

Playhouse-66 / Theatre Scarborough

Season-41 Annual Report

August 1, 2018 to July 31, 2019

Message from the President

The 2018-2019 Season has been a most successful and entertaining season. Audiences continue to tell us how much they enjoy the shows. To make that happen, there has been much work going on behind the scenes as Theatre Scarborough continues to support the artistry and creativity of the three companies. Congratulations to Scarborough Players and Scarborough Theatre Guild for successful and entertaining 60th Anniversary Seasons and celebrations.

Theatre Scarborough continues to oversee the operation of the theatre facility while providing a forum for the three companies to discuss important issues and benefit from sharing good ideas and best practice.

Due to the continuing generosity of donors and sponsorships, Theatre Scarborough has been able to continue with upgrades in the theatre. Thanks to the grant from Ontario Trillium Foundation, the Hearing Assist system is up and running and our audience members are most appreciative.

From an audience member:

"I have cochlear implants and being able to attend a live theatre event or a speaking event is not accessible to me here in my community or in most other cities in Ontario. I went to see Mama Mia at the Scarborough Theatre yesterday and wanted to let you know that the Loop was fantastic. I could hear everything so clearly. It felt wonderful. I loved music and dancing before I became deaf and losing that was one of my greatest losses. So to be able to hear, feel and just enjoy this production was incredible. I loved it! Thanks to you all and can't thank you enough for taking the initiative to have the Loop installed."

Thanks to Marilyn Brady, Bob and Susan Sanders for their ongoing efforts in organizing the equipment and the sign-out procedures.

Lists of more work to be done are being prioritized for the 2019-2020. Thanks to our Senior Theatre Coordinator, David Buffham – also our award winning Lighting Designer - for continuing to make our theatre a great place to play.

A focus for the TS Board throughout the winter and spring was the completion of our Community Space Tenancy Application to the City of Toronto. This application has been accepted, is going through bureaucratic channels and we hope to learn by January 2020 if we will be paying more for the theatre. This work illuminated our need to ensure that TS policies and practices reflected what we actually do and need to do. Our remaining Board meetings focused on Policy Review. Thanks to Lynette Hines and Diane Henson for their work on these governance issues. Our new website design has been launched. Mike Scott and Dot Routledge with support from Jason Silzer continue to manage the website to make it is user friendly for our patrons and members.

Our shared mandate with the Box Office and Theatre Refreshments will also be covered in the officers' reports. A huge thank you to Gary Prudence and his refreshment volunteers for all their work this season. Thanks to our Front of House managers, Marilyn Brady, Sheri Kowalski, and Catherine Lenihan for organizing your teams and looking after our audiences. Special thanks to all the Box Office volunteers who stepped up and looked after all those shifts when our wonderful Rhoda Silzer was not available. A big shout out to Dot Routledge, Mike Scott, and David Rudat for managing the creation of our shared brochure.

Our volunteers ROCK!

It has been a privilege to serve as the President of Theatre Scarborough and to work with your thoughtful and hardworking Board who want to get it done for everyone.

Katherine Turner

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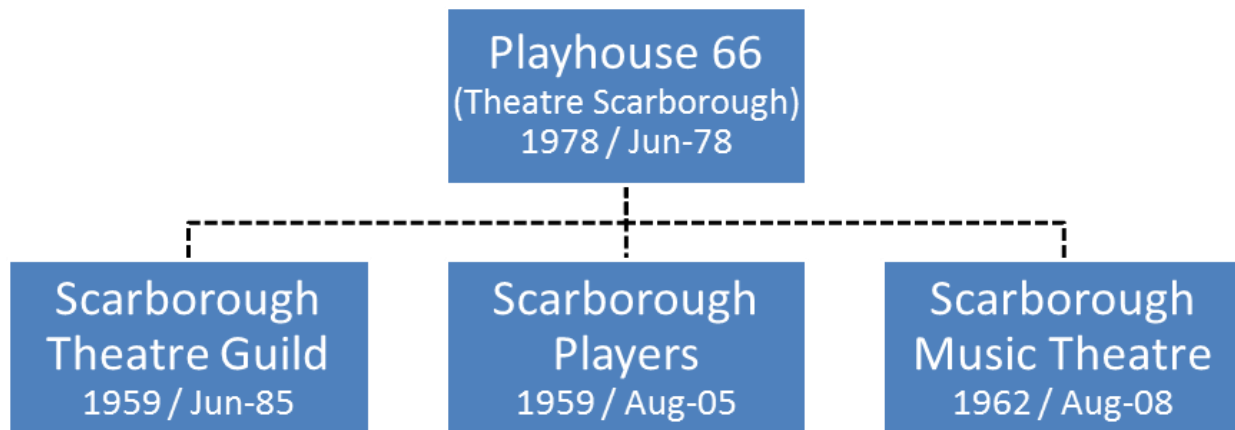
I. Theatre Scarborough Mandate

Theatre Scarborough (TS) was formed at the time of the construction of the **Scarborough Village Recreation Centre** to provide a single point of contact for the City when dealing with the theatre groups whilst coordinating the use of the theatre.

Since the formation of TS, other areas of opportunity have been identified that benefit from a single point of engagement. As a result of the Season 2018/19 Community Space Tenancy work we identified that these eight areas need Managers/Leads that report to the TS Board. These Leads can sit on the Board directly or can choose to not sit on the Board, but report to the Board. Currently TS is responsible to:

- Run the common Box Office
(leads Rhoda Silzer & Wendy Miller);
- Run a common website
(leads Jason Silzer & Dot Routledge);
- Coordinate theatre management
(lead David Buffham);
- Lead engagement with City representatives
(lead Katherine Turner);
- Coordinate theatre marketing and publicity
(lead Mike Scott);
- Coordinate the operation of theatre refreshments
(lead Gary Prudence);
- Coordinate community partnership activities
(leads Katherine Turner & David Rudat);
- Coordinate theatre accessibility activities
(lead TBD).

It behoves TS to continue to look for opportunities to leverage the combined power of the three groups 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, however the above picture is only meant to show the co-ordination effort between the four organizations.

II. Key Department Reports

1. The Theatre Scarborough Box Office

(The Box Office Manager is Rhoda Silzer)

The Box Office is comprised of three distinct areas:

- Box Office at Home;
- Box Office at the Theatre (during performances); and
- Subscriptions - processing orders and mailing of tickets.

The first two require volunteers to be trained during a 90-minute session. A special thank you to Wendy Miller who assisted with the subscription orders this year. We were able to finish in record time!

My deepest appreciation goes to the following volunteers without whom the Box Office would be chaotic. They kept things moving smoothly in light of some difficult circumstances with the Box Office at Home. This occurred when Bell changed the protocols for the *Single Number Reach* program. But we have prevailed.

Jennifer Bakker	Gary Prudence
Teresa Bakker	Jason Silzer
Wendy Miller	Rhoda Silzer
Britt Noll	

For the 2019-20 Season, the advanced subs and ticket sales are down 504 tickets or about 5% of last years' totals at this time. Total subscriptions across the three groups last season was 2,556. This season it is 2,440. A difference of 116 subscriptions or about 4.5% of last season's total.

