

Playhouse-66 / Theatre Scarborough

Season-44 Annual Report

August 1, 2022, to July 31, 2023

Message from the President

We first moved into the theatre in 1982 and the City (of Scarborough at that time) requested that the three performing arts groups (Scarborough Music Theatre, Scarborough Theatre Guild and Scarborough Players) create an umbrella entity to provide a single point of contact for all theatre related matters. Playhouse 66 - operating as Theatre Scarborough - was subsequently created and last year we celebrated our 40th anniversary.

As of the time of writing, the problems caused by COVID are now largely behind us. Our audiences are slowly returning, our wonderful volunteers have remained very loyal to us, and our member groups have been able to get the performance rights to some great shows that attract the talent needed in order to provide top-quality entertainment. All of this would, of course, not be possible without the continued support of our members - so a heartfelt thank you to you all.

The costs for us to lease the theatre have for the most part remained the same because of an adjustment that we negotiated, but material costs for set building in particular have greatly increased. Each of our member groups leases its own unit for rehearsal and set building purposes and the costs for those leases are increasing. We remain, however, in excellent financial health with some very dedicated, enthusiastic, and competent board members who are very determined to continue to make **Theatre Scarborough** a leader in the Community Theatre world.

It has been my pleasure and honour to serve as President on the **Theatre Scarborough** Board of Directors and I look forward to helping to deal with any challenges that we may face in the future.

Ian Fox, President

***"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."***

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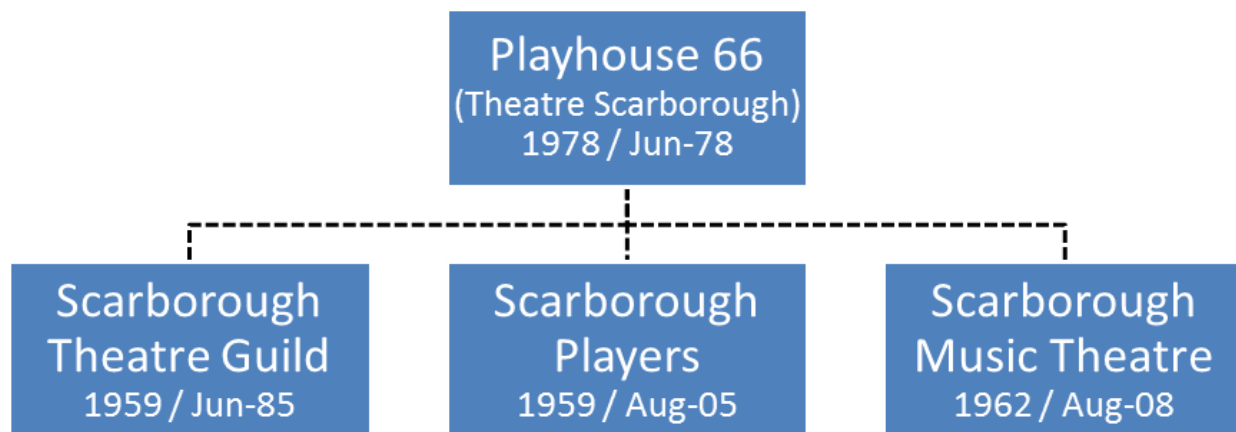
I. Theatre Scarborough Mandate

Theatre Scarborough (TS) was formed at the time of the construction of the **Scarborough Village Recreation Centre** (SVRC) to provide a single point of contact for the City when dealing with the Member Performing Arts Organizations (MPAO - Scarborough Music Theatre, Scarborough Players, and Scarborough Theatre Guild) when coordinating the use of the theatre.

Since the formation of TS, other areas of opportunity have been identified that benefit the member performing arts organizations from a single point of engagement. As of this current season, the TS Board has identified that the following nine areas need Managers/Leads that 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 & Mark Parent)
- Run a common website
(lead Dot Routledge)
- Lead engagement with SVRC reps
(lead Ian Fox, with back-up from Dot Routledge & Katherine Turner)
- Lead engagement with City of Toronto reps
(leads Lynette Hines & Ian Fox)
- Coordinate theatre management
(lead Sidnei Auler)
- Coordinate theatre marketing and publicity
(leads Dot Routledge & Mike Scott)
- Coordinate the operation of theatre refreshments
(leads Rhoda Brachman & June Bedford)
- Coordinate community partnership activities
(lead Katherine Turner)
- Coordinate organization diversity, equity, & inclusivity considerations
(lead TBD)

It behooves TS to continue to look for opportunities to leverage the combined power of the three member performing arts organizations via the harmonious and focused actions of Theatre Scarborough.



