

# Playhouse-66 / Theatre Scarborough

## **Season-43 Annual Report**

August 1, 2021, to July 31, 2022

**Remembering our President – Rhoda Silzer**

Anyone who purchased tickets regularly knew Rhoda. Rhoda was our Box Office Manager and that friendly voice on the other end of the Box Office line for over a decade.

She brought a cheeky sense of humour, welcoming spirit, and commitment to everything she did. She was a lifelong volunteer and threw herself wholeheartedly into the theatre.

Despite her health problems in recent years, she remained involved and enthusiastic right up until her passing this March.

Rhoda's loss will be felt throughout the Theatre Scarborough community and her legacy will continue in every life she touched.



*Rhoda was the consummate volunteer.  
She loved our volunteers – each and every one of them.  
As she said in last year's report ...*

***"To all of our volunteers: Thank you.  
Please remember you are the strength of our organization and we  
will continue to rely on your commitment."***

**Table of Contents**

- I. Theatre Scarborough Mandate ..... 4
- II. Key Department Reports ..... 5
  - 1. The Theatre Scarborough Box Office ..... 5
  - 2. Theatre Refreshments ..... 6
  - 3. The Theatre Scarborough Website..... 7
  - 4. Scarborough Village Theatre Operations ..... 7
  - 5. Relationship with SVRC Personnel ..... 8
  - 6. Relationship with City of Toronto Personnel ..... 8
  - 7. Community Partnerships ..... 9
  - 8. Policies, Practices, and Governance ..... 10
- III. Select Initiatives ..... 11
  - 1. COVID-19 Reopening Committee ..... 11
  - 2. Status of our SVT Lease with the City! ..... 12
  - 3. The Season 2021/22 COVID Assistance work ..... 13
  - 4. How does the lease for SVT work? ..... 14
- IV. Appendices..... 16
  - 1. Season-2021/22, List of Theatre Scarborough Donors ..... 16
  - 2. Season-2021/22, List of Theatre Scarborough Volunteers ..... 17
  - 3. The Theatre Scarborough Board of Directors (*Season-2021/22*)..... 18
  - 4. Select Department Heads of Theatre Scarborough ..... 18
  - 5. The Members of Theatre Scarborough (*3-groups*) ..... 18

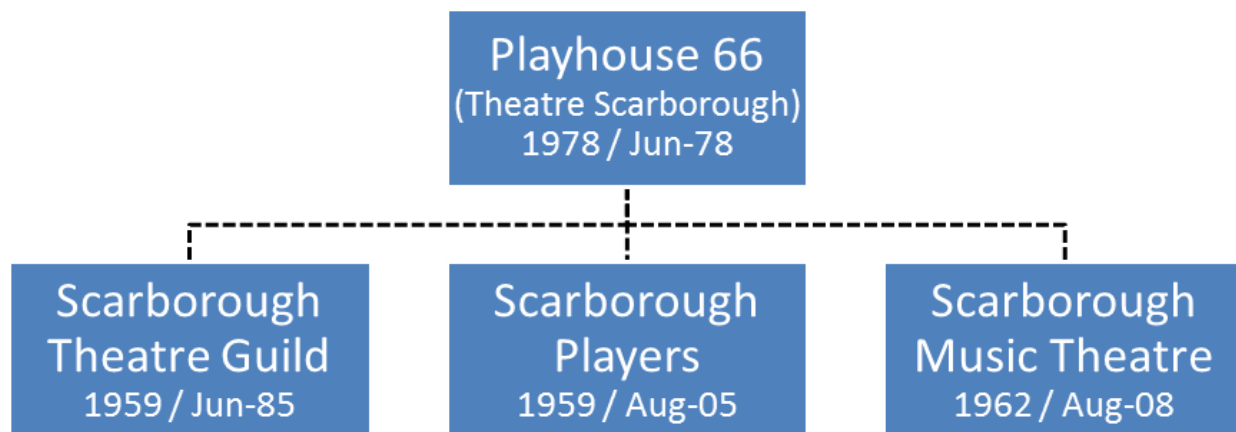
**I. Theatre Scarborough Mandate**

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 member Performing Arts Organizations (Scarborough Music Theatre, Scarborough Players, and Scarborough Theatre Guild) whilst coordinating the use of the theatre.

