our deepest apologies for any names that we may have missed. If you feel your name was missed, please let us know, and we can correct the master copy. 😊)

Danelle Abbott	Julian Lam	Goldy Rose Sabastian
John Anderson	Josee Lambert	Bob Sanders
Sidnei Auler	Dorothy Lee	Susan Sanders
Christian Baes	Quinn Leneeuw	Mike Scott
Jennifer Bakker	David Loach	Kevin Shaver
Teresa Bakker	Vivian Lockton	Zah Smith
Derek Barber	Justin Lord	Darlene Thomas
June Bedford	Maureen Lukie	Katherine Turner
Lorin Beiko	Valerie Lusted	Twaine Ward
Rhoda Brachman	Evan MacDonald	June Watkins
Andra Bradish	Rick MacDonald	Larry Westlake
Jasmina Brar	Erin Mackie	Duane White
Judi Brobyn	Malorie Mandolidis	Kurtis Whittle
Heather Burns-Shillington	Jessica McQueen-Bird	Paula Wilkie
Jhelisa Carroll	Wendy Miller	Marie Wu
Serena Cui	Kim Moore	Wren Wylder
Antony Discenza	Amy Mullin	Alma <i>(last name unknown)</i>
Ethan Eastwood	Greg Nowlan	Angus <i>(last name unknown)</i>
Ian Fox	Noreen Oliver	Irene <i>(last name unknown)</i>
Sheila Gatensby	Heather Ostertag	Louise <i>(last name unknown)</i>
Gillian Hall	Alison Overington	
Jan Harvey	Mark Parent	
Lynette Hines	John Pirker	
Emma Hyslop	Emily Pople	
Heather Hyslop	Gary Prudence	
Olivia Jon	Claire Richards	
Erin Jones	Sandy Robb	
Linda Knox	Jakob Robertson	
	Dot Routledge	

3. The Theatre Scarborough Board of Directors (Season-2025/26)

The Theatre Scarborough Board of Directors is 13-Directors, maximum (14-max if all positions are elected and we have a Past President). The Presidents of each of the three member performing arts organizations are the first three Directors. The remaining 10 are then elected at the Annual General Meeting held every August: the Theatre Scarborough **President** and **Vice President**, and six to eight additional **Members at Large**. The TS Secretary and Treasurer are then selected from among the elected TS Board members. The Theatre Scarborough Board of Directors meets at least monthly – often on the 2nd Saturday of each month, 9am to 11am via Zoom – all are welcome to sit in.

President	Dot Routledge	Directors – general
Vice President	Greg Nowlan	• Ian Fox
STG President	Kevin Shaver	• Vivian Lockton
SP President	Katherine Turner	• Susan Sanders
SMT President	Olivia (Eun-Jung) Jon	• Duane White
Secretary	Erin Jones	
Treasurer	Lynette Hines	

Being a member of the Theatre Scarborough Board of Directors can be a rewarding experience. Consider attending one of the monthly meetings to better understand what is involved! Consider participating in one of the portfolios and help shape Theatre Scarborough during the coming year.

4. Select Department Heads of Theatre Scarborough

In order to operate Theatre Scarborough, several officers are identified each year.

- Move—in/Move-out Managers Sidnei Auler, Jennifer Bakker, and Emily Pople
- Box Office Managers Wendy Miller and Mark Parent (*Mike Scott BO-Tech*)
- Theatre Refreshments Managers Rhoda Brachman and June Bedford
- Website Manager Dot Routledge
- Publicity & Marketing Managers Dot Routledge and Mike Scott
- Community Outreach Manager Katherine Turner and Olivia (Eun-Jung) Jon

5. The Members of Theatre Scarborough (3-groups)

Membership in Theatre Scarborough (TS) is automatic with membership in any one of the three member performing arts organizations. Thus, TS membership this past year was comprised of:

Group / Status	Scarborough Players	Scarborough Theatre Guild	Scarborough Music Theatre
Associate Members	7	1	46
Regular Members	78	79	69
Life Members	55	24	93
Technical / Honorary Members	n/a	4	20
Total	140	108	228

Thus, if we consider a few “overlap members”, close to 400 individuals are members of Theatre Scarborough.