The Box Office needs volunteers. You can do as few or as many shifts as you want. This is a great opportunity to gain customer service experience, as well as bringing great value to our ticket-buying patrons. We just need some new people interested in making a small volunteer commitment. If you are interested please contact me at:

boxoffice@theatrescarborough.com

2. The Theatre Scarborough Website

(The Website Managers are Dot Routledge, Jason Silzer, and Wendy Miller)

We continue to update and improve our new website. With the help of Andrew Penley, the designer, the site is now more mobile-friendly and we have included a page for easy access to accessibility information.

Dot Routledge, Wendy Miller, and Jason Silzer currently act as overall administrators. The web team has grown this year with each of the companies adding an update person who can post announcements and update show pages when each production is cast. Welcome to Mike Scott, Erin Jones and Julie Adams.

During Season-2019/20, Dot Routledge and the Accessibility Director will be doing an assessment of the site to insure we are meeting all AODA standards at the highest level.

www.theatrescarborough.com

3. Season-19/20 Season Brochure

(The Season Brochure Leads are Mike Scott & Dot Routledge)

Theatre Scarborough once again continued its practice of issuing a single subscription brochure highlighting the coming season. As seen in previous years, the brochure continues to be an effective method of reaching our subscription base to advertise what is in store for them at the theatre with Scarborough Theatre Guild, Scarborough Players, and Scarborough Music Theatre.

A total of 9,000 season 2019/2020 brochures were printed and 3,596 were mailed to current and past patrons. The remaining 5,404 were distributed by Theatre Scarborough and the three groups at:

- the theatre;
- the rehearsal space for each group;
- libraries in the GTA; and
- events, such as Guildwood Day, Canada Day, The Taste of Lawrence, and The Guild Alive in Culture.

In addition to highlighting the coming season, the 2019/2020 brochure also:

- highlighted the new hearing loop system that was installed at our theatre in August 2018;
- moved the order form to the centre of the brochure so it could be easily removed in one piece by subscribers (*feedback from patrons and staff*) leaving the remaining brochure intact;
- included refreshed instructional and information text; and
- continued recognizing the generosity of donors and sponsors.

We are pleased that the brochure continues to be a powerful vehicle for asking for donations! As we have learned, if you do not ask, you simply do not receive. This year we once again improved the placement of the request in the brochure and where it appeared on the order form. The end result was that this has increased our success in getting donations during our subscription season. As of 31-Jul-19, the following donations have been received through the brochure:

#	Donation Direction	Amount 2019	Amount 2018	Amount 2017
1	Theatre Scarborough	\$4,080	\$3,059	\$2,482
2	Scarborough Music Theatre	\$2,132	\$2,027	\$1,694
3	Scarborough Players	\$550	\$624	\$261
4	Scarborough Theatre Guild	\$654	\$553	\$314
5	Total	\$7,416	\$6,263	\$4,751
6	%-change vs prev-season	18%	32%	5%

During the 2019 subscription-ask, 127 patrons chose to make a donation, vs 125 the previous year, resulting in a **2%** increase in engaged patrons and an **18%** increase in funds donated! Thank you to everyone who gave so generously!

How Theatre Scarborough asks for support is something that will continue to be monitored, and we will continue to look for opportunities to improve placement in the brochure to improve our success rate.

Overall, the brochure and its changes continue to be received well by patrons and any feedback is being tracked for the 2020/2021 season brochure!

In addition to our volunteers, donors, and subscribers, we would also like to thank Mike Scott who has volunteered her time and talent as our graphic designer.

4. Theatre Operations

(The Senior Theatre Coordinator is David Buffham, supported by Jennifer Bakker and Graham Duncan)

Over the course of the 2018/2019 season, the Theatre Operations team has been busy supporting the technical operations of the theatre space in a number of key areas:

- **Technical support to the resident theatre groups** for the 11 main productions of the season, from move-in to move-out. In addition we have supported community use of the theatre space, including: Black History Month events; Pathways graduation; and StARTypa.
- **Day-to-day maintenance** of the theatre space, including all electrical and mechanical systems that fall within Theatre Scarborough's responsibility to maintain.
- **Co-ordination with the City** in relation to fire alarm activation issues, to ensure that smoke and haze effects can be used within the theatre where necessary, whilst minimising the risk of activating the fire alarm and causing significant inconvenience to our patrons and other users of Scarborough Village Recreation Centre (SVRC).
- **Continued technical upgrades** and capital improvements to lighting, sound, and backstage facilities. These improvements include:
 - new work lights in the main theatre space;
 - additional backstage blue safety lights;
 - additional emergency lighting; and
 - improved power and data infrastructure for lighting and sound systems.
 - New entrance/exit drapes, and orchestra drapes;
 - 2 more wireless coms;
 - 3 more lights for our standard lighting grid;
 - Dressing room TVs
 - New 3-front row protection drop cloths
- We would also like to acknowledge the work of Greg Nowlan and Tony Jones in building and installing improved work and storage areas in the theatre workshop area.
- Focus on improving and maintaining technical safety at the theatre, particularly for working at heights.

For the upcoming season, the priority areas for improvement include:

- **Renewal of houselights** – The existing houselights are life-expired, have lamps for which replacements cannot be sourced, and have reliability and quality issues (*e.g., flickering when dimming*). Over the course of the season there will be phased replacement of the houselights with new LED units that are easier to maintain and more energy efficient. Some infrastructure work to support this project has been started in the summer of 2019.
- **Improvements to personal storage facilities** - within the dressing room and backstage, e.g., places for cast, crew and orchestra members to hang coats and store personal items.
- **Develop technical expertise** - within our lighting and sound volunteers, through training and mentorship, with an objective of ensuring that a wider pool of volunteers with up-to-date technical expertise are available to provide production support.
- **Establish regular maintenance sessions** - on dark nights during the run of each production, to expedite the clearance of our current backlog of maintenance tasks and capital project items. We are looking to put together a team of people to work on this, and any volunteers to support us with this would be very welcome.

As Senior Theatre Coordinator I would like to acknowledge the support of Jennifer Bakker and Graham Duncan throughout the season, who between them attended every move-in and move-out. As well, I would also like to acknowledge the support of Katherine Turner, Lynnette Hines, and Greg Nowlan throughout the season.

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

[**svtech@theatrescarborough.com**](mailto:svtech@theatrescarborough.com)

5. Theatre Refreshments

(The Theatre Refreshments Manager is Gary Prudence)

In the beginning, the staff of the Scarborough Village Recreation Centre were responsible for providing refreshments services to theatre patrons. At that time, this was provided via the snack bar near the ice rink. However during shows with full houses, they would also set up a secondary location closer to the theatre – which was the location where our current refreshment set up is.

After the 1990’s amalgamation of the cities of Scarborough and Toronto, the concessions within the community centers were awarded to “Country Style”. Country Style provided their service during the hockey season – which ran from the end of September to the beginning of April. However, since this schedule did not support the full needs of our theatre patrons, a group from Theatre Scarborough met with representatives from Country Style to explore options. During that meeting, Theatre Scarborough was granted the rights to provide a limited service of refreshments to our patrons. Linda Brent offered to take on the responsibility of setting up this service.

Much discussion ensued about what this new service would be called. Eventually, “Theatre Refreshments” (TR) was the chosen designation.

Originally the theatre refreshments mandate was to provide low cost refreshments to our patrons. Over the years, the revenue contribution of Theatre Refreshments has been essential to off-set the rising costs of running our theatre. The activity continues to be a valued benefit to both our patrons and Theatre Scarborough operations.