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 a result of the Season 2018/19 Community Space Tenancy work, the TS Board identified that the following nine 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 Wendy Miller & Mike Scott)*
- Run a common website  
*(leads Dot Routledge & Mike Scott)*
- Lead engagement with SVRC reps  
*(leads Dot Routledge & Katherine Turner)*
- Lead engagement with City of Toronto reps  
*(leads Lynette Hines & Ian Fox)*
- Coordinate theatre management  
*(lead David Buffham)*
- Coordinate theatre marketing and publicity  
*(lead Mike Scott)*
- Coordinate the operation of theatre refreshments  
*(leads Rhoda Brachman & June Bedford)*
- Coordinate community partnership activities  
*(lead Katherine Turner)*
- Coordinate theatre accessibility activities  
*(lead TBD)*

It behoves 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, 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 Co-Managers are Wendy Miller and Mike Scott)*

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. For in-person Box Office work, it is helpful for new volunteers to shadow a seasoned volunteer for 1 or 2 shifts.

Mike continues to take responsibility for the back end – all setup having to do with shows, complimentary tickets, and ticket pricing. He managed the subscription roll-over. Wendy deals with the patrons directly – voicemail and email – and updates the answering machine message as required as well as mailing out subscription tickets. Box Office volunteers sign up for at home and in-person shifts. Mark Parent has taken on many Box Office at-home shifts and Jennifer Bakker has created a Tuesday daytime in-theatre shift where she is available for Rec Centre patrons to purchase tickets.

Thanks to our 3 new Box Office recruits– Paula Wilkie, Mark Parent, and Linda Knox and to our faithful continuing volunteers – Gary Prudence, Jennifer Bakker, Teresa Bakker, and Brit Noll for all their support this season. Wendy and Mike were also able to fill in as required.

For the 2022/23 Season, we are once again selling subscriptions. Mike was able to give patrons the ability to do their own simple renewals online. Wendy has been processing mailed in subscriptions, and we are also doing renewals by phone. Mike led an excellent Zoom session with Box Office volunteers to get them ready for subscription season.

The Box Office is still looking for more volunteers. We can do Zoom and in-person training, plus we have a handy HOW-TO guide. Do as few or as many shifts as you want – every bit helps! Our patrons are very appreciative, and this is a great opportunity to gain customer service experience and add value for our ticket-buying patrons. If you are interested in volunteering with the Box Office, please contact Wendy at:

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

Our deepest appreciation goes to the following volunteers without whom the Box Office would be chaotic. They were quick to sign up each month for multiple box office shifts.

Jennifer Bakker	Mark Parent
Teresa Bakker	Gary Prudence
Linda Knox	Mike Scott
Wendy Miller	Rhoda Silzer
Britt Noll	Paula Wilkie

## 2. Theatre Refreshments

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

*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.

Rhoda and June took over Theatre refreshments in season 2019/20 and have been doing an awesome job. In a normal season, they carefully monitor which items patrons are most interested in so that they can focus stocking on those. Additionally, they monitor changing costs to maintain a reasonable profit margin while keeping pricing as straightforward as possible during shows. Rhoda and June ensure that each show is staffed with one or two refreshments volunteers – **but more volunteers are always needed!**

Many thanks to Rhoda and June - and their absolutely AWESOME volunteers - for their DOZENS of hours maintaining and running the Refreshments area this past season.

John Anderson	Jacque Johnson
June Bedford	Dorothy Lee
Rhoda Brachman	Maria Wu

Of course, COVID hit this area as well. Refreshments closed in mid-March 2020. When we mounted our next shows on stage in November and December 2021, we didn’t want the high-touch refreshments that also necessitated taking down masks to enjoy – thus they were still closed. When we finally started to offer refreshments in May 2022, the ladies spent time: discarding expired supplies, and replacing them with new; as well as finding and training new volunteers. Many patrons were VERY pleased that refreshments were back in action!

