



Toronto Alliance for the Performing Arts

Annual Report

2007 - 2008



the voice of THEATRE, DANCE and OPERA in toronto

Toronto Alliance for the Performing Arts

Vision

The Toronto Alliance for the Performing Arts is the voice of theatre, dance and opera in Toronto.

Mission

To nurture an environment in which theatre, dance and opera may flourish and play a leadership role in the vitality and livability of the City of Toronto.

The Toronto Alliance for the Performing Arts:

- brings together the disciplines of theatre, dance, and opera to celebrate and strengthen the performing arts as a whole in Toronto;
- promotes and advocates on behalf of a large and diverse membership base of professional performing arts practitioners to legislators, public and private sector funding bodies, and to the general public; and
- provides exceptional marketing opportunities and professional development sessions to its membership.

*Cover: Laurier
VideoCabaret
photo by: Michael Cooper*



*A Quite Place
single threat as part of the Next Stage Festival
photo by: Lisa Stanton*

Contents

Board President	1
Executive Director	3
Membership	5
<i>The TAPA Trade Fourm</i>	5
<i>The TAPA Blog</i>	5
<i>TAPA Blog Stats</i>	6
<i>TAPA Membership Breakdown</i>	6
<i>Spotlight</i>	6
<i>Media Series</i>	6
T.O. TIX	7
Dora Mavor Moore Awards	9
<i>Gearing Up for the 30th...</i>	9
<i>2008 Dora Mavor Moore Awards</i>	9
Go Live Toronto	11
Audited Financial Statements	13



Top Girls
Soulpepper Theatre Company
photo by: Sandy Nicholson

Board President

Celia Smith
TAPA Board President

Toronto Alliance for the Performing Arts

President's Report 2008

I have had the privilege as serving as your President of the Toronto Alliance for the Performing Arts for the past three years. I have served on other Boards. I have reported to other Boards. I have tried to govern other Boards. However, my tenure as President of TAPA has been one of the most satisfying experiences of my career in the arts.

This is a really functional organization.

We serve our community from a financially stable base. We have a brilliant Executive Director and a dedicated staff. The Board is filled with extraordinary minds and talents who contribute generously of their time. We have over 50 other volunteers from the arts community sitting on committees, projects, juries and ad hoc initiatives. TAPA has the generous support of public funders, private companies, foundations and individuals. Our public profile is strengthened through the annual Dora Mavor Moore Awards and our virtual and real T.O. TIX one-stop ticket shop.

We educate, analyze, advocate, rally, convene, promote, trouble-shoot, mediate, strategize and champion on behalf of over 180 theatre, dance and opera organizations in Toronto, including thousands of artists, cultural workers, volunteers and audience members every year.

More than the sum of our parts

This has been another year of extraordinary contribution from the talented group of professionals who make up the Board of Directors of TAPA. They each play a specific role for TAPA, from securing sponsorship to advising on

finances; from developing marketing plans to undertaking strategic planning. I would like to personally thank each of them and acknowledge all their generosity and work on behalf of TAPA.

We have some retirements from the Board this year, and I would like to recognize the significant contribution each of these individuals has made during their tenure: Kim Beckman, Davies Howe, who offered sage legal advice at key moments and a relative perspective from outside this crazy sector; Sue Edworthy, Artscape, who contributed to the Marketing Committee, Fundraising events and wherever else we needed her to pitch in with constant good humour; Monica Esteves, Nightwood, who participated in the Marketing Committee and Fundraising events; Colleen Smith, formerly Factory Theatre, currently Roy Thompson/Massey Hall, who plays an invaluable role on our Finance Committee; and Tina Rasmussen, Harbourfront, who collaborated on our TAPA Trade Forum annually and was a member of the Commercial Theatre Development Fund committee. We thank each of you sincerely for your contribution.

In addition to the volunteer hours of the Board, there are over 50 other individuals from our member companies who contribute significant time and talent on committees that include Marketing, Dora Eligibility, Dora Juror Recruitment, Commercial Theatre Development Fund, Sponsorship, the Indie Caucus, as well as ad hoc working groups that have been created in response to a particular current issue. This high level of engagement and participation makes TAPA strong and responsive.

Recognition and thanks are due to TAPA's sister board PAIS, that has been led this year by Jim Roe as President, supported by dynamic and active Board members who ensure that the annual Dora Mavor Moore Awards are fully funded.