Don’t forget, we offer the refreshments-perk to those volunteering during a show (50/50, FOH, back stage personnel, etc.) to obtain their beverages for \$0.50. Although costs continue to rise, Theatre Scarborough has agreed to continue to offer this perk to our volunteers.

Gary Prudence has been our Refreshments Manager for the past several years. Gary carefully monitors which items patrons are most interested in so that he can focus stocking on those, and as well monitors changing costs so that we can discontinue items that are not sufficiently profitable. Gary has a wonderful training system to train any and all new refreshments volunteers. (hint, hint ☺)

Many thanks to Gary and his volunteers for their DOZENS of hours maintaining and running the Refreshments area this past season. Gary has decided to take a break from managing, and next season our Theatre Refreshments Co-Managers will be Rhoda Brachman and June Bedford – welcome!

Theatre Refreshments Income by show this season totalled = \$11,928 (see *Financials for overall profitability*), an **(18%)** decrease over last year. A significant part of the decrease is due to two productions running shows without intermissions. History has confirmed for us that **“No intermission”** loses 75% of a show’s refreshments revenue:

Group / Show-#	Scarborough Theatre Guild	Scarborough Players	Scarborough Music Theatre
Show-1	\$1,034	\$1,311	\$1,595
Show-2	\$292	\$339	\$1,255
Show-3	\$1,556	\$992	\$1,990
Show-4	\$770	\$980	<i>Not applicable</i>
Total	\$3,652	\$3,622	\$4,840

6. Community Partnerships

(The Community Partnerships Leads are Katherine Turner and David Rudat)

Our community outreach and partnerships have continued this year.

Aug-18, StARTypa - Again, we partnered in August 2018 with Denese Matthews and her Arts Festival for youth, StARTypa which runs each year in mid-August.

Apr-19, Scarborough Rotary Club Small Business event - On April 26, a number of TS representatives-- Lynette Hines, David Rudat, Ed Ho, Mike Scott, Emma Wakelin—alongside local business owner (and TS affiliated) Bill Smart from the newly-opened Wingporium - attended the Scarborough Rotary event at Centennial College (Progress Campus) chatting with attendees from Scarborough associations, businesses, and government to promote Theatre Scarborough and explore grant opportunities.

May-19, SBA Annual Mayor's Lunch - On May 6, David Rudat represented Theatre Scarborough at the Scarborough Business Association's (SBA) Annual Mayor's Lunch, honouring Mayor John Tory. The ballroom at the Delta Toronto East was packed with members of Scarborough businesses and all levels of government representatives.

Jun-19, Guildwood Day Parade - On June 1, a number of TS representatives--Katherine Turner, Alison Overington, Wendy Miller, Elaine O'Neal, Marisa King, Erin Jones, Darlene Thomas, and David Rudat—participated in the annual Guildwood Day Parade and staffed the TS tent - engaging attendees and distributing our 2019/20 season brochures.

Jul-19, Canada Day Festivities - On July 1, TS tent was erected at Albert Campbell Square for the Canada Day festivities - hosted by Dancing Damsels. SMT and TS representatives were David Rudat, Meg Gibson, Megan & Kathleen McDowell, Laura Currie, and Thomas Gonder were on hand to support the event.

Jul-19, Taste of Lawrence - On July 6th and 7th, a number of member representing TS performed at the annual Taste of Lawrence Festival, over two of its three-day run. Engaging the Family Stage audience were Charlie Davidson, Tamara Stokoe-Said, Laura Currie, pianist Mark Peterson and emcee David Rudat who performed selections from SMT's 2018/19 & 2019/20 seasons to enthusiastic responses from the well-attended festival while distributing TS season brochures. Thanks to David Rudat for organizing the performances at the Taste of Lawrence - an opportunity to get the word out at an important community event.

Jul-19, Guild Alive with Culture - July 27 and 28, volunteers once again handed out brochures and talked to folks about supporting great live theatre at The Guild Alive with Culture. SMT took to the stage on Sunday morning entertaining the crowds. SMT performers Charlie Davidson, Laura Currie, Meg Gibson, Michael Yaneff, pianist Adam Weinmann, and emcee David Rudat performed selections from SMT's previous and forthcoming seasons under the Sunday morning sunshine. Thanks to volunteers - Katherine Turner, Greg Nowlan, David Rudat, Diane Henson, Andra Bradish, Catherine Lenihan, Darlene Thomas, Len Henderson, Alison Overington, Susan Sanders, Dot Routledge, Chris Hardess, Alexandra Saul, Jessica McQueen, John Palmieri, Elaine O'Neal with Grace Palmieri handed out over 1,000 brochures. We thank Councillor Paul Ainslie for his continuing support for the arts on Scarborough.

Apr-19, ACT-CO Gala - Once again, SMT and SP had a blast at the ACT-CO Gala on April 6 with 52 people cheering each other on. This coming year, we need to review how to leverage the opportunities at ACT-CO, our community theatre community, for education and sharing resources. Greg Nowlan is a member of that Board so our voice will be there.

Going forward, community participation and involvement will remain a high priority for Theatre Scarborough. Launching in our 2019-2020 season will be a community partnership with the local Greenwood Retirement Home at McCowan and Eglinton bringing local seniors and their families to see live theatre in their own backyard.

III. Select Initiatives

7. The Community Space Tenancy project

(The CST Leads are Katherine Turner and Lynette Hines)

Theatre Scarborough's current lease with the City of Toronto for Scarborough Village Theatre expired on June 30, 2016. The Board has been reaching out to the City for several years asking for an updated lease. After many years, the City advised they would now be investigating renewing leases, but only after all lessees had completed the Community Space Tenancy (CST) application process.

In November 2018, Katherine Turner and Dot Routledge attended a CST information meeting, and a few months later the CST application was received by Theatre Scarborough.

The Theatre Scarborough Board pulled together and started working on the application. The next several months were spent creating the required CST deliverables, and the next several Board meetings were focused on reviewing and updating the required deliverable. The application itself ended up being a 21-page document, full of prose questions (i.e., none were multiple choice). As well, Theatre Scarborough were required to attach (or produce) 15 documents to support our application request. As a result, the following documents were created:

1. Playhouse 66 5-year Strategic Plan;
2. PH66 3-year Budget;
3. PH66 Reserves Strategy;
4. PH66 Respectful Environment Policy;
5. PH66 Respectful Environment Attestation;
6. PH66 Organization Chart;
7. PH66 Board of Directors Norms;
8. PH66 Board of Directors Profile;
9. PH66 Orientation Meeting Agenda;
10. PH66 Accessibility Statement, External;
11. PH66 Accessibility Statement, Internal;

The completed application was submitted in late April. We have recently been advised that our application will be presented at council in either October or November. If approved, it will then move to finance and we will find out what our new lease rate will be.

8. Theatre Scarborough Standards & Practices

(The Theatre Standards and practices Leads are Diane Henson and Lynette Hines)

As a result of our work on the CST Application, one of the Strategic Vision Statements is to conduct and implement an organizational governance overview. Some of the necessary documents were created as part of the CST, and others will be created over the next two years. How we approach this will be confirmed and prioritized in our Season-2019/20 Start of Year Orientation Session.