***DON’T FORGET***, we offer the refreshments-perk to those volunteering during a show (50/50, FOH, backstage 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.

### **3. The Theatre Scarborough Website**

*(The website leads Dot Routledge & Mike Scott)*

This year, we continued to leverage our website to support our COVID and show related communications. The site has been used for such purposes as:

- Informing our patrons, members and volunteers about productions returning to the SVT stage, updated COVID protocols, reopening events, and group Annual General Meetings.
- Supporting the box office with up to the minute information for ticket holders.
- Promoting our upcoming return to a full subscription season.

Dot Routledge and Mike Scott currently act as overall administrators. The web team also includes an update person from each company who can post announcements and update show pages for the member companies.

Work has begun on a redesign of the website, and we look forward to unveiling the new site sometime in our new year!

**[www.theatrescarborough.com](http://www.theatrescarborough.com)**

### **4. Scarborough Village Theatre Operations**

*(The lead Theatre Coordinator is David Buffham, supported by Sidnei Auler)*

This year the Theater Operations team was back in action supporting the 5 mainstage shows that made it to the SVT stage.

There were some great updates in this area during the season including the addition of Sidnei Auler to the Theatre Coordination team, a new air purifier being added to the stage management booth, and we saw \$65,000 worth of high-end lighting equipment added to the space.

Sadly our Sr. Theatre Coordinator, David Buffham, has decided to step down. He will still be available as a technical advisor and mentor though!

David has been instrumental in updating our space and making it a safer and more modern place to work and play.

David's thoughtful and intelligent approach to the position helped us to forge a strong relationship with the SVRC staff and facilitator and he helped to make Scarborough Village Theatre a destination that designers and technicians are excited to work at.

We would like to thank David for his work and commitment to Theatre Scarborough. We truly enjoyed working with you and look forward to having you join us again as a designer this coming season.

This coming year the Theatre Ops area hopes to continue to provide:

- Development of enhanced safety practices for our space.
- Technical support from move-in to move-out for the Theatre Scarborough groups.
- Technical support for community use of the theatre space, if requested.
- Day-to-day maintenance of the theatre space and the systems that fall within Theatre Scarborough's responsibility to maintain.

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

## 5. Relationship with SVRC Personnel

*(The SVRC relationship was initially led by Rhoda Silzer, and later by D. Routledge and K. Turner)*

Our relationship with the Scarborough Village Recreation Centre (SVRC) is an important one. It is our ongoing, almost daily contact for the theatre. We are the only theatre attached to a recreation centre in all of Toronto and our needs often confuse Parks and Rec personnel. Our primary contact is with the manager of the SVRC and as in the past, this position can be a bit of a revolving door. We had just got to know Jacqueline when she was replaced by Colleen Brien. We had a very positive Zoom orientation with Colleen only to have Colleen replaced by a returning Tim Scherk. Tim has worked with us for a number of years, and we are grateful that he knows us.

The point of contact for this relationship is usually the Theatre Scarborough President. However, with the passing of our dear Rhoda Silzer, Dot Routledge as President of SMT and liaison with our senior theatre coordinator, David Buffham and Katherine Turner, President of Scarborough Players, stepped in to be the liaison with the SVRC.

Though producers and stage managers often take concerns directly to the front desk, it is critical that the TS President or SVRC liaison be contacted regarding those concerns. We must contact the manager, to ensure any required action is taken.

This upcoming 2022-2023 season is our 40th anniversary producing shows in the Scarborough Village Theatre. Good relationships matter!

## 6. Relationship with City of Toronto Personnel

*(The City of Toronto relationship was led by Ian Fox and Lynette Hines)*

Our relationship with City of Toronto personnel is an important one. As well, navigating who we need to engage and when is a complex process. The COVID environment "forced the issue" and as a result the Theatre Scarborough Board now has a much better understanding of who to engage at the city – and when!

Our theatre is in a recreation centre, and we would typically only be responsible to the **Parks, Forestry & Recreation** division. However, since our purpose is *live theatre*, we are also responsible to the **Arts and Culture** division. This fiscal, as we worked through the process of the new CST (Community Space Tenancy Lease), we clarified the essential documents we must provide to our A&C Liaison each year - documents such as our: bylaws, annual insurance, annual report (general and financial), select governance documents. Ensuring our City liaison has up to date information helps us maintain a solid partnership with our City contacts.

