

theatre  
dance  
opera

toronto  
alliance  
for the  
performing  
arts

# annual report

09/10

theatre  
dance  
opera

toronto  
alliance  
for the  
performing  
arts

13'-8"

12'-3"

5'-2 3/4"

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## 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.



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## board president

### meredith potter tapa board president

#### TAPA Board 2009-2010

I'm extremely proud to be part of a hard-working, smart group of people on the TAPA board, supporting the vision of our astute and dynamic Executive Director, Jacoba Knaapen, and her dedicated staff. I'd like to start my report by thanking four long-serving board members who retire at the November 2010 AGM:

Celia Smith served as Board President for five years until 2008/2009, and stayed on for a final 12-month stint as Past President this year to complete the maximum six-year Board term at TAPA. An inspired problem-solver, Celia has made vital contributions to the stabilization of TAPA, to the casting of an exemplary board of volunteers, and to the strategic directions that the organization now embraces. I would like to pass on the deep gratitude of the board, staff and membership to Celia for her level-headed and gracious leadership.

The TAPA board is also losing our Treasurer of four years, Lindy Cowan, who, when she is not at TAPA

board meetings, PAIS board meetings, or Finance Sub-Committee meetings, is the Director of Finance and Administration for the Canadian Opera Company. Lindy's diligent and rigorous approach to budgeting – and more importantly, to budget monitoring – literally changed the way the TAPA board looked at our finances when she began in 2007. A heat-seeking missile for unsecured revenue and overstated expenses, Lindy is best-practice personified, and she has our thanks for the hours spent pouring over spreadsheets.

Philip Akin, Artistic Director at Obsidian Theatre Company, began back in 2006 as the sole male member of the TAPA board, which alone merits a special medal of honour. Phil's acute analytical skills and direct approach make him a highly engaged and provocative contributor, and his commitment to affecting – and ensuring – change in our sector is visceral. Phil worked on a number of committees during his time on the board, including leading the Dora Statue re-Design committee. Our thanks to Phil for all of his ideas, objections and hard work.

When Bridget MacIntosh joined the

board in 2005, she was Producer for the Toronto Fringe Festival, but during her term, her interest turned to municipal cultural policy, and Bridget is now the Senior Project Manager of Cultural Initiatives for the City of Hamilton. Bridget spearheaded the fundraising efforts of the TAPA board for many years, as well as working on the Tourism Sub-Committee with Jacoba to develop sector-wide strategies to increase tourist audiences. Our thanks to Bridget for her enthusiasm, and for countless hours of work for TAPA.

2009/10 was the first year in which TAPA's efforts were guided by our strategic plan, ratified at last year's AGM. Following is a selection of notable achievements under the plan's key objectives:

**Audience Growth and Development**  
The operations of T.O. TIX, TAPA's one-stop ticket shop, continued to develop with increased promotion of the booth's location and its daily offers; and TAPA secured funding from the Ontario Ministry of Tourism and Culture for the creation and promotion of the new Off Bathurst Theatre District that was recently unveiled, spotlighting the Tarragon

Theatre, Theatre Passe Muraille and Factory Theatre.

#### Increasing Value of TAPA Membership

Launched in January 2010, the Travel Retreat Initiative Program – TRIP – provides travel grants, free Porter Airlines flights and retreat packages at the Valley View Artist Retreat to successful applicants; and the TAPA Trade Series was successfully expanded in partnership with Creative Trust on the Lunch'n'Learn New Media Series in April.

#### Increased Advocacy

TAPA co-ordinated the first-ever DAY AT THE CITY in January, with advocacy teams meeting face to face with 23 city councillors.

The 31st annual Dora Mavor Moore

Awards were held on June 28 at the Bluma Appel Theatre – our thanks to the St. Lawrence Centre for the Arts for their support in hosting a fantastic ceremony and to the Dora production team for an outstanding Award Show Ceremony and After-Party on Front Street.

As many of you know, the Doras attracted some very negative media coverage in the lead-up to the ceremony this past year. Some issues that were raised by members of the press were addressed at a Meet the Media Tent Talk held by TAPA in partnership with the Toronto Fringe Festival in July. At that Tent Talk, Jacoba committed to a comprehensive review of the Doras, the first in more than a decade. The newly formed Dora Review Committee will meet for the first time in December

2010 to agree upon its terms of reference, and will make its recommendations to the TAPA board by February 2012, with a view to the staff releasing a revised Dora Eligibility Handbook in time for the new Dora year, commencing June 1, 2012.

