



Toronto Alliance for the Performing Arts

Annual Report

2008 - 2009



Vision

TAPA 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 of the City of Toronto.

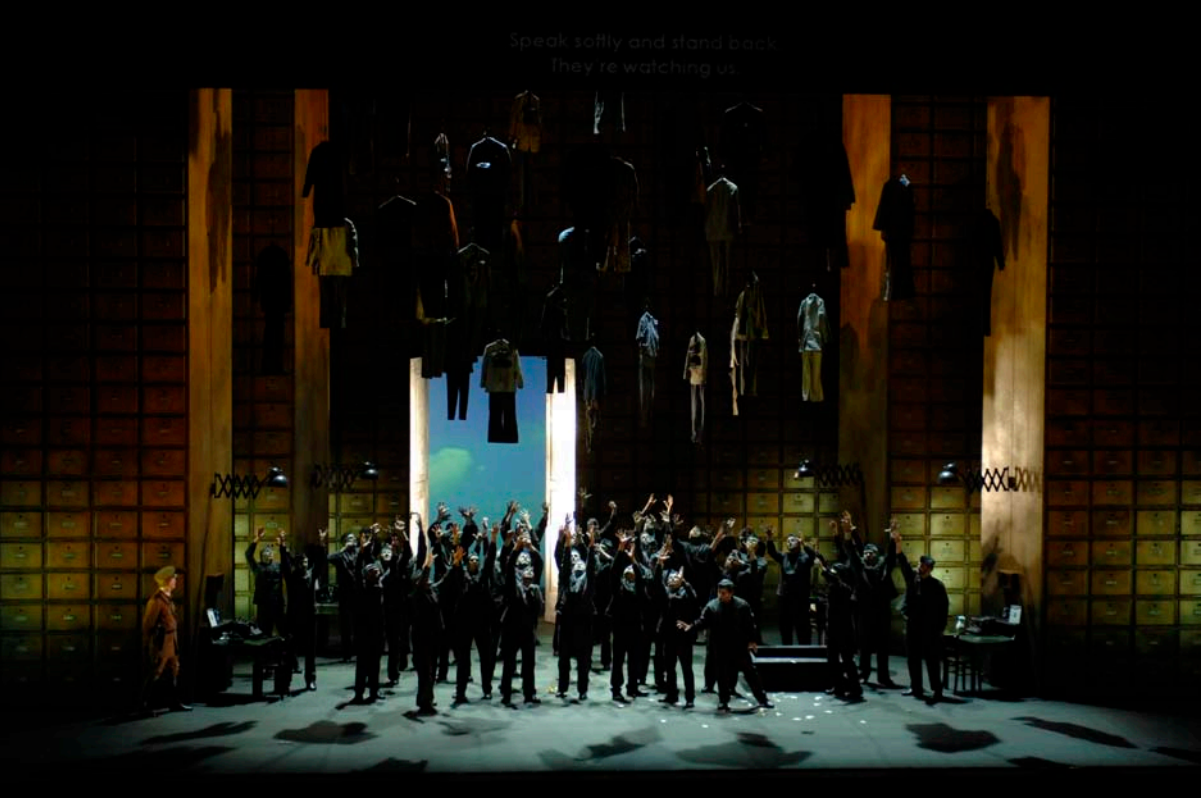
The Toronto Alliance for the Performing Arts:

- Unites the disciplines of theatre, dance, and opera to celebrate and strengthen the performing arts in Toronto;
- Promotes and advocates on behalf of a large and diverse membership 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 services to its membership.

*Cover: Emergence
National Ballet of Canada
photo by: Cylla von Tiedemann*



*Emma Hunter in The Incredible Speediness of Jamie Cavanaugh
Roseneath Theatre
photo by: Jona Stuart*



Cast of Fidelio
Canadian Opera Company
photo by: Gary Beechey

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Board President

Celia Smith

TAPA Board President

Toronto Alliance for the Performing Arts

President's Report 2008/09

I have had the pleasure of serving as President of the Toronto Alliance for the Performing Arts for the past four years. I am very proud of what has been accomplished and the vision we have laid out for our future. TAPA is a connected, committed, dynamic, relevant force to be reckoned with in Toronto – representing close to 200 theatre, dance and opera organizations. The recently released **TAPA Stats Report Phase Two** reveals that the collective numbers from 2008 are powerful:

- 2.4 million audience members saw a theatre, dance or opera performance
- Over \$ 152 million was spent on ticket sales
- We produced 11,000 performances of over 1,000 productions
- Our members employed over 6,000 people including 2,390 artists

We have the respect of key stakeholders at municipal, provincial and federal levels. We are considered a model of a locally-based member service organization by our peers across North America. The media views us as a reliable source of factual information and measured opinion on the theatre, dance and opera sector. Our membership renewal rate is 95%, denoting high satisfaction and effectiveness. Individuals from over 45 member organizations participate actively on committees, working groups and task forces on TAPA projects. We have generated an operating surplus for the fourth time in six years.