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

The three theatre groups neither report to Theatre Scarborough, nor do they have any legal relationship to Theatre Scarborough, 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 Mark Parent)

The Box Office operations is comprised of three distinct areas:

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

Training is provided.

Mike Scott stepped back from day-to-day operations this year but will continue to do new season setup and anything to do with ticket pricing. Mark Parent has taken on the co-manager role and has been doing home Box Office shifts each week as well as taking over for July-August-September while Wendy is away.

The Box Office volunteers are a dedicated group. Thanks to all our volunteers – Jennifer Bakker, Teresa Bakker, Linda Knox, Noula Kondovski, Brit Noll, Mark Parent, and Paula Wilkie – for all their support this season. Thanks to Dot Routledge and Gary Prudence for filling in when we found ourselves unexpectedly short.

Subscription renewals for 2023/2024 have been a mix of online, email, phone-in, and mail-in. Wendy, Mark and Jennifer handled the majority of subscriptions this season, but we plan to expand our base with more education so that everyone feels comfortable with the subscription process.

At the beginning of next season, we are planning a Box Office team get-together to go over procedures and questions and fill in some training gaps – oh yes, and to enjoy each other's company!

The Box Office would always welcome more volunteers. There is a training manual as well as two or more shadow sessions in the Box Office until you feel comfortable to fly solo! Volunteers sign up for shifts (at home or at the theatre) that suit their schedule and many hands do make light work. If you are interested in volunteering with the Box Office, please contact Wendy or Mark at:

boxoffice@theatrescarborough.com

Some history:

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

2. Theatre Refreshments

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

The theatre refreshments mandate is to offer low-cost refreshments to our patrons and to provide an essential revenue stream towards running our theatre. This 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 after the COVID disruption they were back to a normal season in 2022/23. They have been doing an awesome job:

- They carefully monitor their product inventory and re-stock the in-demand items.
- They monitor changing costs to maintain a reasonable profit margin while keeping pricing as straightforward as possible.
- They 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 the time they have spent maintaining and running the refreshments this past season – including John Anderson, Gillian Hall, Jacquie Johnson, Dorothy Lee, Vivian Lockton, Claire Richards, Coldy Rose Sabastian, and Maria Wu!

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.

The refreshment volunteers also get two free passes to the current show.

Some history:

In the beginning, the staff of the Scarborough Village Recreation Centre were responsible for providing refreshments services to theatre patrons. 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 centres 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.

3. Scarborough Village Theatre Technical & Maintenance (G. Nowlan)

(The Theatre Coordinator is Sidnei Auler, with support from Greg Nowlan)

A number of items have been confirmed this season:

1. We cannot use the hallway for storage anymore per the fire marshal.
2. We contracted Impact Cleaning to do cleaning of the theatre in January after we were told it was no longer part of what the City would pay for.
3. We updated our bathroom tissue and towel dispensers. We are no longer able to get supplies from the City as in the past, so we needed dispensers that aligned with the supplies we could easily and most economically purchase.
4. General repairs were performed here and there in the theatre. An example: the armrest for seat A1 was repaired.
5. There were some snow clearing adventures on the loading ramp, but Ian was able to get them resolved.
6. The First Aid kit is now being checked and restocked regularly. If you see supplies running low, however, please contact the theatre coordinator.
7. A new coffee machine was purchased to replace the Bunn machine, which began to leak. We opted for a home coffee maker that had a thermal carafe.
8. We added temperature sensors so that we can track the heating and cooling issues more thoroughly. Our President has been trying valiantly to improve the annual issues in spring and fall.
9. Sidnei Auler has performed as Theatre Coordinator solo for a year. If there are other interested parties, please contact Sid or Greg for more information.

This coming year the Theatre Technical and Maintenance area hopes to continue to develop:

- 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

Some history:

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

4. The Theatre Scarborough Website

(The website lead is Dot Routledge)

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 our first full season back, keeping everyone up to date on COVID protocols as they were gradually relaxed this year, as well as 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 currently acts as overall administrator. The web team also includes an update-person from each company who can post announcements and update show pages for the member companies.