We also have identified a key contact in the City finance area. We've worked very hard this year to explain our business to them and better understand what they need from Theatre Scarborough. This enhanced understanding will help us navigate any anomalies that arise with regular payments, annual adjustments, or extraneous payments.

As well – since we were rewriting our lease this year – we have been given a single point of contact in the lease area who is working with us to draft a lease that will better meet the needs of both Theatre Scarborough and the City.

We look forward to continuing to grow this relationship year over year, including conducting orientation sessions for new contacts when role changeovers occur.



## 7. Community Partnerships

*(The Community Partnerships Lead is Katherine Turner)*

We're Back! We are beginning to reconnect with some of our important community partners.

On June 4, 2022, Mike Scott and a team of volunteers participated in **Guildwood Day** and the parade and handed out our 2022-2023 season brochure. Anytime we get to interact with the community is positive. Residents of Guildwood are our potential audience and they often do not know the theatre is just west of them.

The **Guild Alive with Culture** took place July 23 and 24, 2022 at the Guild Inn. This is an important event as folks from across the GTA attend. It is an opportunity to speak with potential new audience members, potential new volunteers and to hand out about 1,000 brochures. Scarborough Music Theatre entertained the crowd on the 23rd with MC, Mike Scott, making the upcoming season a not to be missed one. Thanks to all the volunteers who came out on both days to promote the work of Theatre Scarborough.

Again, there was no ACT-CO (Association for Community Theatres — Central Ontario) Festival or Gala this year, however, we did continue to connect with our ACT-CO partners to share information and to participate in workshops. Our own Paul Harris and Karen Brown presented an informative lighting workshop. ACT-CO continues to plan more workshops as well as beginning to make plans to restart a Festival.

We hope that as 2022-2023 season unfolds celebrating our 40th anniversary in the Scarborough Village Recreation Centre, that our series of Free Workshops will inspire the community to come out and play with us.



*June Watkins, Andra Bradish, and Maureen Lukie are seen here at Guildwood Days*

## 8. Policies, Practices, and Governance

*(The Policies and Procedures team includes Lynette Hines, Katherine Turner, and Carolyn Williamson)*

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/Move-out checklist	The Move-in/Move-out checklist is used by the attending Theatre Coordinator, and is useful for the attending Stage Manager when assigning "move-out" tasks.
4.		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.
5.		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.
6.		SVT Fire Evacuation checklist	This checklist summarizes the activities and responsibilities of each area in SVT in the event of a fire alarm.
7.		SVT General Safety guidelines	This list summarizes the general safety guidelines when working in SVT.
8.		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>
9.	List of available TS policy and governance documents	PH66 Master Policy List	Master list of all TS policies
10.		Respectful Environment Policy	This is our base policy to guide users in ensuring TS maintains a respectful work environment at all times.
11.		TS Bylaws	The base governing document of our organization. You'll recall we refreshed this to ONCA standards last fiscal.
12.		SVT mid-run QA checklist	This is a quality checklist to identify any SVT policy misunderstandings.
13.		Attestation-1, Board Consent to Serve	Annual attestation signed by all board members, confirming the responsibility to the organization
14.		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
15.		Attestation-3, Respectful Environment	Annual attestation signed by all board members and department heads, confirming their commitment to maintaining a respectful work environment.
16.		Attestation-4, Arts People access, Privacy & Confidentiality statement	Annual attestation signed by all individuals with Arts People access.

This past season, the Policy team (on behalf of the TS Board) reviewed the outstanding list of "agreed to items" to determine which were in fact policies vs just a "practice" vs "FYI information". This new information was added into the master policy document. The master policy document was also reviewed to align and simplify the language.

The SVT checklists were also reviewed, aligned, and augmented. They still have some final "alignment activities" that will be completed by the new board by mid-October.