To date, we have already created and approved:

- **PH66 Policies** – a 35-item list of policies under which we currently operate. This includes;
 - An annual **Arts People Access Privacy & Confidentiality Attestation**;
 - An annual **Respectful Environment Attestation**;
 - A voluntary annual **Medical Information form** (for Theatre Coordinators);
 - A standalone **Paint Policy**;
- **PH66 MPAO Policies** – a 19 item sub-list of the above. Policies that affect the group in house, and which each Member Performing Arts Organization is required to follow;

Some of the things we recommend working on next season include:

- Refreshing our By Laws so they do not inhibit the work of, and meet the current and future needs of, the Board;
- Theatre safety practices, guidelines, and procedures;
- Website page for Accessibility, TS Governance, etc.;

9. Challenges this season

Every year, any Board will face unexpected challenges. The health and efficacy of the Board can be measured by how it meets and addresses these challenges.

1. **Challenge: Completing the Community Space Tenancy Application to the City of Toronto**

In October 2018, we were made aware of changes in what used to be the *Below Market Rental Agreements* (BMR) with the City as we were invited to and attended information sessions at City Hall introducing the Community Space Tenancy Model (CST). It was in January 2019 that we received the Community Space Tenancy Application. Unbeknownst to us, we lost our legacy status when we signed the BMR. The CST document was daunting and we realized that we needed to review and create appropriate policies and documents to complete this document. Lynette Hines and Diane Henson worked tirelessly to draft documents for the entire TS board to review, edit, and re-draft. Much time at TS Board meetings were needed - in addition to a dedicated meeting - resulted in a completed application (with 15 required support documents) sent to the City and our contact, Konrad Skorupa by the end of April. It will go to a City of Toronto committee in the fall of 2019 so we hope to know by January 2020 if rates for the theatre use will increase.

2. **Challenge: Reviewing and capturing TS policies**

Wendy Miller as Board Secretary began to capture policies that had been noted in past minutes. This proved most helpful when completing the CST. The CST also made us aware of what common practices and best practices that had not been captured in actual sharable documents. So we began the work of documenting policies. Thanks to Lynette Hines and Wendy Miller and to the editorial input of the Board for reviewing and refining a final set of current TS-policies.

3. **Challenge: How do we continue to provide great box office service when our manager is not available?**

A huge thank you to Wendy Miller and the box office volunteers who managed to cover box office shifts and answer the calls. Wendy and Rhoda worked together to process the 2019-2020 subscriptions with tickets being mailed well before the usual August date. However, we do need more box office volunteers to manage all the shifts. This remains a challenge for us. Remember that training is offered and even if it is only one or two shifts per show, it is a manageable commitment that is a most important way to serve. Do you know a TS volunteer that you could tap to become a box office volunteer?

4. **Challenge: Moving forward from our first Board Self Evaluation**

At the end of 2018 Board sessions, we completed a **Board Self-Evaluation Questionnaire** which provided an opportunity for the outgoing board to reflect on their experience in service to TS. During the course of S-2018/19, the current board discussed some of the lower scores (opportunities), to develop plans "how to do better". The findings from this work provided recommendations for the S-2019/20 Board. One of the most important recommendations was a clear day of orientation for the new Board meeting in September 2019. It also helped us identify the skills sets that are important to an active Board working to serve all TS members and our work in theatre.

5. **Challenge: Revising our out-of-date TS By-Laws**

It was one of my goals this season to revise our operating By-Laws. In the fall, we had Board members who expressed interest in moving forward with this. However, due to the demands of the CST, we ran out of time. The 2019-2020 TS Board will need to create a committee to draft the changes to be presented to the membership at town halls, and voted on at the 2020 AGM.



IV. Financial Statements

We have closed our year with a net profit of **\$13,113**.

Please note, PH66 bookkeeping is done on an accrual basis, and has a fiscal year end of 31-Jul-yy (*which is aligned to that of the theatre groups*). And to improve alignment between our organizations, PH66 recognizes ticket sales in the same year as that of the theatre groups. That way, ticket-monies delivered to <SMT> should generally be the same as the ticket monies reflected in the <SMT> end of year financials.

Total revenues for the year were **\$34,778**, which is a 6% increase over revenue experienced in Season 2017/2018 (\$32,904).

Total expenses for the year were **\$20,808**, which is a 16% increase over expenses experienced in Season 2017/2018 (\$17,883).

Unrestricted net assets for the year were **\$36,304**, representing a 26% increase over unrestricted net assets experienced in Season 2017/2018 (\$28,706).

Financial Statements should be laid out to help the Board monitor and understand the financial activity and financial health of one's organization. Following is a high-level reminder of the purpose of the categories and breakdown we are using:

Expenses, shared shows the categories that are directly shared between the three groups. It is set up to transparently display that the categories balance to \$0. We see that this season, **Shared Expenses** fully balances.

Revenue, Tickets is intended to clearly show the net revenue that Theatre Scarborough receives from managing the Box Office. **Ticket Purchase Sales** are the funds handed over by our patrons. **Ticket Sales Distribution** are the funds that Theatre Scarborough hands over to the groups – less the TS-fee withheld. Starting in this fiscal (01-Aug-17) Theatre Scarborough introduced our

New TS-Fee = \$1/tkt + 4% of the tkt sale price

which is withheld from this amount. **Total AP-fees** are the fees that Arts People takes away for managing the Box Office (*a 3-fee system that includes a credit card fee, per tkt fee, and a per credit card order fee*). What's left must at least cover Box Office expenses.

Expenses, Box Office reflects the expenses directly required to run the Box Office. The **Phone** that patrons call and leave messages, that allows our outstanding volunteers to work from home, or that is used in the booth during shows. The **Internet** that is used by the Box Office in the booth during shows. **Sub-tickets, print** the annual cost of printing the stack of subscription tickets. **Mailing costs** – The monthly rental of the Pitney-machine and the volume cost of running mail through – mostly for ticket mailing. **z-Other** other Box Office costs, including PO Box rental, blank tickets, and printer toner.

Revenue, other is intended to clearly articulate all other revenue streams – refreshments, and any donations direct to Theatre Scarborough.

Expenses, other captures all other operations expenses –not related to the Box Office, but other expenses covered by Theatre Scarborough. A feature of the 2011 lease (that expired in Jul-16) is that we are now responsible for all equipment in the theatre – which is quite different than 8-years ago.

My deepest thanks to all members, volunteers, and donors who have so generously contributed their various resources to operate Theatre Scarborough, our Box Office, and the Theatre Refreshments activity. We hope to continue to be here for years to come.