The heartbeat and lively brain behind TAPA's success is, of course, the wonderful Jacoba Knaapen, our Executive Director. As everyone in the community knows – because indeed she knows each of you personally – Jacoba has an energy, enthusiasm and panache that are incomparable. She has built a robust organization that undertakes significant work,

contributes immeasurably to the health of our community and performs the role of constant champion with unfailing good humour and grace.

Jacoba has attracted a talented group of individuals to work on staff at TAPA and has created a positive, happy culture of incredibly hard work and great fun. Thank you to each of you from all members of the Board of Directors and everyone in the theatre, dance and opera community in Toronto.

I look forward to another year of serving you as President of this dynamic and exciting organization and look forward to working with you as we advance the work of creativity in our City.

Sincerely,

Celia Smith



*Bas-Reliefs
Chartier Danse
photo by: Jeremy Mimmagh*

Executive Director

Jacoba Knaapen
Executive Director

The Toronto Alliance for the Performing Arts is first and foremost an arts *service* organization. As an arts service organization TAPA strives to serve the diverse needs of our membership through marketing, professional development and advocacy; resulting in a powerful single voice that represents the full spectrum of our membership. We work on behalf of our membership to achieve a sustainable working environment in which theatre, dance and opera can thrive. I am pleased to report that over the past year we have created numerous partnerships and strategic alliances that benefit TAPA members.

How do we measure our success? One way we can do this is by the numbers. In the evolution of this organization from the TTA to TAPA, we have grown considerably. In this Annual Report you will read that the TAPA membership reached 180 TAPA members this past year who participated in a number of our programs and services. You will read that T.O. TIX sales increased significantly by 41% and \$599,211 was returned to our participating member companies in ticket sale revenue. You will read that 219 productions were eligible in 35 categories for the Dora Mavor Moore Awards. You will also read that over 100 5 Star Experience dining packages were sold, generating over \$6000 in revenue to participating partners, that nearly 500 youth purchased hipTIX tickets and attended a selection of 44 participating productions, and that over a 1000 tickets were allocated by TAPA members to the citySPECIAL in outreach to at-risk communities & at-risk youth. And lastly you will read about the healthy surplus for the past year of \$49,362, historically unprecedented for this organization. I am particularly proud of this achievement which helps to reduce our accumulated deficit and also to achieve financial stability. These are impressive numbers.

I am also pleased to report that last January the TAPA Stats Report was released, a milestone report that revealed a mature and robust sector where the performing arts are flourishing. The TAPA Stats Report proved that we have a healthy industry, and provided us with solid information to attract new business partners. Intended as a summary document for the TAPA membership, the Report is to be wielded as

an instrument by which to; **better lobby and influence cultural policy** at all levels of government and to **better leverage corporate support for the arts**. I was pleased to recently hear numbers from the TAPA Stats Report being referred to and quoted on CBC radio in reference to the culture agenda for the past election. Thank you to all TAPA members who participated in the survey that we sent to you last winter. To ensure that the TAPA Stats Report acts as a sustainable mechanism for these ends and has lasting currency, a new survey will be sent to you this upcoming January, allowing us to collect 4 years worth of data which will enable us to track trends and identify areas of weakness.

Some key findings in the TAPA Stats Report included:

- Over 1 million individuals attended a professional theatre dance or opera event in the 2005-06 season
- Over \$169 million dollars was spent on tickets
- Over 2.5 million single and subscription tickets were sold by TAPA members
- 22% of audience members come from outside the City of Toronto
- 50% of TAPA companies surveyed report that their total audience has increased from the 2004-05 season to the 2005-06 season

I encourage you to read the full TAPA Stats Report available online at www.tapa.ca

There have been many changes at T.O. TIX and this is a particularly exciting time in the evolution of the Booth. We are constantly scanning the field, both nationally and internationally, for new thinking, new language and new strategies that might be of use to our membership. We recently worked with ArtsBoston, which operates one of the most successful ticket booths in North America, to learn new business practices and discuss new strategies to better serve our members and Torontonians. You may have noticed a new screen that has recently appeared in the window at Yonge-Dundas Square, which will be providing many TAPA members with a new marketing opportunity to reach fresh audiences. In addition we have installed a ticker that lists all shows on sale at the Booth. The most recent daily pedestrian traffic counts released for YDSquare are 13,000, many from Ryerson University located close by. This is an astonishing number and in addition to the screen and ticker enhancements, TAPA is deeply engaged in seeking sponsorship for T.O. TIX signage and in so doing, increasing the visibility and

public awareness of the Booth, and in turn increasing ticket sales and revenues to TAPA members.