Over the past 18 months we have developed a new strategic plan for TAPA, with the invaluable assistance of Jane Marsland. I would like to personally thank everyone who contributed to its development, in particular our Executive Director Jacoba Knaapen, consultant Jane Marsland, and those who joined me on the working group: Franco Boni, Camilla Holland and Meredith Potter. Our Board of

Directors, staff and members also made significant contributions through its iterations. I think we have a strong roadmap for our future.

As I have reported in other years, TAPA's strength comes from the diversity of its membership, the strong engagement and participation that comes through a very active committee structure, and a very talented and responsive Board of Directors. Since this concludes my term as President, I would like to acknowledge each of my fellow Board members individually and applaud their contribution on behalf of the community.

Jenny Ginder, Heather Clark and Katie Inverarity are retiring from the Board this year, and it is an enormous understatement to say that their contribution and talents will be missed.

Jenny joined the TAPA board in 2004 at a time of deep crisis for the organization. She was one of four stalwarts who, with Jacoba, engineered our recovery and set the scene for TAPA to flourish. Jenny represented TAPA on the Yonge-Dundas Square board, has been a determined champion for T.O. TIX and its refurbishments, and is a wise advisor throughout.

Heather partnered closely with Jacoba throughout her four-year term, through the ups and downs of the T.O. TIX signage project, seeking funding, responding to challenges, and overcoming obstacles. Heather's intelligence and clear-sightedness have been so appreciated.

Katie chaired our Marketing committee during her three-year term and worked closely with Jacoba and her staff to secure media sponsorships to support GO Live.

We have a strong group of individuals continuing to serve on the TAPA Board: Philip Akin is committed to re-designing the Dora award statue and has convened a task force to do this. Linda Barnett, who led both Stats Project teams, is our indispensable Secretary. Lindy Cowan has brought her calm and qualified demeanor to the role of Treasurer. Julia Drake has contributed to our Advocacy committee. Camilla Holland was part of the Strategic plan working group and is very ably chairing our Advocacy efforts. Richard Lee brings his limitless energy to

the Marketing, Advocacy and the Indie Theatre caucus. Jim LeFrancois is Chair of the CTDF Committee as well as lending his expert eye to the Marketing Committee. Meredith Potter having led the professional development TAPA Trade Series, is the incoming new TAPA Board President and will take on my role as the new Board Chair. Roy Reeves is tackling the thorny HST issue and trying to sort out the impact on our members. Jim Roe represents PAIS on the TAPA board and is working with Bridget MacIntosh on joint fundraising efforts, and Bridget is also leading the way in several tourism- related initiatives.

I sincerely applaud each of these Board members and thank them for their enormous contribution of energy, time and smarts.

At the centre of the vortex, however, is our indomitable Executive Director Jacoba Knaapen. It has been my complete pleasure to serve TAPA with Jacoba at the helm. Her positive energy, unflagging determination, great ideas and fantastic relationship skills have made my role an easy one.

Jacoba has assembled a very talented and devoted team of staff people at TAPA: Janis Hobson, Alexis Da-Silva Powell, Kate McConnell, Sandra LeFrançois, Jon Reid, Fran Holywell, Jonathan Thomas and Colby Jarvis. Thanks is due to them, from all of us.

Thank you for the honour of serving all of you as President of TAPA. I look forward to my ultimate year on the Board, responsible for some fantastic new project Jacoba has created!

Sincerely,

Celia Smith



*Waawaate Fobister in Agokwe
Buddies in Bad Times Theatre
photo by: David Hawe*

Executive Director

Jacoba Knaapen
Executive Director

I am pleased to report that this has been a break-through year at TAPA. I want to draw focus to several notable highlights:

Last year marked the third and final year of Trillium funding for the **Go Live Toronto** campaign. One of the greatest ongoing concerns for the TAPA membership has been, and continues to be, audience retention and audience growth. In response to this, TAPA created Go Live Toronto to engage a wider audience and to help to attract a youth demographic. A citywide arts marketing campaign, Go Live Toronto was designed with several components to increase public awareness of theatre dance and opera. The goal ultimately was to encourage and motivate Torontonians to 'go live' and attend performances, not just once a year or on special occasions, but on a regular basis as a life-style choice.