We are finally close to completing the redesign of the website. Keep an eye out in the next few months for a grand unveiling!

www.theatrescarborough.com

5. Relationship with SVRC Personnel

(The SVRC relationship has been led by Ian Fox with support from Dot Routledge & Katherine 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.

Ian has largely taken the reins on liaising with Tim Scherk, Community Recreation Programmer for the SVRC - "de facto" the SVRC Manager. This has allowed Katherine and Dot to focus their interactions on show-specific matters, such as submitting permit requests.

Though producers and stage managers often take concerns directly to the front desk, it is critical that the SVRC liaison be aware of those concerns. Ian has been holding frequent informal meetings with Tim on a wide range of issues which have included:

- building hours
- permit processing
- theatre temperature
- theatre lobby repainting
- exterior graffiti removal
- snow removal
- sidewalk clearing
- theatre cleaning and assignment of this responsibility to TS
- south-west entrance doors and the condition of the ceiling and floor in that area

Each incident or issue typically requires several rounds of discussion with Tim, and some are still a work-in-progress. The TS Board is very grateful for Ian's availability during business hours and the timeliness with which he has brought concerns to Tim as they arise.

Most recently, the three MPAO Presidents, TS Treasurer (Lynette), and Ian met with Tim Scherk in person on August 4 for an information exchange about permit processing and the constraints and opportunities present in that process. Tim expressed a need to have a single point of contact with TS (Playhouse 66) and this is currently being explored. Ian hopes to hold at least one more in-person information exchange meeting once a plan is formulated. Understanding our mutual difficulties is one of the keys to improved communication.

6. Relationship with City of Toronto Personnel

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

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

- We lease a space (Scarborough Village Theatre) from the City of Toronto, thus we deal with City personnel on lease compliance and lease finances;
- Since we are a community theatre in a City building, we are responsible to the **Arts and Culture** division of the City of Toronto;

So, as a performing arts organization we are responsible to **Arts and Culture**. As such, we are required to provide a number of key documents annually to our Arts and Culture liaison. It was only during the work on the CST Lease that we truly understood this annual requirement. However, it is now understood, and the process is well controlled. Fortunately, our Arts and Culture liaison has been in the roll for sometime now, and has a good understanding of our unique position and challenges.

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

As a result of COVID, we made many new contacts at the City within their Finance department. This has been very valuable as we managed such activities as COVID rent deferment, sudden CAM Fee invoices, and clarifying the financial wording in our in-development CST lease. Unfortunately, our main finance contact has recently left the City. We have already started to build relationships with those individuals remaining, and familiarize them with our unique circumstances in a City building. The City has experienced a higher resource turnover than normal, and we continue to be as patient as possible as we work through our various time-sensitive requirements.

We look forward to continuing to grow these relationship, 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 continue to reconnect with some of our important community partners and add new ones.

Cedarbrae Collegiate Wellness Day (Thursday, April 27, 2023)

Students had asked for a day dedicated to learning and experiencing new things and the staff went to work creating Wellness Day inviting the community in to provide unique experiences and challenges.

Andra Bradish from STG and Tom Gallagher from SMT answered the call to participate in this event for students. Tom presented morning improv and choreography workshops. In the afternoon, Andra Bradish presented an interactive costume workshop followed by a more general workshop – opportunities all around the stage. This workshop was supported by Valerie Lusted, Wendy Miller and Katherine Turner.

Though student turnout was disappointing, Valerie, Wendy and Andra created a wonderful brochure outlining volunteer opportunities with Theatre Scarborough. Thanks to Jennifer Hall, drama teacher, for her hospitality and participation.

Guildwood Day – (Saturday, June 03, 2023, at Wilfrid Laurier Collegiate)

On June 3, 2023, A team of volunteers participated in Guildwood Day and handed out our 2023-2024 season brochure. Any time we get a chance 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. This year we did not participate in the parade, so hoping that in 2024 we will join in again.

- Thanks to Drew Smylie and Holm Bradwell for setting up the booth and to volunteers Christine Bonnemaision, Mary Nowlan, Maureen Lukie, and Katherine Turner
- for their work handing out brochures.

Taste of the Lawrence – (Saturday, July 8 and Sunday, July 9, 2023)

SMT was invited by the Taste of the Lawrence festival to perform on July 8th (12:30-1:30pm) and July 9th (11:45am-12:15pm) on the Family Stage.

Eleven performers (including 3 from the SMTY program) and an accompanist took to the stage to perform 15 songs and talk about Theatre Scarborough.