This year – inspired by our imposed remote environment – the Attestations were refreshed and converted to support online completion and tracking! *(Thank you Duane and Rhoda)*

**III. Select Initiatives**

**1. COVID-19 Reopening Committee**

*(The committee chair is Dot Routledge, supported by L. Henderson, L. Hines, M. Scott, R. Silzer, and K. Turner)*

In response to the pandemic, the Theatre Scarborough Board created a COVID sub-committee. Members of this committee were charged with creating plans/scenarios for safe theatre operations during the COVID pandemic should a reopening be possible and looked at fundraising efforts to sustain us throughout the pandemic.

This year the focus was on preparing the theatre and our volunteers for reopening.

We formed 3 committees to do this work.

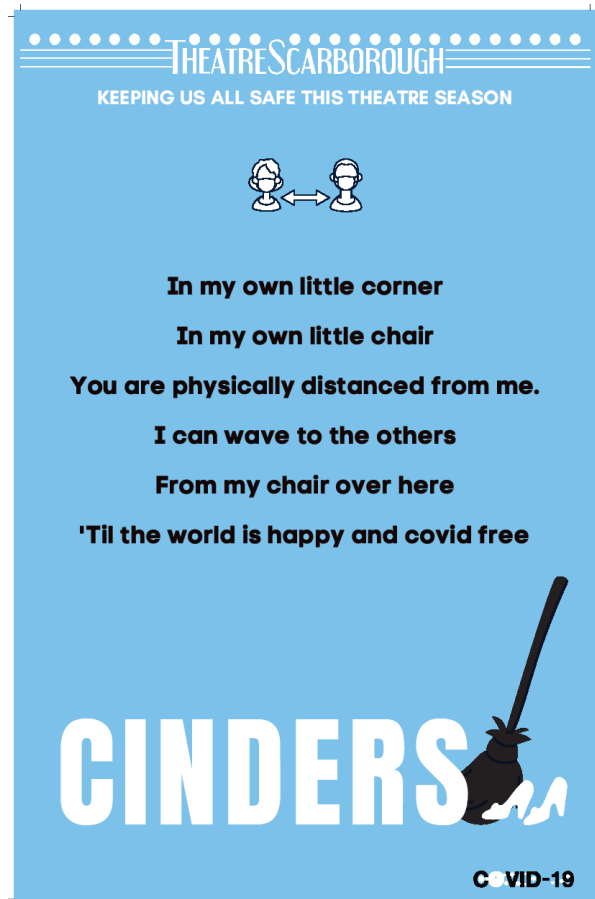
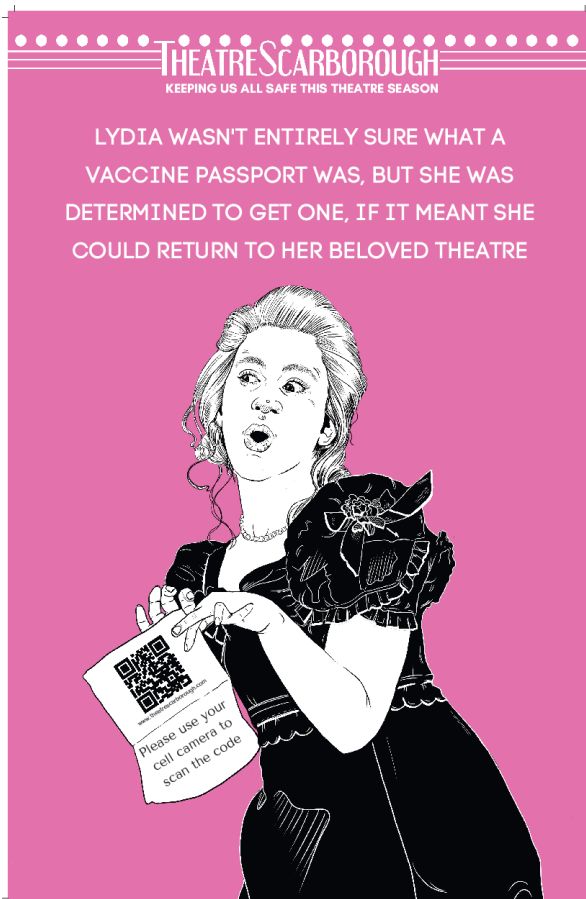
**Theatre Cleaning and Preparation Team**

The team led by Len Henderson and Rhoda Silzer along with a huge team of volunteers took on the job of cleaning and preparing the physical theatre space for our return. This entailed a top to bottom cleaning of the entire Scarborough Village Theatre and lobby space and the purchase of PPE and cleaning supplies.