I am glad to report that while Go Live Toronto has wrapped up, many of its components met with success and have been absorbed into TAPA's programs and services. Most notably, while the funding from Trillium for this program has concluded, we were in fact able to retain the staff position, previously known as the Go Live Coordinator, and I am very pleased to announce that Kate McConnell is now TAPA's new Marketing Manager. You can read about highlights of Go Live Toronto later in this Report.

The work of TAPA's Committees is significant and their contribution has been instrumental to the success of this past year. TAPA has an astonishing 18 committees (see website for full list of committees). This past year the TAPA Stats Committee, led by TAPA Board member and our Secretary Linda Barnett, released the **TAPA Stats Report Phase Two**. Thank you to all TAPA members who participated and completed the survey. In her report, Celia Smith has referenced some of the highlights from the TAPA Stats Report Phase Two, and I want to point out one additional statistic in particular. Students are an important audience for Toronto producers and the TAPA Stats Report Phase Two revealed that nearly

100,000 students attended in-school and theatre performances. Nearly half of you reported that you have designated high school matinee performances and in fact the number of high school groups attending performances doubled from 2004-05 to 2007-08 from 2469 groups to 5039 high school groups attending a performance in Toronto. With a younger generation of teachers emerging who have not been exposed to visits to the art gallery, the museum, theatres, dances or operas, your outreach efforts to youth are more important than ever, and this is a notable achievement that the TAPA Stats Report revealed. I encourage you to use the TAPA Stats Report when seeking new corporate and philanthropic support for your companies, or to use it as a tool to help make the case in retaining your existing corporate sponsors.

Another committee that has been working diligently for three years on behalf of the Indie theatres who represent a large portion of the TAPA membership is the Indie Caucus. The Indie Caucus was established three years ago and has been focusing and working on creating a new agreement with the Canadian Actors Equity Association (CAEA) for Toronto Indie producers that is flexible, transparent and allows Indie producers the freedom to produce and create their work without the constraints that currently inhibit this process. This past year their work has produced real hope that for the first time in a long time, Indie projects will be able to work in partnership with CAEA to get their work off the ground.

- Through the advocacy efforts of the Indie Caucus, CAEA members voted 96-1 in support of indie reform by membership at the 2008 CAEA AGM in Toronto. This past October at the 2009 CAEA AGM in Montreal, a 46-2 vote demanding these reforms proceed with due haste was passed.
- All three of the Indie Caucus supported candidates were elected to the Ontario CPAG (Council Policy Advisory Group) in the recent Equity elections – Mark Brownell, Vinetta Strombergs and Aaron Willis.
- Through three years of research into how comparable theatre hubs like LA, Chicago and NYC handle indie theatre contracting, and three extremely well-attended Town Hall meetings at The Theatre Centre and at Buddies in Bad Times Theatre to share ideas and gather feedback from the broader theatrical community on this topic, the Indie Caucus has created a new

contract that they have proposed to CAEA titled the Artist Agreement. The proposed Agreement can be downloaded here http://docs.google.com.Doc?id=dcxg5ktk_09c9vqcn.

The work of the TAPA Finance Committee is another key committee that has been critical in establishing sound financial policies and practices at TAPA. The ongoing successful financial recovery at TAPA is huge. I am very pleased that TAPA is declaring a year-end surplus of \$40,000, that goes towards eliminating the accumulated deficit, which remains an organizational priority. These are just *some* of the committee highlights. You can read regular updates on Committee work, including the recent HST information that has been meticulously gathered by TAPA Board member Roy Reeves and TAPA's business manager Janis Hobson, in the **TAPA Communiqué** which Alexis Da Silva-Powell re-launched last year.

And lastly, but certainly not least, perhaps the biggest success story for TAPA this past year was T.O.TIX. In 1993 TAPA took over operations of the Five Star Ticket Booth, and renamed it T.O.TIX. We moved onto Yonge-Dundas Square 6 years ago, Toronto's largest public square. A great location with daily pedestrian foot traffic at 17,000 people, presented TAPA with a fabulous opportunity for T.O.TIX to become the cultural gateway for theatre, dance and opera in Toronto. However the biggest challenge for the T.O.TIX Booth was our lack of visibility. At the TAPA AGM last year, we presented the dynamic new signage designed by Jeremy Kramer of KDA Designs. However we still needed to confirm the actual funding to make it a reality. I am thrilled to report that we secured \$125,000 from the Ministry of Tourism and on August 18th, a ribbon-cutting ceremony was held with the Minister of Tourism Monique Smith in attendance to participate in the unveiling of the new T.O.TIX Booth. The T.O.TIX signage project took 4 years and a hard working and committed Signage Committee led by TAPA Board member Heather Clark. The new signage features bright red LED illuminated letters above an illuminated band display. In addition, three LCD screens feature content information about your shows and ticket inventory. The finishing touch is a bright red, full-building, decorative, vinyl wrap. The result is a vastly improved visual presence on Yonge-Dundas Square. The impressive new look has already had an impact on ticket sales at the Booth as Torontonians 'discover' T.O.TIX. The T.O.TIX Booth finally now has the ability to realize its full potential and be the gateway for theatre, dance and

opera in Toronto effectively serving as a hub about what's playing, where and when.