I am pleased to report that over the past year we have created numerous partnerships and strategic alliances that benefit TAPA members. Among them, the work with the Tourism sector has been an investment in future growth for our membership. What can we learn from the tourism industry and how can we effectively work together? TAPA is engaging with key tourism official to help the T.O. TIX Booth realize its full potential as a hub for tourists, but also as the ticket hub for the entire performing arts industry. Further to that, we have been actively working at building personal relationships, with an overall aim for TAPA to become the direct performing arts information source for Tourism professionals and effectively turning them into ambassadors for the arts.

One of the greatest concerns of our membership this past year continued to be audience retention and audience growth. As was discussed last year, the marketplace is changing and we know that the way people are choosing to buy their tickets today is not the same as it was a decade ago, even five years ago. T.O. TIX stats show last year that 61% of member tickets sold were online and as many of you know from your own box office information, web activity and new media initiatives continues to grow at a rapid rate. Last year TAPA launched a pilot Podcast that promoted our membership, featuring interviews and highlighted productions for the public to download, in an effort to motivate them to 'go live' and buy tickets to your productions.

TAPA has many committees. And their work is significant. I have already referenced the work of the TAPA Stats Committee earlier in this report, but I would be remiss if I did not reference the work of some of the other committees who are part of the engine of TAPA. They work to advocate change with the media, secure sponsorships, and raise funds. Among them, the newly formed Indie Caucus has spent the past year working toward clarity, simplicity and positive change in work relations with the CAEA. The TAPA Trade Forum working group has responded to TAPA membership and that annual professional development event is evolving into the TAPA Trade Series, offering our members a series of ongoing professional development workshops and seminars focusing on various areas of key interest to

the TAPA membership including touring, media relations (Audience), customer service (Audience) and board development available throughout the year.

Successful people and successful organizations are constantly gathering information, challenging their assumptions and making better decisions. At TAPA we are striving to understand more about how our cultural industry works – to absorb, reflect upon, and consider new ideas - so that we can continue to grow and thrive as an important sector. There is a remarkable group of people who work at TAPA who help to make this happen. They are the TAPA team who work tirelessly on your behalf. Alexis Da Silva-Powell - Membership & Sponsor Coordinator, Janis Hobson – Business Manager, Sandra LeFrancois – Dora Manager, Kate MacConnell – Go Live Coordinator, Fran Holywell – T.O. TIX Booth Manager and the T.O. TIX staff Trevor Mangion, Colby Armstrong-Jarvis, and Gregory Martin, as well as the new Youth Outreach Coordinator Sarah Williamson. They all embody the spirit of TAPA and have helped me to make it an effective & valuable arts service organization.

I am also very fortunate to be working with an outstanding Board of Directors. It is an absolute pleasure for me to work with them and the inspirational leadership and support of TAPA Board President Celia Smith. The TAPA Board work very hard and they all strive toward improving the value of your membership to TAPA with the overall goal of creating a healthy working environment for all theatre, dance and opera companies in the City of Toronto. The PAIS Board is led by Jim Roe, and the expertise and wisdom that I receive from all the Board members on both TAPA and PAIS Boards helps me to continue to effectively serve you, and I thank them for their ongoing diligence and support.

TAPA is committed to respond to the changing environment and this upcoming year, together with the TAPA & PAIS Boards and the TAPA team, I am working on a new strategic plan. Planning can be a tedious chore or an exhilarating process of envisioning the future and building blueprints for action. I look forward to working with you all as we move forward together with the strength of one voice.

Membership

Alexis Da Silva-Powell
Membership and Sponsor Coordinator

The last year at TAPA has been both busy and eventful. As the new “Membership & Sponsor Coordinator”, I am responsible for handling all sponsorships for TAPA (including the Dora Mavor Moore Awards). This has shown a significant improvement to overall sponsorship care. I am working actively to research and secure new prospects.

TAPA Trade Forum

My first major membership event was the newly renamed and expanded TAPA Trade Forum (previously known as the Indie Trade Forum), that returned to Harbourfront Centre last May for an action-packed day of workshops, networking and panel discussions.

Artscape CEO Tim Jones started the day with an insightful and inspiring keynote address. The ever-popular Marketplace returned, providing a key networking opportunity for TAPA members to speak with service organizations and funders, as well as each other.