The weather was great, and the festival was quite busy. The performers drew quite a good-sized crowd during their set.

Five volunteers handed out brochures in the area of the stage during the performances. Each wore a headband with blue bobbles so they could be easily identified by festival goers. As the MC, I also wore a headband so I could bring attention to them. Volunteers were also given a sheet with basic info and QR codes that festival goers could use to go to the TS website or the SMTY camp page. Over the course of the 90 minutes that SMT was performing the volunteers gave out 1 ¾ boxes of brochures (about 1,000) and said they weren't approaching people but instead were being approached for brochures.

- **Performers:** Aidan Ross, Brenna McDonald, Carys McDonald, Charlie Davidson, Claire Latella, Dot Routledge, Ethan Rotenberg, Grace Latella, Jeremy Cook, Jill McMillan, Karine Ringenberg, Olivia Jon, Sarah Stapleton
- **Brochure and Tech Volunteers:** Sandy Ross, John Anderson, Rachel Macleod, Shannon Macleod, Mark Tingle

The Guild Alive with Culture – July 22 and 23, 2023

The Guild Alive with Culture event took place over the 22nd and 23rd from 10 a.m. – 5 p.m. 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 22nd with MC Dot Routledge, making the upcoming season one not to be missed. Thanks to all the volunteers who came out on both days to promote the work of Theatre Scarborough.

- **Performers:** Aidan Ross, Brenna and Carys McDonald, Christian Baes, Claire and Grace Latella, Jack Ford Stevens, Jeremy Cook, Katie Wise, Olivia Jon, Sarah Stapleton, and Ethan Rotenberg
- **Volunteers:** Greg Nowlan, Katherine Turner, Tony Jones, Pat Wilson, Bodene Corbitt, Larry Westlake, Susan and Bob Sanders, Gail Murray, Dot Routledge, Heather Hyslop, Jan Harvey, Frank and Annemarie Kaufman, Andra Bradish, Susan Ackerman, Christopher Kerr, Alison Overington, Darlene Thomas, Jessica McQueen-Bird, Eileen Dalton, and Christine Dick.

Celebrating 40 years in Scarborough Village Theatre, free workshops (throughout the season)

Andra Bradish had a brilliant idea to offer free workshops inviting the community into the theatre to celebrate our 40 years in the Scarborough Village Theatre. Attendees enjoyed learning secrets, touring the backstage and sets, and feeling connected to Theatre Scarborough. Thanks to all the presenters!

- September 2022 (STG), **All Around the Stage** presented by Larry Westlake and Alison Overington
- October 2022 (SP), **Sharing Secrets- Auditioning for a Role** presented by Carolyn Williamson and Katherine Turner
- November 2022 (SMT), **Ensemble: Let's All Sing Together** presented by Steve Nadon
- December 2022 (STG), **Costumes** presented by Andra Bradish and Erin Jones
- March 2023 (STG), **Self-Care for Actors** presented by Meg Gibson
- June 2023 (STG), **From the page to the stage** -directing presented by Kevin Shaver

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

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

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

ACT-CO works hard to provide value added **workshops and townhalls** to membership groups to enable sharing of ideas, and seminars useful to community theatres. This pas year, ACT-CO held:

- (seminar) Demystifying Rober's Rules
- (townhall) Successes and challenges reopening through COVID
- (seminar) So you want to light a community theatre production, part-2;
- (seminar) Risk Management for Community theatres

New seminars and townhalls are planned for the upcoming season. All members of Theatre Scarborough are invited to attend any ACT-CO session, as well as suggest topics for S-2023/24.

ACT-CO continues to support member organizations through their monthly newsletter, social media, and their website. ACT-CO is working on reimagining the ACT-CO Festival and annual ACT-CO Gala for Season 2024/25.

8. Policies, Practices, and Governance

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

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 TS Board was focused on reopening, and not much time was spent on Policies and Practices. This is an opportunity for the Season 2023/24 Board to review and refresh what exists, or work on developing anything that is missing. Members are welcome to reach out to the T Board and express interest in participating on this committee in an off-Board capacity. Each group (MPAO) has been provided with 2 binders which include all current policies and procedures for their reference.