Looking to the future, I am very pleased to launch TAPA's new Strategic Plan. How we reflect on our past has an impact on how we move forward. At TAPA, this past year we found ourselves at a critical juncture in the history of our organization. The current organizational stability and strength provided us with the timely opportunity to develop a new Strategic Plan and set a trajectory that will be implemented over the next three years. It has been an absolute pleasure to work with Jane Marsland as our Strategic Planning Specialist who led the process and I would like to thank Jane personally for her wisdom, advice and guidance in the development of this plan, as well as the core planning group, TAPA and PAIS Boards and the TAPA staff team.

The new Strategic Plan provides TAPA with a blueprint for the next three years 2010-2013 identifying **Four Strategic Directions**. Note that below is a brief Executive Summary of the Strategic Plan. The plan is posted in its entirety on the TAPA website and I hope you will take the time to read it.

- **Audience Development and Growth**

One of the most important roles TAPA undertakes on behalf of the membership is the leadership in communicating to the broader public the value of the performing arts.

Goal: TAPA will increase public awareness and attendance to the performing arts.

- **Increasing Value of TAPA Membership**

TAPA is in a unique position in that it represents three separate disciplines: theatre, dance and opera. The membership is all encompassing and ranges from commercial to not-for-profit companies.

Goal: TAPA will increase membership participation by offering a broad range of programs and services that have a wide-ranging impact.

- **Achieving Financial Vitality**

The recent rebranding and new signage of T.O.TIX Toronto's One-Stop Ticket Shop is the first step of a larger vision for the continued financial health of TAPA.

Goal: The T.O.T IX Booth can realize its full potential as ticketing centre for culture in Toronto.

- **Increased Advocacy and Organizational Capacity**

Serving as a collective voice for the performing arts in Toronto, TAPA works to lobby and influence cultural policy.

Goal: The Alliance will continue to ask questions, to be responsive to the shifting environment and to lobby for positive change.

Successful people and successful organizations are constantly gathering information, challenging assumptions and making better decisions. There is a remarkable group of people who are the TAPA team and every day I have the pleasure of working with some of the best people in the field. They are smart, feisty and tireless: Alexis Da Silva–Powell - Corporate Partnerships and Membership Associate, Janis Hobson – Business Manager, Sandra Lefrançois – Dora Manager, Kate McConnell – Marketing Manager, Jon Reid – Youth Outreach Coordinator, and the T.O. TIX Team led by Booth Manager Fran Holywell with Jonathan Thomas and Colby Jarvis.

I am also very fortunate to be working with a truly outstanding Board of Directors under the intelligent leadership and support of TAPA Board President Celia Smith. While Celia is stepping down as Board President, we are not saying goodbye yet, she will remain on the Board as Past President for one more year, and will be the Chair of TAPA's new TRIP Program. There are some Board members who are concluding their terms this year, and I shall miss them dearly. All of the TAPA and PAIS Board members are committed to the overall goal of creating a healthy working environment for theatre, dance and opera companies in the City of Toronto. I thank them for their hard work and good judgment, and lastly thank you to all of you, the TAPA membership, for your confidence in the organization, your support and for your work that is a constant source of inspiration.



*(L-R) Alvin Crawford and Xin Wang in Sanctuary Song
Tapestry New Opera Works and Theatre Direct in partnership with Luminato
photo by: John Lauener*

Membership

Alexis Da Silva-Powell
Membership and Sponsor Coordinator

TAPA Membership Breakdown for the 08/09 Season

At the end of the 08/09 season, TAPA had a membership of:

- Professional Members: 130
- Provincial Members: 2
- Non-Producing Members: 8
- Associate Members: 28
- Community Theatre Members: 7

Total: 175

Communiqué

The exclusive monthly membership newsletter, The Communiqué was re-launched in January 2009. Sent to the membership in the first week of the month the Communiqué is designed to brief you on upcoming events, special notices and marketing opportunities being offered by or through TAPA. The two newest sections, Announcements and Member Profile, have both been very popular and have increased communication between Members.

TAPA Blog

During its second year the TAPA Blog has seen a huge amount of growth and success thanks to the participation of the TAPA membership. The format of the Blog has allowed TAPA to post and circulate information to and from the membership on a more immediate basis. This improved format also allows TAPA members, as well as the public, to check listings as often as they like. The blog listings have expanded to include several new categories including: Internships, Space for Rent and TAPA Membership.