Among the many excellent workshops and panels that took place, Eugene Carr, president and founder of Patron Technologies, lead an e-Marketing Essentials session. This informative session was very popular, and appealed to a broad range of TAPA member companies.

Thank you to the excellent TAPA Trade Forum Steering committee who assembled our panelists and presenters:

- * Jacoba Knaapen , co-chair
- * Meredith Potter, co-chair
- * Katherine Grainger
- * Laura Nanni

For the 08/09 season, the TAPA Trade Forum will once again evolve to meet the diverse needs of the membership and will reemerge as the **TAPA Trade Series**. The TAPA Trade Series will offer a variety of workshops and seminars that will take place over the course of the year, and will allow a greater number of members to participate in these amazing opportunities.

We also encouraged the networking to continue after the ITF by inviting attendees to mix and mingle at the Lakeside Eats restaurant. It was a wonderful way to cap off a jam-packed day of professional development. One of the objectives in the past couple of years for the ITF has been to increase the networking between all artists and administrators and I believe this year we were very successful in reaching our goal.

As the Chair of the planning committee, I would be remiss if I did not pay a great amount of gratitude to the committee members who helped put together this incredibly successful day:

- Allison Bottomley (Harbourfront)
- Ella Cooper (Emerging Arts Professional Network)
- Katherine Grainger (The Canadian Stage Company)
- Allyson McMackon (Theatre Rusticle)
- Sandra Lefrançois (TAPA)

And a special thanks to the TAPA staff and Harbourfront staff for helping out on the day!

Keep your eyes open in the spring of 2008 for an even more exciting, and newly named, TAPA Trade Forum.

TAPA Blog

Launched at the beginning of the 07/08 season, the TAPA Blog experienced a huge amount of growth and success in its first year. The blog was originally created as the next generation of the TAPA Weekly E-Bulletin. By changing the e-bulletin to a blog, we were able to post information as it arrived, rather than a weekly email. This improved format also allows TAPA members, as well as the public, to check back as often as they like. The blog listings include job postings, calls for submission, events and workshops to name but a few.

Blog Stats

- * The blog has been visited over 42,568 times since being launched in September 2007.
- * The blog's busiest day was Tuesday October 2, 2007 with 467 visitors.
- * As of November 1, 2008 there were more than 424 posts on the blog in 13 categories.
- * After TAPA, Wordpress and Google, the largest number of referrals to the blog come from Praxis Theatre's blog.

TAPA Membership Breakdown for the 07/08 Season

At the end of the 07/08 season, TAPA had a membership of:

- * Professional Members: 124
- * Provincial Members: 3
- * Non-Producing Members: 6
- * Associate Members: 26
- * Community Theatre Members: 7
- * Friends: 14

Total: 180

Spotlight

TAPA recognizes the importance and potential impact that the tourism industry can have on members. Last year, we hosted *Spotlight* once again, an industry event during which leading downtown hotel concierges are invited to a marketplace where TAPA members have the opportunity to distribute their promotional materials and discuss their upcoming season. *Spotlight* was held on Tuesday October 16, 2007 at the Factory Theatre. Over 20 concierges from downtown Toronto hotels attended *Spotlight* where they met with representatives from 15 TAPA companies. Following the marketplace, the concierges attended a performance of Andrew Moodie's powerful play *The Real McCoy*. Once again, the feedback from the short survey sent out after the event was very positive, and there is no doubt that *Spotlight* will continue to grow as a valued marketing opportunity for members.

Media Series

As a result of the work of the TAPA Media Committee, TAPA hosted a special membership event to meet the new theatre critic of The Globe and Mail newspaper, as well as the Arts Editor of The Globe. TAPA is committed to helping our members build bridges with the media. A new theatre critic at the Globe provided the perfect occasion to host an event that would help to achieve this goal. The event was a huge success (over 55 TAPA members attended) that gave members an opportunity to meet the media representatives from The Globe at an informal reception at the Tarragon Theatre. "Meet the Theatre Reviewer" was co-sponsored by Steam Whistle Brewery and The Pour House (excellent food!). Following the reception, guests were invited to attend a preview performance of *Democracy*, with tickets generously donated by the Tarragon Theatre. Based on the success of this inaugural event, plans are underway to host similar media-focused events during the upcoming 2008-09 season.