This was a huge task, and they did an amazing job!

**Communication Team**

This team led by Katherine Turner and Dot Routledge prepared communications to our patrons, volunteers, members, local media and politicians about our reopening. They were also responsible for updates to our website and the creation of signage for the theatre.



### **Training and Documentation Team**

This team led by Mike Scott and Lynette Hines was responsible for documenting our new covid policies and processes and for training our volunteers and patrons. This entailed the creation of training manuals, a well attended training session for our volunteers, two well attended Zoom sessions for patron outlining the new COVID environment, and the creation of a wonderful instruction video for our patrons – *What to expect when returning to the Theatre!* Additionally, a COVID Safety Plan was created and delivered to the City in order to meet our City obligations.

The TS COVID Committee continues to monitor the pandemic situation and to make suggestions to the board about policies and processes to keep all of our participants safe! A huge thank you to all the volunteers who dedicated countless hours into getting us back on stage. We couldn't have done this without you!

## **2. Status of our SVT Lease with the City!**

*(The SVT Lease activities were led by Ian Fox and Lynette Hines)*

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;
- 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 (*true so far*).
- We were assured that we would be part of the new Proportionate Share discussion (*currently in development*).

Ian and Lynette had several open virtual meetings with our partners at the City to draft a new CST lease. Regular updates were provided to the Board, as well as updated drafts of a new lease. We had hoped to have a new lease by August 1, 2022 (our new fiscal), however, due to various timing challenges and resource limitations (*city-side*), we expect that the new lease will be in place before the end of the calendar year.

The drafted version is now with City Legal. We will be able to provide feedback before we have our next 5-year final version to sign.

Theatre Scarborough will continue to partner closely with CRE (Commercial Real Estate) during Season 2022/23.



### 3. The Season 2021/22 COVID Assistance work

*(Lynette Hines led the COVID Assistance activities)*

The start of Season 2021/22 again looked financially bleak. Few shows equals drastically reduced revenue – yet expenses continue!

Some COVID assistance programs continued, and some changed over. Theatre Scarborough investigated each and every assistance opportunity to offset the cost of our SVT lease and thus minimize the lease-burden on the MPAO. Although all programs have now ceased, TS was successful securing funds via several programs during the course of the fiscal:

- **CERS, Canadian Emergency Rent Subsidy** - In September 2020, the Federal government came out with this program to provide rent support to organizations which have experienced a 65% or greater revenue drop. TS was eligible for this program and continued to apply each month. The program ended in November 2021, and TS received three payments this fiscal, totalling **\$5.2k** in support. *Thank you, federal government!*
- **THR, Tourism & Hospitality Recovery Program** – As the CERS program was phased out it was replaced with the TRHP program. In months where a lockdown of our space was mandated, we also received a lockdown top-up. TS diligently applied each and every month, and over the course of the year received six payments totalling **\$19.1k**. *Thank you, federal government!*
- **Ontario Small Business Support grants** – Last fiscal, you might recall that TS was successful with the Provincial Mainstreet Support Grant. Well, because we were successful last year – and the pandemic continued this year - TS was eligible for and received another **\$10k** grant! *Thank you, provincial government!*

Some “loose ends” from last season:

- **City of Toronto** – Early on in the pandemic, the City of Toronto kindly supported “rent deferment” for COVID impacted tenants. That has been going on from May 2020 through to the end of this fiscal. The City had mentioned late in 2020 that they might be able to afford us some rent abatement, but they wanted to wait until the federal and provincial COVID assistance programs were in place. At the end of last fiscal, the City confirmed for us that they would support 75% rent abatement on the April through September 2020 months. “75%” as that was the maximum that the Federal government provided, and April thru September as that was the start of the pandemic thru to when the federal CERS program commenced. This was a **\$20.6k** support – *thank you City of Toronto partners!* (NOTE: This benefit contributed to last fiscal’s year end)
- **Ontario Trillium Foundation, Resilient Communities, Operating Stream** – We applied for this grant in June 2021. These funds could be applied towards any operational need. TS was allowed to apply for a **\$44k** grant. Unfortunately, in September 2021 we were advised that we were not one of the successful applicants.