Lynette Hines, Finance Director, Playhouse-66

1. Comparative Income/Expense Statements for the past 4-years

I&E	Yes						
T\$-Amt Category	Sub-Cat	Season					
		S-15/16	S-16/17	S-17/18	S-18/19		
2. Revenue, Tkts	1. Tkt-Purch-Sales	\$374,466	\$392,807	\$464,879	\$457,851		
	2. Tkt-Sales-Distrib	-\$342,140	-\$357,861	-\$417,669	-\$411,452		
	3. Tot-AP-Fees	-\$21,787	-\$23,930	-\$28,096	-\$28,059		
2. Revenue, Tkts Total		\$10,540	\$11,016	\$19,114	\$18,339		C
3. Expenses, BO	1. Phone line (Bell)	-\$1,269	-\$1,370	-\$1,571	-\$1,388		
	2. Internet (Rogers)	-\$1,003	-\$1,009	-\$870	-\$1,480		
	3. sub-tkts (print)	-\$1,655	-\$1,604	-\$1,578	-\$1,989		D2
	4. Mailing costs	-\$2,367	-\$2,378	-\$1,918	-\$1,957		
	7. Phone (Rogers)		-\$114	-\$124	-\$155		
	8. BO-vol T/Y	-\$950	-\$1,240	-\$1,360	-\$1,280		
	9. z-other	-\$1,391	-\$1,377	-\$1,111	-\$1,869		
3. Expenses, BO Total		-\$8,635	-\$9,091	-\$8,533	-\$10,117		D1
4. Revenue, other	1. Refreshment rev	\$12,719	\$11,648	\$14,589	\$11,929		
	2. Refreshment exp	-\$6,927	-\$7,425	-\$7,952	-\$6,934		
	2. Refresh-Mgr T/Y		-\$240	-\$360	-\$360		
	3. Donations rev *	\$3,222	\$5,838	\$6,635	\$7,306		
	4. Donations exp	-\$95	-\$108	-\$74	-\$185		
	5. Sponsorship rev	\$2,500	\$500				
	8. HST Rebate	\$1,938	\$2,969	\$953	\$4,684		E2
	9. z-other rev	\$10					
4. Revenue, other Total		\$13,367	\$13,181	\$13,790	\$16,439		E1
5. Expenses, other	1. P-copy/Stationery	-\$290	-\$259	-\$1,043	-\$492		
	2. TC Honorarium	-\$1,350	-\$1,385	-\$2,265	-\$1,005		
	2. Theatre equip-exp	-\$2,058	-\$3,996	-\$2,064	-\$2,590		
	3. Thea-cap-exp pre-Dep				-\$1,820		
	4. Website				-\$161		
	5. Community O/R				-\$382		
	6. Professional fees	-\$2,486	-\$2,712	-\$2,260	-\$2,486		
	7. Phone (Rogers)	-\$628	-\$339				
	8. Bank Fees *	-\$212	-\$172	-\$205	-\$150		
	9. misc-exp	-\$897	-\$692	-\$1,513	-\$1,605		F
5. Expenses, other Total		-\$7,921	-\$9,555	-\$9,350	-\$10,691		
6. Capital-events	1a. SVT-angel-1, Defer-don		\$4,199	\$4,199	\$4,199		G1
	1b. SVT-angel-1, Cap-Dep		-\$4,199	-\$4,199	-\$4,199		
	2a. SVT-angel-2, Defer-don				\$2,438		G2
	2b. SVT-angel-2, Cap-Dep				-\$2,438		
	3a. Hear-Assist, Defer-grant				\$3,900		G3
	3b. Hear-Assist, Cap-Dep				-\$4,757		G4
6. Capital-events Total			\$0	\$0	-\$857		B
Grand Total		\$7,350	\$5,551	\$15,021	\$13,113		

1a. Notes for Comparative Income/Expense Statements

Let's look a little closer:

- A. Examine our 5-macroscopic categories:
- 2. Revenue, Tkts** – Revenue from the \$1/tkt+ 4%-tkt-sales (from 01-Aug-17) that PH66 charges the groups ... after fees are deducted by Arts People;
 - 3. Expense, BO** – The direct costs from running our own Box Office;
 - 4. Revenue, other** – Our other revenue opportunities (net); and
 - 5. Expenses, other** – other expenses incurred to run PH66.
 - 6. Capital events** – Just pulled out to clearly track the annual depreciation of capital activities, and the annual recognition of deferred donations;
- B. **Retained Earnings** - The \$15.1k profit represents a 1% increase over last season. This is mostly due to generally stable operations.
- C. **Ticket Purchases** decreased by **2%** (\$457k vs \$464k). However this is still a solid contribution to our bottom line, which is what this category is intended to do. With the City changing our lease (7-yrs ago), and making TS responsible for all equipment, we now must build our reserves in order to plan for future equipment replacement. The past two seasons, donations (*lead by an angel donor*) have enable us to make a number of costly improvements – however this is not a business model on which to operate. The new fee structure will not only keep pace with Arts People fees, but also allows us to be able to fund future equipment upgrades.
- D. **Box Office Costs** have increased by 18%.
- E. **Revenue, other** – This is up 20%, which is mostly due to the significant HST rebate. This rebate is of course due to exceptional purchases related to our Hearing loop purchase and 60% (to date) purchases on our Angel-2 donation.
- F. **Expenses, other** – This is down 6%, mostly due to reduced Theatre Coordinator expenses. These were increased in S1718 supporting Hearing Loop installation and new drape installation.
- G. **Capital Events** –
- G1. Improvements due to Angel-1 activity we're able to offset the deferred donation against the depreciated asset;
 - G2. Improvements due to Angel-2 activity we're able to offset the deferred donation against the depreciated asset;
 - G3. The Trillium Grant only covered 80% of the equipment so after the deferred grant and the depreciated asset there is still and \$857 expense to "cover" for the next 5-years;
 - G4. Thus this category "balances" to an \$857 expense;