III. Select Initiatives

1. Progress on our SVT Lease with the City

(The SVT Lease activities were led by I. Fox and L. 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 (*mostly 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), and as at writing, we still do not have a new lease. However, further progress has been made during this season:

- Additional meetings have been held with the City lease personnel;
- Work on the accurate Proportionate Share was completed this year, and it is confirmed that we occupy 14% rather than 17% Proportionate Share;
- The City agreed that they would back-date that Proportionate Share calculation to 2020 and 2021, and Theatre Scarborough received an \$15,000 rebate on monies paid (applied to the Season 2022/23 rent);
- We finally received a solid new DRAFT of our CST lease, and after several meetings, and emails, we only have one outstanding item to resolve.

We have engaged a lawyer to help us with our lease negotiations. We hope to have this final item resolved successfully shortly and hope to have the new lease in place before the end of the calendar year.

Theatre Scarborough will continue to partner closely with CRE (Commercial Real Estate) during Season 2023/24.

2. How does the lease for SVT work?

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

i. Pre-BMR Lease

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

ii. The BMR Lease

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

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

iii. Proportionate Share

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

- In 2015 an extension was added to the east side of the building. That should have changed our Proportionate Share occupancy, and thus decreased our monthly lease payment. A new calculation was never executed. We think the Board at the time thought that since the lease was expiring in a few months, a new PS would be calculated at that time, and all would be well. However, we know that the City “got off schedule”, and Theatre Scarborough has been in **overholding** since July 1, 2016. It was unexpected at that time that a new lease would take so long to put in place.
- Since the start of COVID, the TS City Liaison team has been working with the City to get a new and accurate PS calculated. In September 2022, the City Provided the updated Proportionate Share figure at 14%.
- In May of 2023, the City applied the new PS figure of 14% to the annual figures for 2020 and 2021 – which has resulted in a rebate of in excess of \$15,000 for Theatre Scarborough. This has been applied to the Season 2022/23 total SVT Lease costs.
- As well, this new Proportionate Share is applied to our new annual base lease costs. Our current annual cost since 2011 was based on costs experienced in 2010. Our new annual base lease costs will be based on costs experienced in 2019.

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

Our new Basic CAM fees will be based on a recent "normal" year of operations at SVRC – 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. Our 2022 CAM fee adjustment invoice should have come in on May-30,2023. It has been delayed due to resource challenges and key resource turnover. Once we receive the 2022 CAM fee adjustment invoice, it will be applied to Season 2023/24 SVT Lease costs.

3. COVID-19 Protocols

(The committee chair is D. Routledge, supported by the Board)

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 the gradual relaxing of protocols as more of the population is vaccinated and the COVID strains have become less virulent.

We started this year with a return to regular performances across the board. No more physically distanced seating.

In April, we lifted the restriction of performers being able to use the audience stairs or performing in the audience bays.

In May, we relaxed the masking requirement for patrons. Although we do still strongly recommend that patrons mask - it is now optional. We continue to be a mask-friendly environment.

In June, we lifted the masking requirements for volunteers as well.

We continue to use both entrances for audience entry as they seem to find it easier to navigate.

The TS COVID Committee will continue to monitor the pandemic situation and to make suggestions to the Board about policies and processes updates as required. Thanks to all those who have helped us to communicate our procedures. You are very much appreciated.

IV. Appendices

1. Season-2022/23, List of Theatre Scarborough Donors

Theatre Scarborough would like to thank our thoughtful 117 donors for their most generous donation this past season (total of \$32,249). Your support is deeply appreciated.

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

Platinum Level Supporter - \$1,000+

Anonymous
 Ian Fox
 Meridel McDougall

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

Christopher Northey

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

Roland Beauregard
 Patricia Cash
 Elizabeth King
 R Barry Krentz
 Diane and Daniel Lang
 Delores Qasim
 Peggy Simionati

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

Susan Appleton
 Janet Ashberry
 Dale Bartlett
 Kathleen Bennett
 Nancy Beverly
 Suzanne Bond
 Ian & Donna Campbell
 Jim Christie
 Maureen Corby
 George & Jane Crichton
 Charles & Barbara Cutts
 Jerry Daca
 Patricia Dalrymple
 Gail Doehler
 Linda & Herman Engel
 Lilia Fitzpatrick
 Sari Goldenberg
 Ian Hale
 David Hall

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

John Harrison
 Joan M Harvey
 Barry & Betty Hitchcock
 Iida Hoogeveen
 Merlin Knuckle
 Geoff Kolomayz
 Elizabeth Marshall
 Doris McAndless
 Colin McFarquhar
 Wendy L Miller
 Cyril & Sandra Muhic
 Louise Nagano
 David & Myrna Pagan
 Jean & Lloyd Porter
 Shirley Scott
 Jo-Anne Seeley
 Norman & Fran Smith
 Drew Smylie
 Sara Thompson-Hall
 Missy Yano