Blog Stats

- The number of visits to the blog has doubled in the last year from 42,568 to over 92,000.
- The blog's busiest month in 08/09 was September 2008 with 4,513 visitors.
- As of November 1, 2009 there were more than 775 posts on the blog in 15 categories.
- Twitter has become the newest way that people connect to the TAPA Blog. On average Twitter is the third most popular source of new referrals to the Blog.

TAPA Trade Series

In response to the needs of the membership the popular TAPA Trade Forum was re-imagined as the TAPA Trade Series for the 08/09 year. The most significant change saw the single day of workshops expanded to an ongoing series of workshops and panel discussions that spanned over the course of the 2008-09 season. The newly formatted TAPA Trade Series enabled more TAPA members to participate in these amazing opportunities throughout the year. It also allowed members to focus on the topics/workshops that were most relevant to their individual company.

The informative TAPA Trade Series was sponsored by BMO Financial Group, and to a range of TAPA member companies. Among the many excellent workshops and panels that took place, the two most popular were *Board Governance for the Established Organization* and *It's All in the Pitch*. *Board Governance for the Established Organization* was targeted to organizational leaders with experience working with Boards, and featured a panel discussion with David Banks, Roger Garland and moderated by Linda Barnett. The panel looked at how to maximize the efforts of the most vital group of volunteers committed to a not-for-profit organization – Board members. Discussion topics included board succession, planning and recruitment, fundraising & fund development and marketing. *It's All in the Pitch* included a thorough presentation on basics and practical tips for pitching potential touring productions with industry veteran Sherrie Johnson. Participating companies were given a step by step overview on how to pitch their shows at such industry events as the PuSh Assembly and the Magnetic North Industry Series. Both of these sessions of the TAPA Trade Series sold out and kind

thanks to The Yonge Centre for the Arts and Theatre Passe Muraille for participating as hosting venues.

Thank you to the TAPA Trade Series Committee who assembled our panelists and presenters:

- Jacoba Knaapen
- Meredith Potter

The 09/10 TAPA Trade Series has already begun with a sold out session at the Tarragon Theatre titled *Emergency First Aid and CPR*. Keep an eye out for the next workshop of the series in January 2010!

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 Wednesday October 8, 2008 at the Tarragon Theatre. Over 15 concierges from downtown Toronto hotels attended *Spotlight* where they met with representatives from 12 TAPA companies. Following the marketplace, the concierges attended a performance of *The Black Rider*, the award winning brainchild of three internationally renowned artists, Tom Waits, Robert Wilson and William S. Burroughs. Once again, the feedback from the short survey sent out after the event was positive. *Spotlight* continues to grow and remains a value marketing opportunity for members.



(L-R) Kofi Payton, Alison Sealy-Smith and Abena Malika in *A Raisin in the Sun*
Soulpepper
photo by: Trudie Lee

T.O. TIX

Fran Holywell
T.O. TIX Booth Manager

From the newly branded Yonge-Dundas Square location, the T.O. TIX Booth has maintained it's high level of service to our TAPA members

With the welcome addition of our new signage we now make a highly visible thumbprint on the square.

The Numbers:

- Tickets sold at T.O. TIX increased by 2% over last year's figures
- Over 28,000 tickets sold at the Booth
- T.O. TIX yearly sales have increased by 7%
- \$536,539.00 returned to our participating member companies
- T.O. TIX ONLINE vs. WINDOW trend shows 67% of Member tickets were sold online
- An amazing 32% increase for Ticketmaster
- Ticketmaster sales for the year were over \$598,000.00
- T.O. TIX remains in the top 10 Ticketmaster PICK UP CENTRES for Ontario
- 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.
- This year the T.O. TIX member ticket sales remained consistent, as did the wealth of programming. Included the following; The Canadian Opera Company, The National Ballet, The Toronto Symphony Orchestra and Opera Atelier, Canadian Stage Company, Soulpepper, Theatre Passe Muraille, Tarragon Theatre, Factory Theatre, Buddies In Bad Times Theatre and The Theatre Centre. The Second City continued to be a public favorite and The

Shaw and Stratford Festival's value-priced seasonal tickets were popular, as were several Mirvish and Dancap productions.