Stitch
The Theatre Centre and Urbanvessel co-production
photo by: Juliet Palmer

T.O. TIX

Fran Holywell

T.O. TIX Booth Manager

During the 2007/2008 season, T.O. TIX has continued to serve our TAPA members from its prominent Yonge-Dundas Square location.

As the new T.O. TIX Booth Manager, a personal highlight for me this past year was the opportunity to participate in a professional development initiative that was funded through the Compass Program at the Ontario Arts Council. I worked together with the Booth Manager of BosTIX in Boston and identified best business practices that help to make BosTIX one of the most successful ticket booths in North America. We exchanged visits with the Boston booth manager, and compared and shared administrative practices. We discussed strategic new ways to achieve optimum ticket inventory and increase our services to TAPA members. As a result, T.O. TIX successfully implemented changes that resulted in optimization of our ticket sales, and also included streamlining our accounting processes and ticketing reports.

While I am still getting acquainted with the multi-faceted operations of the T.O. TIX Booth, I would like to thank the TAPA membership for their patience and support. I have worked hard to strengthen relationships with Toronto's many theatres, and am continuing to reach out to new ones. T.O. TIX has achieved a high standard of customer service while operating on a limited staffing scale. T.O. TIX welcomed a much-appreciated subsidized Summer Experience student during the busy summer season.

I am pleased to report that many goals were reached and a number of new objectives were achieved at T.O. TIX this past year.

The Numbers:

- Tickets sold at T.O. TIX increased by 25% over last year's figures
- Over 28,000 tickets sold at the Booth
- T.O. TIX yearly sales have increased by 41%
- \$599,211 returned to our participating member companies

- T.O. TIX ONLINE vs. WINDOW trend shows 61% of Member tickets were sold online
- An amazing 86% increase for Ticketmaster due to the closure of the Sony Centre, and the fact that we raised public awareness by becoming a First Day Sales Outlet.
- T.O. TIX was the top Ticketmaster PICK UP CENTRE for Jan and Feb in Metro Toronto
- T.O. TIX ranked 3rd place for Ticketmaster sales in Downtown Toronto, and ranked 7th place for overall Ticketmaster PICK UPS at TICKET CENTRES in Ontario.

Other highlights include:

- T.O. TIX remained the official advance full-price and discount online ticketing outlet for many independent producers and some of Toronto's most acclaimed theatres.
- T.O. TIX became a First Day Sale Outlet for Ticketmaster Canada.
- T.O. TIX this year offered a record number of tickets in terms of diverse selection of shows ranging from the Canadian Opera Company, The National Ballet, The Toronto Symphony Orchestra and Opera Atelier to the Canadian Stage Company, Soulepper, Theatre Passe Muraille, Tarragon Theatre, Factory Theatre, Buddies In Bad Times Theatre and The Theatre Centre. The Second City and The Diesel Playhouse proved to be a perpetual public favourite, and the Shaw and Stratford Festivals value-priced tickets continued to be popular, as did several Mirvish and Dancap productions.
- T.O. TIX successfully represented numerous independent producers with productions including *Disco Pigs*, *Minotaur*, *30 Dates*, *Don't Get Me Started*, *How it Works* and *The Shop on Main Street*.
- Promotion of T.O. TIX to the GTA, Canadian and U.S. markets increased with the introduction of the GO TORONTO CARD. T.O. TIX became a pick up/sales hub for this new to Toronto city attractions card.
- T.O. TIX embarked on a successful new relationship with Luminato, and we operated as the rush ticket kiosk for the Luminato Festival. Our partnership with Luminato enabled us to acquire stanchions that feature the T.O. TIX logo. The stanchions help direct our customers to the right ticket purchase line, in addition to helping to increase Booth visibility on Yonge-Dundas Square.

- The Fringe Festival and Summerworks also played key roles in our busy summer at the Booth, and were great contributors to our increased ticket sales for the season.
- T. O. TIX restructured our service charges fees to streamline both the administrative accounting and the customers ease.
- Re-introduction of the poster program afforded much needed exposure to our smaller theatre companies.
- Weekly e-blast of our show listings via e-mail sent to more than 3,000 members, our goal this upcoming year is to grow this list by more than half.
- T.O. TIX maintained active membership in theatre and ticketing associations, including APASO (Association of Performing Arts Service Organizations) INTIX (the International Ticketing Association) and OPTA (Ontario Professional Ticketing Association).
- T.O. TIX maintained a cooperative relationship with the Yonge-Dundas Square Facilities & Events Manager, as well as with the Yonge-Dundas BIA.