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

Jill Bayer
 Karen Bell
 Beverley Biggar
 Raymond & Judy Boyer
 Kim Brown
 Jeff Burke
 Edina Cavalli
 Linda Chamberlain
 Maureen Dorey-Lukie
 Angela Eagan
 Elizabeth Fletcher
 Irene Flis
 Tom Gallagher
 Deborah Gargrave
 Wanda Gregory
 Katherine Hatheway

**Supporter of PH66
 - \$20 to \$49, cont.**

Susan Hill
 Catherine Hofstetter
 Catherine Holmes
 Wendy Hooker
 Sandra Imada
 Elizabeth Jennings
 Jo Ann Joseph
 Bradley L Kirk
 Leelawatee Lakhan
 Josee Lambert
 Claire Maclean
 Dorothee McKinlay
 Jessica McQueen-Bird
 Stanley Middlestadt
 Kay Minter
 Magda Nusink
 Carole Paquin
 Janet Park
 Pamela Parsons
 Jean & Mel Particka
 Gregory Patterson
 Nirmala Puri
 James Quigley
 Joe Robinson
 Joseph Rosenberg
 Catherine Scharge
 Hugh Scholey
 Judy Snedden
 Heather Stewart
 Olive Store
 Renate Swerhun
 Will Van Der Zyl
 Bonnie Waters
 Jim Wilson
 Marcia Winterbottom
 Louise Wise

2. Season-2022/23, List of Theatre Scarborough Volunteers

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

TS thanks the unbelievable support we received from this season's **80+** 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. 😊)

Susan Ackerman	Jim Hyslop	Alison Overington
John Anderson	Jacquie Johnson	Mark Parent
Sidnei Auler	Olivia Jon	Gary Prudence
Christian Baes	Erin Jones	Claire Richards
Jennifer Bakker	Tony Jones	Karine Ringenberg
Teresa Bakker	Annemarie Kaufman	Aidan Ross
June Bedford	Frank Kaufman	Sandy Ross
Holm Blackwell	Christopher Kerr	Ethan Rotenberg
Christine Bonnemaison	Britt Knoll	Dot Routledge
Rhoda Brachman	Linda Knox	Goldy Rose Sabastian
Andra Bradish	Claire Latella	Bob Sanders
Jeremy Cook	Grace Latella	Susan Sanders
Bodene Corbitt	Dorothy Lee	Mike Scott
Bill Corcoran	Vivian Lee	Kevin Shaver
Ciara Crozier	Maureen Lukie	Drew Smylie
Eileen Dalton	Valerie Lusted	Sarah Stapleton
Charlie Davidson	Rachel Macleod	Darlene Thomas
Christine Dick	Shannon Macleod	Mark Tingle
Jack Ford Stevens	Brenna McDonald	Katherine Turner
Ian Fox	Carys McDonald	Carol Wells
Tom Gallinger	Jill McMillan	Larry Westlake
Meg Gibson	Jessica McQueen-Bird	Duane White
Gillian Hall	Wendy Miller	Paula Wilkie
Jan Harvey	Gail Murray	Carolyn Williamson
Len Henderson	Steve Nadon	Pat Wilson
Lynette Hines	Greg Nowlan	Katie Wise
Heather Hyslop	Mary Nowlan	Maria Wu

3. The Theatre Scarborough Board of Directors *(Season-2022/23)*

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 2nd Saturday of each month, 10am to noon – all are welcome to sit in.

President	Ian Fox	Directors – general
Vice President	Duane White	• Bill Corcoran
STG President	Len Henderson	• Erin Jones
SP President	Katherine Turner	• Greg Nowlan
SMT President	Dot Routledge	• Susan Sanders
Secretary	Carol Wells	
Treasurer	Lynette Hines	

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

4. Select Department Heads of Theatre Scarborough

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

- Theatre Coordinator Sidnei Auler
- Box Office Managers Wendy Miller and Mark Parent (*Mike Scott BO-Admin*)
- Theatre Refreshments Managers Rhoda Brachman and June Bedford
- Website Managers Dot Routledge
- 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	65	71	93
Life Members	51	27	97
Total	127	98	146

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