- T.O. TIX successfully represented numerous independent producers with productions including *the Last Days of Judas Iscariot* - Birdland Theatre *Agokwe* - Buddies in Bad Times Theatre, *Fibber* - Theatre Gargantua, *Scratch* - Factory Theatre and *Festen* - Company Theatre
- T.O. TIX had a second successful year with the Luminato Festival. We operated as the same day rush ticket kiosk at the Booth, and Luminato were great contributors to our increased ticket sales for the season.
- The introduction of the pilot single LCD screen provided affordable much needed exposure to our smaller theatre companies. Due to the financial support from the Ministry of Tourism, we now display three 52 inch plasma screens at the booth, which showcases TAPA members and T.O.TIX client events and upcoming shows.
- T.O. TIX weekly e-blast of all show listings is sent via e-mail to more than 4,000 members, our goal this upcoming year is to grow this list to 10,000.
- 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 and TAPA will proudly be taking part in the INTIX conference in Toronto in January 2010.
- T.O. TIX maintained a cooperative relationship with the Yonge-Dundas Square Facilities & Events Manager, as well as with the Yonge-Downtown BIA.

Dora Mavor Moore Awards

Sandra Lefrançois
Dora Manager

Celebrating 30 Years!

During the 2008-2009 Dora Season, 218 productions were eligible in 35 categories. The jurors in the General Theatre Production/Opera Division judged a whopping 93 productions; the jurors in the Independent Theatre Production Division judged 57 productions (an increase from 47 in 2007-2008); the jurors in the Dance Division judged 68 pieces; and the jurors in the TYA Division judged 17 productions. Of the 150 productions in the General and Independent Theatre Divisions, 65 were eligible for Outstanding New Play or New Musical awards (up from 47 the previous year!).

GENERAL THEATRE PRODUCTION/ OPERA

Mark Cassidy
Rex Deverell
Blair Francey
Kate Lushington
Ruth Madoc-Jones
Alejandra Nunez
Kimberly Purtell

INDEPENDENT THEATRE PRODUCTION

Antonio Cayonne
Sarah Evans
Ryan Hollyman
Falen Johnson
Rosalba Martinni
Lisa Norton
Clinton Walker
Matt White

THEATRE FOR YOUNG AUDIENCES DIVISION

Cole J. Alvis
Alex Fallis
Marilo Nunez
Thomas Ryder Payne

DANCE DIVISION

Sylvie Bouchard
Victor Correia
Xing Bang Fu
D. A. Hoskins
Tracey Norman
Malgorzata Nowacka
Lucy Rupert
Amy Stewart
Andrea Vagianos

It was a pleasure working with the remarkable (volunteer) 2008-09 Dora jurors, and I would like to thank each and every one of them for their immense diligence and dedication.

2009 Dora Mavor Moore Awards

The Press Conference to announce the nominees for the 30th Annual Dora Mavor Moore Awards was sponsored for the first time this past year by the Four Seasons Centre for the Performing Arts. The Dora nominees were announced by the charming and talented Jersey Boys (Jeremy Kushnier, Michael Lomenda, Jeff Madden and Quinn VanAntwerp). The nominees were announced in the stunning new lobby of the Four Seasons Centre, 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 Colin Mochrie for his excellence and professionalism in the performing arts. **The George Luscombe Award** for mentorship was presented to Martha Ross and Leah Cherniak, Co-Artistic Directors of Theatre Columbus. **The Leonard McHardy & John Harvey Award for Arts Administrators** was awarded to Naomi Campbell, Producer of Nightswimming and DVxT Theatre and the Industry Series Producer and Touring Liaison for the Magnetic North Theatre Festival.

The 30th Annual Dora Mavor Moore Awards were held on June 29th, 2009 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 thoroughly enjoyed this year's wonderful host, CBC Radio's Jian Ghomeshi.

The Producer of the 2009 Dora Awards was our fearless leader, the lovely and talented Ms. Knaapen, who worked closely with Event Coordinator Laura Pomeroy. The City of Toronto workers strike forced us to move the After-Party reception from outdoors at Metro Square to the lobbies of the St. Lawrence Centre for the Arts. In spite of the challenges in planning an entirely new reception, the After-Party at the St. Lawrence Centre was a big hit. Also, returning to this year's Dora team: Director Vinetta Strombergs, Writer Briane Nasimok and Lighting Designer, Production Manager Andrea Lundy and Art Director Blair Francey. We were delighted to welcome Musical Director Rick Sacks and Set Designer Camellia Koo to the Dora team this year.

This year, Maureen Smith was presented with the prestigious **Silver Ticket Award**, and Director Brendan Healy won the **Pauline McGibbon Award. The Audience Choice Award for Outstanding Production** co-sponsored by NOW Magazine and Yonge-Dundas Square, went to *Jersey Boys*.