2. Season-18/19 Income/Expense (I/E) Statement (01-Aug-18 to 31-Jul-19)

I&E	Yes								
Season	S-18/19								
T\$-Amt		Class							
Category	Sub-Cat	1. SMT	2. SP	3. STG	4. General	Grand Total			
1. Expenses, shared	1. Theatre Lease, 18/19	\$17,436	\$18,850	\$18,850	-\$55,135	-\$0			
	2. Sub Brochure	\$2,700	\$2,700	\$2,700	-\$8,100	\$0			
	3. HST Rebate	-\$1,610	-\$1,723	-\$1,723	\$5,055	\$0	B2		
	4. Insurance	\$1,516	\$1,516	\$1,516	-\$4,547	-\$0			
	7. Act-Co Gala				\$0	\$0			
	8a. AP, Donations thru AP	-\$5,898	-\$1,425	-\$925	\$8,248	\$0	B3		
	8b. AP, Donat-exp thru AP	\$168	\$42	\$25	-\$234	\$0			
	9a. AP, Retail thru AP	-\$880			\$880	\$0			
	9b. AP, Retail-exp thru AP	\$31			-\$31	\$0			
1. Expenses, shared Total		\$13,462	\$19,959	\$20,442	-\$53,864	-\$0	B1		
2. Revenue, Tkts	1. Tkt-Purch-Sales	\$209,596	\$120,254	\$128,001		\$457,851	C2		
	2. Tkt-Sales-Distrib	-\$188,916	-\$107,757	-\$114,779		-\$411,452	C3		
	3. Tot-AP-Fees	-\$12,383	-\$7,536	-\$8,140		-\$28,059	C5		
2. Revenue, Tkts Total		\$8,297	\$4,961	\$5,082		\$18,339	C1		
3. Expenses, BO	1. Phone line (Bell)				-\$1,388	-\$1,388			
	2. Internet (Rogers)				-\$1,480	-\$1,480			
	3. sub-tkts (print)				-\$1,989	-\$1,989			
	4. Mailing costs				-\$1,957	-\$1,957			
	7. Phone (Rogers)				-\$155	-\$155			
	8. BO-vol T/Y				-\$1,280	-\$1,280			
	9. z-other				-\$1,869	-\$1,869			
3. Expenses, BO Total					-\$10,117	-\$10,117	D1		
4. Revenue, other	1. Refreshment rev				\$11,929	\$11,929			
	2. Refreshment exp				-\$6,934	-\$6,934			
	2. Refresh-Mgr T/Y				-\$360	-\$360			
	3. Donations rev *				\$7,306	\$7,306			
	4. Donations exp				-\$185	-\$185			
	8. HST Rebate				\$4,684	\$4,684			
4. Revenue, other Total					\$16,439	\$16,439	E		
5. Expenses, other	1. P-copy/Stationery				-\$492	-\$492			
	2. TC Honorarium				-\$1,005	-\$1,005			
	2. Theatre equip-exp				-\$2,590	-\$2,590			
	3. Thea-cap-exp pre-Dep				-\$1,820	-\$1,820			
	4. Website				-\$161	-\$161			
	5. Community O/R				-\$382	-\$382			
	6. Professional fees				-\$2,486	-\$2,486			
	8. Bank Fees *				-\$150	-\$150			
	9. misc-exp				-\$1,605	-\$1,605	F		
5. Expenses, other Total					-\$10,691	-\$10,691	G1		
6. Capital-events	1a. SVT-angel-1, Defer-don				\$4,199	\$4,199			
	1b. SVT-angel-1, Cap-Dep				-\$4,199	-\$4,199	G2		
	2a. SVT-angel-2, Defer-don				\$2,438	\$2,438			
	2b. SVT-angel-2, Cap-Dep				-\$2,438	-\$2,438	G3		
	3a. Hear-Assist, Defer-grant				\$3,900	\$3,900			
	3b. Hear-Assist, Cap-Dep				-\$4,757	-\$4,757	G4		
6. Capital-events Total					-\$857	-\$857	A		
Grand Total		\$21,759	\$24,920	\$25,524	-\$59,090	\$13,113			
	PH66 tkt fee charged each group	\$20,680	\$12,497	\$13,222			C4		

2a. Notes for Season-18/19 Income/Expense (I/E) Statement

Let's look a little closer:

- A. **EOY Profit/Loss** – Of course we are very pleased with our **\$15.1k** end of year close as these are necessary funds to contribute to our reserves and move us forward to our reserves target;
- B. **Expenses, shared** – We don't show this in the year-over-year view as this should always balance to \$0 – and it does. This category just tracks the expenses that PH66 pays on behalf of the MPAO, and tracks that the MPAO contribute back their share;
- C. **Revenue, tickets** -
C2. Tkt-Purch-sales – these are the funds that our patrons pay to purchase tkts;
C3. Tkt-Sales-Distrib – these are the funds that PH66 hands over to the groups. We see it is less. PH66 charges the groups \$1/tkt + 4% of the sale. This is necessary to
a. cover the cost that Arts People charges PH66, and
b. cover the cost of operating our Box Office (D);
C4. PH66 fees – paid by each group. Total fees paid over the course of the season;
C5. Tot-AP-fees – these are the fees that Arts People charges **PH66** for running a Box Office;
- D. **Expenses, BO** – Direct expenses required to run our Box Office. This includes
1. Our Bell single-number-reach phone;
7. The phone in the Box Office;
2. Our Internet at SVRC;
3. Printing those subscription tkts that patrons want mailed;
4. Our Pitney machine for subscription and other mailings;
8. Our nominal Box Office volunteer "thank you";
9. Other miscellaneous expenses;
- E. **Revenue, other** – Primarily:
x. Refreshments, great job. We need to monitor that revenue appropriately offsets the costs;
x. Donations, mostly due to the excellent ask in our Season Brochure;
x. Sponsorships, again, none this year, and an area of opportunity;
x. HST-rebate, not precisely a revenue, but too complex to split across my multiple expense categories;
- F. **Expense, other** - Nothing out of the ordinary here, other than the fact that we are now tracking expenses against "**Community Outreach**" as the 5-year strategy work identified the need for a dedicated portfolio for this, and we expect some nominal expenses in this space;
- G. **Capital Events** –
G1. Improvements due to Angel-1 activity we're able to offset the deferred donation against the depreciated asset;
G2. Improvements due to Angel-2 activity we're able to offset the deferred donation against the depreciated asset;
G3. The Trillium Grant only covered 80% of the equipment so after the deferred grant and the depreciated asset there is still and \$857 expense to "cover" for the next 5-years;
G4. Thus this category "balances" to an \$857 expense;

3. Season-18/19 Balance Sheet (as at 01-Aug-19)

Remember, a "true" Balance Sheet show

Assets – Liabilities – Reserves = \$0

Acct	Manual-BS		*** As at ***		
			31-Jul-17	31-Jul-18	31-Jul-19
T\$-Amt Section	Category	Sub-Cat	S-16/17	S-17/18	S-18/19
I. Assets	1a. Liquid assets	Bank Acct, AP	\$20,120	\$4,539	\$35,669
		Bank Acct, Cash		\$19,842	
		Bank Acct, Ops	\$47,891	\$65,815	\$16,963
		Box Office COH	\$357	\$423	\$438
		Refreshments COH	\$162	\$439	\$400
		Refreshments IOH*	\$444	\$428	\$650
	1a. Liquid assets Total		\$68,974	\$91,487	\$54,120
	1b. Acct receivable	HST-Rebate	\$8,213	\$6,071	\$9,738
		S1819 Brochure		\$8,895	
		TT/AP final pmt	\$0	\$15,872	\$615
		z-misc-receivable	\$50		\$39
	1b. Acct receivable Total		\$8,263	\$30,838	\$10,392
	1c. Pre-paid Exp	as required			
		Hearing Assist		\$170	
		mailing costs			
		Theatre refurb-proj		\$4,429	
	1c. Pre-paid Exp Total			\$4,599	
	1d. Capital Assets	a. purchase value	\$20,995	\$20,995	\$56,969
		b. accum-depreciation	-\$4,199	-\$8,398	-\$19,792
	1d. Capital Assets Total		\$16,796	\$12,597	\$37,177
I. Assets Total			\$94,033	\$139,520	\$101,689
II. Liabilities	2a. Short-term	GC, unused	-\$2,911	-\$3,690	-\$4,451
		HST-Rebate owed	-\$5,244	-\$5,118	-\$5,055
		Owed to groups	-\$46,487	-\$40,364	-\$14,104
		Professional fees	-\$2,712	-\$2,260	-\$2,486
		S1819 Brochure		-\$8,895	
		x-misc-exp	-\$994	-\$2,523	-\$820
		z-adjustment	\$959		
	2a. Short-term Total		-\$57,389	-\$62,851	-\$26,916
	2b. Deferred funds	Deferred Donation1	-\$15,801	-\$11,602	-\$7,403
		Deferred Donation2		-\$18,761	-\$16,323
		Trilliam Grant (HA)		-\$17,600	-\$14,743
	2b. Deferred funds Total		-\$15,801	-\$47,963	-\$38,470
II. Liabilities Total			-\$73,190	-\$110,814	-\$65,386
III. Reserves	3a. Mid-term	1. Unrestricted net assets	-\$20,843	-\$28,706	-\$36,304
	3a. Mid-term Total		-\$20,843	-\$28,706	-\$36,304
III. Reserves Total			-\$20,843	-\$28,706	-\$36,304
Grand Total			-\$0	\$0	\$0