*We all hope that the pandemic is over and that we will continue on the road to recovery, however who knows what the fall and winter will bring? The Season 2022/23 TS Board will be keeping an eye out for any and all new COVID assistance programs that might arise.*

**NOTE:** After being on rent deferment from April 2020 through July 2022; after receiving the CAM fee adjustment invoices for 2019, 2020, and 2021; after receiving all possible federal and provincial COVID assistance grants; after negotiating rent abatement with the City of Toronto; Theatre Scarborough and the MPAO are all 100% paid up with our rent on SVT thru July 31 2022! That’s just shy of **\$115k** in rent obligation covered by grants, abatement negotiations – and the MPAO were only required to pay a total of **\$15,741!**

#### 4. How does the lease for SVT work?

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

##### **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 was renegotiation 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 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%. We see 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.
- The Steering Committee has been working VERY closely with the City to get a new and accurate PS calculated for December 31, 2022. At this point, the City has committed to “show their work”, and both the City and Theatre Scarborough will agree on the new figure.
- The City has agreed that the new PS figure will apply to monies paid from January 1, 2020 onwards. This is the furthest back we can apply the corrected figure.
- All information indicates that once we get a new figure, it should be less than the current 17%, which will:
  - a. Provide a healthy rebate on the two-year period already paid; and
  - b. Reduce the monthly basic CAM fees that we pay for Season 2022/23 and onwards.

**iv. CAM-Fees**

CAM fees might vary by location, however CAM-fees 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 average of the total CAM fees for **xx**-years prior to July 1, 2016, 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 – 2019 costs will be used. 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. For now, we are required to use the 17% PS – as "that is all there is". However, as soon as the PS figure is recalculated and agreed to, our monthly Basic CAM fee number will adjust (hopefully reduce).

**IV. Appendices**

**1. Season-2021/22, List of Theatre Scarborough Donors**

Theatre Scarborough would like to thank our thoughtful 74 donors for their most generous donation this past season (total of \$63,894). Your support is deeply appreciated.

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

***Platinum Level Supporter - \$1,000+***

Buffham, David  
McDougall, Meridel

***Gold Level Supporter  
- \$500 to \$999***

*No donors at this lever*

***Silver Level Supporter  
- \$250 to \$499***

*No donors at this level*

***Bronze Level Supporter  
- \$50 to \$249***

Appleton, Susan  
Bennett, Kathleen  
Beverly, Nancy  
Bond, Suzanne  
Boyd, Krista  
Bradish, Andra  
Burke, Jeff  
Butt, Brenda  
Campbell, Ian & Donna  
Cash, Patricia  
Crichton, George & Jane  
Cutts, Charles and Barbara  
Daca, Jerry  
Dickinson, Roger  
Donohoe, Linda  
Fletcher, Elizabeth  
Fraser, Jim & Anne  
Galbraith, Don  
Gall, Cam and Gail  
Hall, Jean and James  
Harrison, John

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

Hines, Lynette & David  
Hitchcock, Barry  
Holmes, Catherine  
Hooker, Wendy  
Irwin, Margaret  
Jones, Heather  
Kosciejew, Ruth  
Krentz, Ronald B  
Marshall, Elizabeth  
McQueen, Jessica  
Miller, Wendy L  
Misener, Marg  
Morrissey, Jim  
Nagano, Louise  
Rightmyer, Susan  
Seeley, Jo-Anne  
Simionati, Peggy  
Smith, Marilyn  
Stephens, Lynne & Gordon  
Stewart, Heather  
White, Gail