We also launched a special book commemorating three decades of the Doras. This labour of love is a collection of very personal stories by just some of the past Dora-winning artists who have helped to create the extraordinary Toronto art scene that exists today. Published by TAPA and edited by Angela Rebeiro, *The Doras: 30 Years of Theatre, Dance and Opera in Toronto* was distributed free of charge to all guests at the Award Show ceremony, and is now being sold at TheatreBooks.



*30th Anniversary Dora Statues
photo by: Blair Francey*

Go Live Toronto

Kate McConnell
Marketing Manager
Former Go Live Toronto Coordinator

2008-09 marked the third and final year of **Go Live Toronto** with support from The Ontario Trillium Foundation. Go Live Toronto was 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 components of Go Live Toronto included the **Theatre Guide** - Toronto's Official Guide to Theatre, Dance and Opera, **goliveto.ca** online performing arts listings, **5 STAR EXPERIENCE Theatre & Dining Packages**, **hipTIX** \$5 tickets for students, and **The citySPECIAL** providing free tickets to at-risk youth and communities:

Theatre Guide

Toronto's Official Guide to Theatre, Dance and Opera

Targeted to Torontonians and tourists alike, the Theatre Guide is Toronto's Official Guide to Theatre, Dance and Opera. An excellent marketing outreach tool, the Guide features comprehensive theatre, dance and opera listings, a Toronto theatre map, "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 Theatre Guide is one of the most successful and valued TAPA publications, thanks to strong partnerships with Dancap Productions and CTM Media.

goliveto.ca - Online Performing Arts Listings

Tourists and Torontonians alike are looking for a definitive place to find out *what's* playing in the city, *where*, and *when* – welcome to the goliveto.ca! This comprehensive website includes:

- A searchable database of 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 feed
- Visitors can post the RSS feed of opening shows on their own website

The goliveto.ca performing arts listings are now being used as a resource by Tourism Toronto for their online calendar of events, and the City of Toronto-Economic Development, Culture & Tourism Division references the goliveto.ca listings for their "What's Happening in Toronto" E-Newsletter.

"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 Theatre & Dining Packages

5 STAR EXPERIENCE Theatre & Dining Packages offer exceptional entertainment value, partnering TAPA member companies with local downtown restaurants and cultural attractions. Packages are sold online and in person at T.O.TIX.

Participating TAPA member organizations recoup 100% of ticket revenue while creating valuable new partnerships. An expanded print media sponsorship with the Globe and Mail secured Toronto area advertiser e-blasts in addition to print ads in the Metro Edition of the Review Section, providing excellent exposure for participating members. In addition, we have begun reaching out to the Tourism Sector for package promotion, securing highlights in the Tourism Toronto e-newsletter, and features on the Tourism Toronto website seetorontonow.com and ontariotravel.net, the website of the Ontario Tourism Marketing Partnership.

The 2008 - 09 Season packages included:

Barrel of Laughs - \$49.95

Enjoy a 3-course meal at The Red Tomato, experience legendary comedy at The Second City - and, as an added bonus - take a tour (and tasting!) at The Steam Whistle Brewery.

Theatre à la carte - \$54.95

Customize your own theatre & dining package! Dine at Epicure Café and Grill, Dos Amigos, Bb33 Brasserie, Spring Rolls or East! and discover award-winning theatre at Tarragon Theatre, Harold Green Jewish Theatre Company, Theatre Passe Muraille, fu-GEN Asian-Canadian Theatre Company, or The Canadian Stage Company.

Luminato Festival Packages - \$64.95

Experience the *Zensation* of dining in style at the award-winning Spring Rolls Restaurant,

then discover a world of creativity at the Luminato Festival!

TAPA once again partnered with the Delta Chelsea Hotel to allow 5 STAR EXPERIENCE package purchasers to upgrade their package to a "5 STAR +" and receive a discount at the Delta Chelsea Hotel. Also, in the summer of 2009, TAPA launched a "value added" shopping component to the packages, with each package containing coupons for discounts at Futureshop and The Bay.

- Number of packages sold in 2008 - 09 186
- Revenue generated for partners \$9,652.75

"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

The citySPECIAL - free tickets for at risk communities

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 to at-risk youth and vulnerable communities, enabling them to attend the performing arts at *no cost*. The **citySPECIAL** is

an effective way for TAPA members to fill previews or matinees while developing new audiences. Over 2008-09, 8 of the 13 vulnerable neighbourhoods identified by the City of Toronto as having priority for increased city investment were reached.