Idomeneo
Opera Atelier
photo by: Bruce Zinger

Dora Mavor Moore Awards

Sandra Lefrançois
Dora Manager

Gearing up for the 30th...

During the 2007-2008 Dora Season, 219 productions were eligible in 35 categories. The jurors in the General Theatre Production/Opera Division judged 81 productions; the jurors in the Independent Theatre Production Division judged 47 productions; the jurors in the Dance Division judged 68 pieces; and the jurors in the TYA Division judged 23 productions. Of the 128 productions in the General and Independent Theatre Divisions, 47 were eligible for Outstanding New Play or New Musical awards (up from 39 the previous year!).

It was a pleasure working with the remarkable (volunteer) 2007-08 Dora jurors, and I would like to thank each and every one of them for their immense diligence and dedication.

GENERAL THEATRE PRODUCTION/ OPERA

Julian Richings
Ted Johns
Paul Lee
Tim Chapman
Mallory Gilbert
Vinetta Strombergs
Aviva Armor-Ostroff
Andrew Burashko

INDEPENDENT THEATRE PRODUCTION

Alexandra Seay
Richard Lee
Ash Knight
Michael Rubenfeld
Cathy Gordon
Lindsay Anne Black
Nick Tracey
Clare Preuss

THEATRE FOR YOUNG AUDIENCES DIVISION

Mark Terene
Andrew Lamb
Aaron Willis
Julianne Baragar
Teodoro Dragonieri
Andrea Kwan

DANCE DIVISION

Nova Bhattacharya
Robin Dutt
Sean Ling
Yasmina Ramzy
Anne Marie Williams
Jane Marsland
William Yong

I would like to thank each and every one of them for their immense diligence and dedication.

2008 Dora Mavor Moore Awards

The Press Conference to announce the nominees for the 29th Annual Dora Mavor Moore Awards was sponsored for the first time this past year by the Sony Centre for the Performing Arts. The Dora nominees were announced by the always entertaining Daniel MacIvor and Tracey Wright. The nominees were announced in the majestic Sony Centre lobby, after which guests were treated to a sumptuous breakfast.

The ancillary awards presented at the Press Conference included the Barbara Hamilton Memorial Award, presented on behalf of the City of Toronto to Fiona Reid for her excellence and professionalism in the performing arts. The George Luscombe Award for mentorship was presented to Iris Turcott for over 30 years of dedication to the theatre community. The inaugural Leonard McHardy & John Harvey Award for Arts Administrators was awarded to Jim LeFrancois, Artistic Producer of Buddies in Bad Times Theatre.

The 29th Annual Dora Mavor Moore Awards were held on June 30th, 2007 once again at the historic Winter Garden Theatre in front of a sold out crowd. The VIP reception in honour of the evening's nominees was held at the Rosewater Supper Club, who also very generously sponsored all four awards in the Dance Division. Everyone was thrilled to welcome this year's wonderful host, the multi-talented Sharon Matthews. There was also a guest appearance by the scintillating Thom Allison.

The Producer of the 2007 Dora Awards was our fearless leader, the lovely and talented Ms. Knaapen, who worked closely with After Party Coordinator Kate McConnell. Also, returning to this year's Dora team: Director Vinetta Strombergs, Writer Briane Nasimok and Music Director Randy Vancourt and Designer and Production Coordinator Andrea Lundy and Art Director Blair Francey.

This year, John Van Burek was presented with the prestigious Silver Ticket Award, and Scenic Artist Michelle Ramsay won the Pauline McGibbon Award. The Audience Choice Award for Outstanding Production co-sponsored by NOW Magazine and Yonge-Dundas Square, went to *Dirty Dancing The Classic Story On Stage*.



April 14, 1912
Theatre Rusticle
photo by: R. Kelly Clipperton

Go Live Toronto

Kate McConnell
Go Live Toronto Coordinator

As the new Go Live Toronto Coordinator I have had a busy year working on this multi-faceted marketing campaign. **Go Live Toronto** is a citywide marketing campaign designed to increase public awareness of theatre, dance and opera, and to be used as a tool by TAPA member organizations to engage a wider audience, and to energize the youth demographic.

The **Go Live Toronto** campaign was initially launched in October 2005, and gained momentum in 2007/08 as awareness and participation of TAPA member organizations has grown. I would like to mention a special thank you to Antonio Tan, former Go Live Toronto Coordinator, for his dedication to the campaign during the past fiscal year.