***Supporter of PH66  
- \$20 to \$49***

Ackerman, Susan  
Beauvais, Lara  
Boyer, Raymond & Judy  
Brathwaite, Sylvia  
Brown, Kim  
Ekubor, Marianne  
Gallagher, Tom  
Gargrave, Deborah  
Hill, Susan  
Joseph, Jo Ann  
Kazdan, Allan  
King, Sharon A.  
Lakhan, Leelawatee  
MacOdrum, Catherine  
Parsons, Pamela  
Particka, Jean & Mel  
Piggott, Louvain  
Robinson, Joe  
Roedding, Tom  
Schnurr, Joan  
Steininger, Pat  
Tilley, Esther  
van den Bergh, Mary  
Janet  
Waters, Bonnie



**2. Season-2021/22, 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, COVID-reopening teams, Theatre Refreshments, Community Outreach Activities, and the TS Board of Directors.

TS thanks the unbelievable support we received from this season’s **60+** 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. 😊)*

John Anderson  
 Riley Anne  
 Sidnei Auler  
 Jennifer Bakker  
 Teresa Bakker  
 Elizabeth Ball  
 June Bedford  
 Rhoda Brachman  
 Andra Bradish  
 David Buffham  
 Gayle Cook  
 Bodene Corbitt  
 Shonagh Crawford  
 Tiegán Crawford  
 Ciara Crozier  
 Charlie Davidson  
 Christine Dick  
 Ian Fox  
 Nance Gibson  
 Jan Harvey  
 Len Henderson  
 Lynette Hines  
 Robyn Hughes  
 Jacquie Johnson  
 Olivia Jon  
 Karen Kavanagh  
 Linda Knox  
 Rob Lachance  
 Clive Lacey  
 Dorothy Lee  
 Maureen Lukie

Valerie Lusted  
 Miguel Malaco  
 Brenna McDonald  
 Carys McDonald  
 Jessica McQueen-Bird.  
 Wendy Miller  
 Anita Moore  
 Britt Noll  
 Greg Nowlan  
 Alison Overington  
 Mark Parent  
 Ngaio Potts  
 Gary Prudence  
 Tom Roedding  
 Dot Routledge  
 Bob Sanders  
 Susan Sanders  
 Mike Scott  
 Rhoda Silzer  
 Drew Smylie  
 Katherine Turner  
 June Watkins  
 Carol Wells  
 Duane White  
 Laura Wilde  
 Paula Wilkie  
 Carolyn Williamson  
 Katie Wise  
 Maria Wu  
 Pam (Tiegán's friend)

### 3. The Theatre Scarborough Board of Directors (Season-2021/22)

The Theatre Scarborough Board of Directors is 11-Directors, maximum (12 if we have a Past President). 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 **Vice President**, and six additional **Members at Large**. The TS Secretary and Treasurer are then elected by the 11-TS Board members. The Theatre Scarborough Board of Directors meets at least monthly – often on the 2<sup>nd</sup> Saturday of each month, 10am to noon – all are welcome to sit in.

<b>President</b>	Rhoda Silzer	<b>Directors – general</b>
<b>Vice President</b>	Duane White	• Ian Fox
<b>STG President</b>	Len Henderson	• Greg Nowlan
<b>SP President</b>	Katherine Turner	• Susan Sanders
<b>SMT President</b>	Dot Routledge	• Duane White
<b>Secretary</b>	Carol Wells	• Carolyn Williamson
<b>Treasurer</b>	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.

- Theatre Coordinator                      David Buffham (*with Sidnei Auler*)
- Box Office Managers                      Wendy Miller and Rhoda Silzer (*Mick Scott BO-Admin*)
- Theatre Refreshments Managers      Rhoda Brachman and June Bedford
- Website Managers                         Dot Routledge and Mike Scott
- Publicity & Marketing Managers      Dot Routledge and Mike Scott
- Community Outreach Manager         Katherine Turner

### 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
Regular Members	79	36	67
Life Members	48	25	79
<b>Total</b>	<b>127</b>	<b>61</b>	<b>146</b>

Thus, if we consider a few “overlap members”, just over 300 individuals are members of Theatre Scarborough.