- Number of tickets allocated to citySPECIAL by TAPA members 1,324
- Number of tickets used by social service agencies 610
- Number of participating social service agencies 67
- Revenue generated for members \$1,071

As new Marketing Manager at TAPA, I am pleased to report that, due to the success of the Go Live Toronto components over 2008-09, TAPA will continue to offer these, and other marketing opportunities, to our membership. From a free show listing in the Theatre Guide to a high profile ad on the LCD screens at T.O.TIX, Toronto's One-Stop Ticket Shop at Yonge-Dundas Square, there is something to meet the needs of all TAPA members, regardless of size.

hipTIX Report

Jon Reid
Youth Outreach Coordinator

As the newest member of the TAPA team I am excited to help connect the TAPA membership to youth audiences in addition to helping students independently access the performing arts through hipTIX.

Targeted at high school and university students aged 15 – 29, hipTIX is designed to make theatre more accessible by offering \$5 performing arts tickets to students. hipTIX is an active community initiative that partners with TAPA members to collectively grow our youth audience

Over the 2008-09 season, hipTIX achieved many new benchmark accomplishments in its efforts to grow youth audiences:

1. GET LIVE - The hipTIX monthly newsletter GET LIVE is currently 350 subscribers strong, and is a powerful step in engaging students throughout the year.
2. School Visits - We successfully visited 6 schools within the spring of 2009 and engaged over 270 students.
3. Posters and Bookmarks - To raise awareness across the city, hipTIX posters and bookmarks were distributed to every high school in the TDSB and to community centres through the Lakeshore Arts Council, Scarborough Arts Council and the Etobicoke Arts Council.
4. PAONE Partnership - hipTIX attended the PAONE (Performing Arts Organizations Network for Education) meeting in Stratford, ON , creating a strong connection between hipTIX and the youth outreach and education sector of the Toronto performing arts community.

- Number of tickets allocated to hipTIX by TAPA members 2587
- Number of hipTIX sold 499
- Revenue generated for TAPA members \$1,247.50

The 2009/10 season is explosive! Youth engagement is a priority, and hipTIX has secured

massive support from some of Toronto's most forward thinking performing arts producers and venues. hipTIX is meant to compliment, not compete, with your own youth outreach initiatives, and I look forward to working with you throughout the year to engage more students than ever before!



Toronto Cast of Jersey Boys
Dancap Productions
photo by: Joan Marcus

Audited Financial Statements

August 31, 2009

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, 2009 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, 2009 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 20, 2009

Statement of Financial Position

as at August 31, 2009

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

	2009	2008
ASSETS		
Current:		
Cash and cash equivalents (Notes 3 and 4)	\$ 105,915	\$ 129,599
Accounts receivable	21,683	12,781
Prepaid expenses and deposits	7,398	3,014
	134,996	145,687
Capital assets, net (Note 5)	120,553	4,818
	<u>\$ 255,549</u>	<u>\$ 150,505</u>
LIABILITIES		
Current:		
Accounts payable and accrued liabilities	\$ 29,539	\$ 25,343
Current portion of amounts due to Ontario Heritage Trust (Note 9)	18,000	18,000
Deferred revenues (Note 6)	124,051	170,659
	125,000	214,002
Deferred capital asset grant-Ontario Ministry of Tourism	59,000	77,000
Due to Ontario Heritage Trust (Note 9)	355,644	291,022
	<u>355,644</u>	<u>291,022</u>
NET ASSETS (LIABILITIES)		
Invested in capital assets	\$ 3,351	\$ 4,818
Unrestricted	(103,446)	(145,315)
	(100,095)	(140,497)
	<u>\$ 255,549</u>	<u>\$ 150,505</u>

Statement of Operations

for the year ended August 31, 2008

	2009	2008
REVENUES		
<i>Earned:</i>		
T.O. TIX	\$ 98,649	\$ 112,904
Membership dues	69,118	70,369
Go Live Toronto campaign	18,320	26,015
Contributions from PAIS Toronto (Note 8)	\$ 26,180	48,564
Rental (Note 10)	-	4,400
Interest	2,120	1,873
Other	5,836	7,985
	220,223	272,110
<i>Donations and sponsorships</i>	56,939	37,222
<i>Government funding (Note 7)</i>	192,907	173,941
<i>Total revenues</i>	470,069	483,273
EXPENSES		
<i>Administrative fees and salaries</i>	157,930	139,899
<i>Programs and services:</i>		
Communications	30,661	13,607
T.O.TIX	109,514	118,684
Go Live Theatre Toronto campaign	60,114	78,074
Other programs (Note 8)	13,700	28,413
	213,989	238,778
<i>Other</i>		
Rent (Note 10)	30,603	29,180
Amortization of capital assets	3,721	2,917
General and administration (Note 4)	23,424	23,137
	57,748	55,234
<i>Total expenses</i>	429,667	433,911
EXCESS OF REVENUES OVER EXPENSES	\$ 40,402	\$ 49,362



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

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tapa.ca



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