There are 5 components to **Go Live Toronto**, and 5 easy ways for TAPA members to participate:

goliveto.ca

Toronto's official online guide to theatre, dance and opera, goliveto.ca is the online central information portal for **Go Live Toronto**. It includes:

- A searchable database
- Comprehensive show listings posted by TAPA members
- Every show posted on the site is automatically entered into the Opening Night Directory (OND)
- Audience reviews
- Subscribers can find out "what's on" via email account or RSS readers
- Visitors can post the RSS feed of opening shows on their own website

Theatre Guide

The Theatre Guide is targeted to Torontonians and tourists alike; it is Toronto's Official Guide to Theatre, Dance and Opera. An excellent marketing and outreach tool, the Guide features comprehensive theatre, dance and opera listings, a Toronto theatre map, the "What's Hot" highlight of three of the hottest shows currently playing, and affordable membership advertising opportunities. Fifteen thousand copies of this bimonthly

marketing tool – 90,000 per year - are printed and distributed by CTM Media Group to over 200 theatres, hotels and cultural attractions across the GTA.

The strong partnerships created over the past two years with Dancap Productions and CTM Media Group have been integral in making the Theatre Guide one of the most successful and valued components of **Go Live Toronto**.

"I just returned from a vacation in Toronto to attend theatrical performances in your city. In five days, my son and I were able to see five shows, and enjoyed ourselves immensely. We made our plans from a copy of the Theatre Guide that you publish."

Robert L. Anderson, York, PA, USA

5 STAR EXPERIENCE

5 STAR EXPERIENCE, Toronto's Top Value Theatre & Dining Packages, partners theatre, dance and opera companies with local restaurants / attractions. An excellent way to reach that budget-conscious consumer; packages are sold online at www.totix.ca and in person at T.O.TIX.

Participating organizations recoup 100% of ticket revenue while creating valuable new partnerships. A print media sponsorship with the Globe and Mail secured regular 5 Star advertisements in the Metro Edition of the Review Section, providing excellent exposure for participating members.

The 2007 /08 Season packages included:

Barrel of Laughs - 1 Show + 1 Restaurant + 1 Bonus Attraction for only \$49.95
Partners: The Second City, The Red Tomato, The Steam Whistle Brewery

Fusion - 1 Theatre + 1 Dance + 1 Opera for \$70
Partners: Toronto Dance Theatre, Factory Theatre, Opera Atelier, Kaeja d'Dance

Breaking Ground - 3 Indie Shows for \$55
Partners: Acting Up Stage Company, One Little Goat, Crate Productions, UnSpun Theatre, Praxis Theatre, Theatre Gargantua, Moleman Productions, Why Not? Theatre, Absit Omen Theatre

Theatre à la carte - Customize your own theatre & dining package! 1 Show + 1 Restaurant for \$45

Partners: Nightwood Theatre, Tarragon Theatre, Buddies in Bad Times Theatre, Pleiades Theatre, Theatre Passe Muraille, Absit Omen Theatre, Acting Up Stage Company, UnSpun Theatre, The Diesel Playhouse, The Red Tomato, Fred's Not Here, Le Saint Tropez, Bistro Tournesol, The Epicure Café & Grill

Swan Lake on Ice – Swan Lake on Ice + Dinner at the Hot House Café from \$89.50

Partners: Sony Centre for the Performing Arts, Hot House Café

Evil Dead – 2 Evil Dead the Musical Tickets + Dinner for 2 at Fred's Not Here + Hotel from \$299

Partners: Diesel Playhouse, Fred's Not Here, Holiday Inn on King, Residence Inn Marriott

Soulpepper Theatre Package - 1 Soulpepper Show + 1 Restaurant for \$82

Partners: Soulpepper, Hot House Café

Summer Festival Package – 1 Festival Pass + 1 Restaurant for \$50 to &65

Partners: The Fringe, SummerWorks, Epicure Café & Grill

- Number of packages sold 113
- Revenue generated for partners \$6,200

"The price point was amazing! I have recommended the 5 Star Experiences to my friends - and they make excellent gifts!"

Megan Noels, 5 Star customer, Toronto

hipTIX

Targeted at high school and university students, **hipTIX** is designed to make theatre accessible to young people by offering \$5.00 discount tickets to students. Students may purchase tickets to previews or designated performances in advance and in person at T.O.TIX, or online at www.totix.ca.

hipTIX is a terrific audience development tool that allows TAPA members to build new relationships and grow younger audiences.