3a. Notes for S18/19 Balance Sheet

Let's look a little closer:

- A. Balance sheet balances
- B. **Reserves** have increased to \$36.5k;
- C. **Total Assets** are down, but that is primarily due to the majority of subscriptions being entered by 30-Jun-19 (fine);
- D. **Liquid Assets** are down, again as the majority of subscription funds were distributed after the end of June (fine);
- E. **Accounts Receivables** are down, as our Box Office team kindly agreed to restrict transactions in the final week of our fiscal (good);
- F. **Pre-paid Expenses** – are \$0 as we have not pre-paid anything for next season (fine);
- G. **Capital Assets** – are up as we are carrying: our S1617 Angel-1 purchases; our Hearing Loop purchase; 80% of our Angel-2 purchases (expected);
- H. **GC, Unused** – TS sells gift certificates. Some are sold direct to patrons; some are purchased by patrons for gifts to family/friends.
 - To date, 195 GCs have been purchased, at a total value of \$12.6k. Some GC have been partially redeemed, some have not been redeemed at all.
 - As at 31-Jul-19, **94** GCs have full or partial value totalling **\$4.5k**. An increase over last season, but not a concern, as we had fair GC sales in S1819.
 - Some unused GC date back to 2009. From the chart below, we can see that o/s GCs from 2009 through 2013 have not changed position.
 - In Season 2019/20, the Board will implement our plan to approach these patrons and encourage usage, or convert to donations;
- H. **Short term Liabilities** – are down (good). This is primarily due to: H2 the majority of subscriptions being entered by 30-Jun-19; but H3 unused Gift Certificates are up;
- I. **Deferred Funds** – shows deferred grants and significant donations against capital purchases:
 - Deferred-Donation-1** – is what is “remaining” from the S1617 donation;
 - Deferred Donation-2** – is what is “remaining” from the S1718 donation and waiting for the purchase/installation activity from Aug-19.
 - Trillium Grant (HA)** – is the un-deferred part of the Trillium Grant that we received in S1819;

Season	#-GC	T\$-Purch	31-Jul-19 \$GC-O/S	31-Jul-18 \$GC-O/S
S-09/10	7	\$664	\$38	\$38
S-10/11	19	\$947	\$249	\$249
S-11/12	20	\$1,301	\$422	\$422
S-12/13	12	\$617	\$240	\$240
S-13/14	23	\$1,514	\$548	\$548
S-14/15	22	\$1,309	\$419	\$442
S-15/16	22	\$1,606	\$596	\$596
S-16/17	13	\$797	\$138	\$148
S-17/18	32	\$2,158	\$798	\$1,007
S-18/19	25	\$1,645	\$1,003	\$3,690
Grand Total	195	\$12,558	\$4,451	

4. Season-18/19, #-tkts by group by show to calc TS/AP-fees (\$1 + 4%)

PH-Season	PH-18/19				
#-tkts	Group				
Season	Show-#	SMT	SP	STG	Grand Total
S-18/19	1	2,751	1,978	1,593	6,322
	2	2,262	1,554	1,684	5,500
	3	3,561	1,567	2,311	7,439
	4		1,744	1,268	3,012
	5	798		20	818
S-18/19 Total		9,372	6,843	6,876	23,091

5. Season-18/19, #-tkts by group by pmt-type & pmt-channel to calc AP-fees

PH-Season	PH-18/19					
#-tkts	TT-type					
Group	Pmt-Type	BO-tnk	OL-tnk	\$0-tnk	door-tnk	Grand Total
SMT	cash	156		2	46	204
	cc	3,343	4,042	10	19	7,414
	check	1,128				1,128
	gift_cert	8	7			15
	(blank)				611	
SMT Total		4,635	4,049	623	65	9,372
SP	cash	107			82	189
	cc	2,830	1,883		51	4,764
	check	1,309				1,309
	gift_cert	8	15			23
	(blank)				558	
SP Total		4,254	1,898	558	133	6,843
STG	cash	115			77	192
	cc	2,663	2,535	3	53	5,254
	check	1,122				1,122
	gift_cert	6	6			12
	(blank)				296	
STG Total		3,906	2,541	299	130	6,876
Grand Total		12,795	8,488	1,480	328	23,091

6. Season-18/19, TS/AP-fees by group by show (\$1 + 4% per tkt)

PH-Season		PH-18/19				
\$Tkt-Fee		Group				
Season	Show-#	SMT	SP	STG	Grand Total	
S-18/19	1	-\$5,315	-\$3,400	-\$2,779	-\$11,494	
	2	-\$4,272	-\$2,625	-\$2,934	-\$9,830	
	3	-\$7,042	-\$2,643	-\$4,099	-\$13,783	
	4		-\$2,986	-\$2,157	-\$5,143	
	5	-\$1,127		-\$28	-\$1,155	
S-18/19 Total		-\$17,756	-\$11,653	-\$11,996	-\$41,405	

7. Season-18/19, approx. total TS/AP-fees by group by pmt-type/channel

PH-Season		PH-18/19				
T\$-Fee		TT-type				
Group	Pmt-Type	BO-tkt	OL-tkt	\$0-tkt	door-tkt	Grand Total
SMT	cash	-\$293		-\$2	-\$77	-\$373
	cc	-\$6,461	-\$8,072	-\$10	-\$35	-\$14,577
	check	-\$2,165				-\$2,165
	gift_cert	-\$16	-\$15			-\$30
	(blank)			-\$611		-\$611
SMT Total		-\$8,935	-\$8,086	-\$623	-\$112	-\$17,756
SP	cash	-\$184			-\$149	-\$333
	cc	-\$4,874	-\$3,506		-\$94	-\$8,474
	check	-\$2,245				-\$2,245
	gift_cert	-\$14	-\$28			-\$43
	(blank)			-\$558		-\$558
SP Total		-\$7,319	-\$3,534	-\$558	-\$243	-\$11,653
STG	cash	-\$198			-\$135	-\$333
	cc	-\$4,638	-\$4,677	-\$3	-\$94	-\$9,411
	check	-\$1,933				-\$1,933
	gift_cert	-\$11	-\$11			-\$22
	(blank)			-\$296		-\$296
STG Total		-\$6,781	-\$4,688	-\$299	-\$229	-\$11,996
Grand Total		-\$23,034	-\$16,308	-\$1,480	-\$584	-\$41,405