- Number of participating productions 44
- Number of hipTIX sold 459
- Revenue generated for members \$2,295

"hipTIX has allowed me to get out and see theatre pretty much whenever I want. It is a great program, that awesomely benefits youth interested in theatre...but can't afford high-ticket prices. Thank you hipTIX!"

Jake Morrow, Student, Rosedale Heights School of the Arts

citySPECIAL

Toronto's performing arts should be accessible to everyone - this is the premise on which the **citySPECIAL** was created. In partnership with the City of Toronto and TD Bank Financial Group, this program is targeted specifically at at-risk youth and at-risk communities, enabling them to attend the performing arts at *no cost*. **citySPECIAL** is a effective way for TAPA members to fill previews or matinees while developing new audiences.

- Number of tickets allocated to citySPECIAL by TAPA members 1,060
- Number of participating social service agencies 59
- Revenue generated for members \$1,172

"Thank you so much! The show was great and the children and youth some of whom had not been to live theatre production before were thrilled. I really appreciate your support. Jiamini serves new comers from the African Continent and many of the families are not able to afford theatre tickets."

Wangari Muriuki, Jiamini Community Consultants



Audited Financial Statements

August 31, 2008

AUDITORS' REPORT

To the Members of **Toronto Alliance for the Performing Arts**

We have audited the statement of financial position of **Toronto Alliance for the Performing Arts** as at August 31, 2008 and the statements of operations and changes in net assets for the year then ended. These financial statements are the responsibility of the Alliance's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Alliance as at August 31, 2008 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Marinucci & Company
Chartered Accountants
Licensed Public Accountants

Toronto, Ontario
October 9, 2008

Statement of Financial Position

as at August 31, 2008

A complete Audited Financial Statement may be downloaded in the Members Only section of tapa.ca

	2008	2007
ASSETS		
Current:		
Cash and cash equivalents (Notes 3 and 4)	\$ 129,599	\$ 80,549
Accounts receivable	13,074	3,854
Prepaid expenses and deposits	3,014	6,872
	145,687	91,275
Capital assets, net (Note 5)	4,818	4,436
	<u>\$ 150,505</u>	<u>\$ 95,711</u>
LIABILITIES		
Current:		
Accounts payable and accrued liabilities	\$ 25,343	\$ 19,072
Current portion of amounts due to Ontario Heritage Trust (Note 10)	18,000	18,000
Deferred revenues (Note 6)	170,659	153,498
	214,002	190,570
Due to Ontario Heritage Trust (Note 10)	77,000	95,000
	<u>291,022</u>	<u>285,570</u>
NET ASSETS (LIABILITIES)		
Invested in capital assets	\$ 4,818	\$ 4,436
Unrestricted	(145,315)	(194,295)
	(140,497)	(189,859)
	<u>\$ 150,505</u>	<u>\$ 95,711</u>

Statement of Operations

for the year ended August 31, 2008

	2008	2007
REVENUES		
<i>Earned:</i>		
T.O. TIX	\$ 112,904	\$ 65,863
Membership dues	70,369	66,129
Go Live Toronto campaign	26,015	30,787
Contributions from PAIS Toronto (Note 8)	\$ 48,564	17,300
Rental (Note 9)	4,400	6,754
Interest	1,873	798
Other	7,985	7,627
	272,110	195,258
<i>Donations and sponsorships</i> (Note 11)	37,222	52,212
<i>Government funding</i> (Note 7)	173,941	168,226
<i>Total revenues</i>	483,273	415,696
EXPENSES		
<i>Administrative fees and salaries</i>	139,899	127,387
<i>Programs and services:</i>		
Communications	13,607	7,347
T.O.TIX	118,684	116,643
Go Live Theatre Toronto campaign (Note 11)	78,074	104,466
Other programs (Note 8)	28,413	12,429
	238,778	240,885
<i>Other</i>		
Rent (Note 9)	29,180	26,602
Amortization of capital assets	2,917	3,476
General and administration (Note 4)	23,137	26,286
	55,234	56,364
<i>Total expenses</i>	433,911	424,636
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 49,362	\$ (8,940)



the voice of THEATRE, DANCE and OPERA in toronto
Toronto Alliance for the Performing Arts

215 Spadina Avenue; Suite 210
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tapa.ca



*24 Preludes by Chopin
The National Ballet of
Canada
photo by: Sian Richards*