8. EXTRA, comparative I/E stmt from "Notice to Reader" (past 4-years)

I&E	Yes				
T\$-Amt		Season			
A-Category	A-Sub-Cat	S-15/16	S-16/17	S-17/18	S-18/19
1. Revenue	Box Office Mgmt	\$32,327	\$34,946	\$47,210	\$46,399
	D/R misc-rev	\$15,998	\$25,848	\$12,003	\$11,683
	Donations (net)	\$3,127	\$9,929	\$10,759	\$11,319
	Recovered Cap-Exp	\$19,990			
	Recovered Insurance	\$4,520	\$4,520	\$4,520	\$4,547
	Recovered Lease	\$54,945	\$55,730	\$54,945	\$55,135
	Recovered Promotion	\$6,756	\$9,792	\$8,895	\$8,100
	Refreshments (net)	\$5,792	\$4,223	\$6,637	\$4,995
	Sponsors	\$2,500	\$500		
1. Revenue Total		\$145,954	\$145,487	\$144,969	\$142,177
2. Expense	Admin/Other Costs	-\$3,864	-\$5,286	-\$4,620	-\$7,050
	Amortization		-\$4,199	-\$4,199	-\$5,056
	Box Office Admin	-\$8,635	-\$7,851	-\$7,173	-\$8,837
	Box Office AP Fees	-\$21,787	-\$23,930	-\$28,096	-\$28,059
	D/R misc-exp	-\$15,998	-\$25,848	-\$12,003	-\$11,683
	Honorarium	-\$1,350	-\$2,865	-\$3,985	-\$2,645
	HST Rebate	\$1,938	\$2,969	\$953	\$4,684
	Interest/Bank-fees	-\$212	-\$172	-\$205	-\$150
	Professional fees	-\$2,486	-\$2,712	-\$2,260	-\$2,486
	Shared Cap-Exp	-\$19,990			
	Shared Insurance	-\$4,520	-\$4,520	-\$4,520	-\$4,547
	Shared Lease	-\$54,945	-\$55,730	-\$54,945	-\$55,135
	Shared Promotion	-\$6,756	-\$9,792	-\$8,895	-\$8,100
2. Expense Total		-\$138,603	-\$139,936	-\$129,948	-\$129,064
Grand Total		\$7,350	\$5,551	\$15,021	\$13,113

V. Appendices

1. Season-18/19, List of Theatre Scarborough Donors

Theatre Scarborough would like to thank our thoughtful 79 donors for their most generous donation this past season (total of \$7,209). Your support is deeply appreciated.

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

Platinum Level Supporter - \$1,000+

Scharnagl, Marian

Gold Level Supporter - \$500 to \$999

Northey, Christopher

Silver to PH66 - \$250 to \$499

Goddard, Colin & Kay

Miller, Wendy

Supporter of PH66 - \$20 to \$49

Ackerman, Susan
 Beverly, Nancy
 Brent, Linda
 Brown, Barbara
 Fitzpatrick, Dede
 Gargrave, Deborah
 Goecke, Birgit
 Ireland, Pauline
 Jennings, Elizabeth
 Joseph, Jo Ann
 McMacken, Hannah
 Parsons, Pamela
 Particka, Jean
 Snelling, Gladys
 Sottile, Giovanna
 Stewart, Heather
 Taylor, Ronald & Jean
 Tsiaras, Debbie
 Warmerdam, Chris
 Waters, Bonnie
 Went, Nancy

Bronze to PH66

- \$50 to \$249

Allardyce, Holly
 Andrews, Mary and Fred
 Appleton, Susan
 Ardern, Alexandra
 Bain, Felicity
 Bartlett, Dale
 Benedict, Daphne
 Bennett, Kathleen
 Bilz, Hal
 Booker, Susan
 Boyd, Krista
 Campbell, Ian & Donna
 Cash, Patricia
 Crichton, George & Jane
 Curtis, Kathleen
 Cutts, Charles S.
 Dow, Wilson
 Elcombe, L G
 Emmett, Glenis
 Engel, Linda & Herman
 Fletcher, Elizabeth
 Gordon, Sandra
 Harrison, John
 Henson, Diane
 Hines, Lynette AF
 Holmes, Catherine
 Hooker, Wendy

Bronze to PH66

- \$50 to \$249 (cont.)

Irwin, Margaret
 Johnson, Cheryl & Mark
 Karlovich, Kathleen
 Kirk, Bradley L
 Kirk, Jessie
 Lambert, Josee
 Lang, Diane and Daniel
 Mackay, Lorna
 Manuel, Karen
 Marshment, Connie
 McIntosh, Joan
 Nicholson, Jackie
 Reid, Kim
 Richardson, Glenna
 Sionioni, Peggy
 Simpson, Bill
 Smith, Jean M
 Smylie, Drew
 Truscott, Barry & Amy
 Turner, Katherine
 Turner, Lorna
 van den Bergh, Mary
 Janet
 Wakelin, Emma
 Wall, Debbie
 Wilton, Isobel
 Winterbottom, Marcia

2. Season-18/19, 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 our over 58 volunteers, and the hundreds of hours that they generously give to the group 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.)

Anderson, John	Maquisot, Tess
Bakker, Jennifer	McDowell, Kathleen
Bakker, Teresa	McDowell, Megan
Brachman, Rhoda	McQueen, Jessica
Bradish, Andra	Miller, Wendy
Brady, Marilyn	Noll, Britt
Brent, Linda	Nowlan, Greg
Buffhan, David	O'Neil, Elaine
Currie, Laura	Overington, Alison
Davidson, Charlie	Palmieri, Grace
Duncan, Graham	Palmieri, John
Duraisamy, Prakash	Peterson, Mark
Gibson, Meg	Prudence, Gary
Gondor, Thomas	Routledge, Dot
Hardess, Chris	Rudat, David
Harris, Paul	Sanders, Susan
Henderson, Len	Saul, Alexandra
Henson, Diane	Scott, Mike
Hines, Lynette AF	Silzer, Jason
Ho, Ed	Silzer, Rhoda
Johnson, Jacquie	Stokoe-Said, Tamara
Jokhu, Peter	Thomas, Darlene
Jones, Anthony	Turner, Katherine
Jones, Erin	Waklin, Emma
King, Marisa	Weinmann, Adam
Knox, Linda	Westlake, Larry
Kowalski, Sheri	Wilkie, Paula
Lambert, Josee	Wu, Maria
Lee, Dorothy	Yanneff, Mike
Lenihan, Catherine	

3. The Members of Theatre Scarborough

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	8	n/a	60
Regular Members	90	41	65
Life Members	40	27	89
Technical / Honorary Members	n/a	10	n/a
Total	138	78	214

Thus, if we consider a few "overlap members", just shy of 425 individuals are members of Theatre Scarborough.

4. The Theatre Scarborough Board of Directors (Season-2018/19)

The Theatre Scarborough Board of Directors is 10-Directors, no more, no less. The Presidents of each of the three member performing arts organizations are the first three Directors. The remaining seven are the elected at the Annual General Meeting held every August: the Theatre Scarborough **President** and six additional **Members at Large**. The TS Secretary and Treasurer are then elected by the 10-TS Board members. The Theatre Scarborough Board of Directors meets at least monthly – often on the 2nd Saturday of each month, 10am to noon – all are welcome to sit in.

President	Katherine Turner	Directors – general
STG President	Larry Westlake	• Marilyn Brady
SP President	Emma Wakelin	• Linda Brent
SMT President	Dot Routledge	• Diane Henson
Secretary	Wendy Miller	• David Rudat
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.

5. Select Department Heads of Theatre Scarborough

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

- Theatre Coordinators David Buffham with Graham Duncan, Jennifer Bakker
- Box Office Manager Rhoda Silzer and Wendy Miller (*Jason Silzer BO-Admin*)
- Theatre Refreshments Manager Gary Prudence
- Website Manager Jason Silzer and Dot Routledge
- Publicity & Marketing Managers Dot Routledge and Mike Scott
- Community Outreach Katherine Turner and David Rudat