My thanks to all my fellow TAPA Board members, particularly those who began their terms last year, bringing fresh perspectives and renewed energy to the Board.

Merde to all of us for a great 2010/11 season!

Meredith Potter



*Assassins*, Birdland Theatre and Talk Is Free Theatre

## executive director

**jacoba knaapen**  
executive director

### The Year In Review

I became the Executive Director of TAPA in December 2003. Over the past seven years, TAPA has transformed as an organization. I thank the remarkable Board of Directors that I have had the honour to work with and from whom I have learned so much and I thank the TAPA staff team whom continue to inspire me with their commitment and energy. It would not have been possible without any of them and I am deeply grateful for their loyalty and support.

It has been an intense and rewarding year at TAPA. At TAPA we endeavored to stay on track with our Strategic Plan which was launched last year and I am pleased to report that a number of significant goals were achieved. In addition to workshops and professional development sessions offered throughout the year via the TAPA Trade Series, this past year on behalf of the TAPA membership we tackled the HST. In response to questions from the TAPA membership regarding how

this would affect your organizations, TAPA Board member Roy Reeves, together with TAPA's Business Mgr Janis Hobson and other members of the TAPA Finance Committee, kept the membership informed of the policies being implemented by creating on-going HST Bulletins and sessions. Over 70 TAPA members attended the first HST Session in January 2010 at the St. Lawrence Centre with Assistant Deputy Minister Bob Laramy, Sales Tax Reform, Ministry of Revenue and Senior Technical Interpretation Analyst and Glen Faulknor, GST/HST rulings, of the Canada Revenue Agency. The second HST Session focused on ticketing and sponsorships, with an overview of implementation rulings and was held at the Revenue Canada office, again with Glen Faulknor from Canada Revenue Agency.

As always, TAPA's Committees were actively engaged and they remain a huge strength of the Alliance. I am pleased to report that the Advocacy Committee led by Advocacy Chair and TAPA Board member Camilla Holland, broke new ground and organized the first ever TAPA DAY AT THE CITY. On Thursday February 18, advocacy teams met with 23 city

councillors to convey the message that culture plays an important role in the health of our city. The Marketing Committee led by Committee Chair Katie Inverarity, secured a new TAPA media sponsorship with Classic 96 and AM740 in support of T.O.TIX and our commitment to growing audiences. The Marketing Group also supported the TAPA Banner Project, which was recently launched, featuring 65 banners that run south on Bathurst Street starting at St.Clair down to King Street, featuring Tarragon, Theatre Passe Muraille and Factory Theatres. Made possible through the generous financial support of the Ministry of Tourism and Culture the banners have effectively created a new theatre district known as the Off-Bathurst Theatre District. Work on this project started over two years ago with designer Blair Francey, and I am very pleased that the collaborative efforts led to a Marathon Theatre Day (3 plays in a day) event that recently took place and included a dinner at the Epicure Café. These kinds of partnerships are essential to discovering new ways to build rich audience experiences, and I am very proud of the results to date for this



new pilot project. The Amalgamation Working Group continued to focus on the merge of the TAPA and PAIS organizations, which will enable TAPA to operate with a single Board of Directors and effectively improve our services to TAPA members by streamlining our administrative focus. The TRIP Committee completed their first year of distributing financial and travel support to eight TAPA member companies, and we look forward to continuing this valuable new program in the upcoming 2010-11 season. Lastly, but certainly not least, TAPA's Indie Caucus continued to make record breaking strides with their advocacy work.

#### Looking Ahead

Looking ahead sometimes leads you to looking at the past. TAPA has been working on our archives and through the capable hands of volunteer archivist Rex Buckle, have been slowly and diligently working our way through dozens of banker's boxes filled with TTA/TAPA materials as well as several unopened-in-years binders, selecting relevant materials that are being reorganized into a succinct and (I hope) interesting history of events and projects from the past years of TAPA. This won't be a chronological year-by-year history, but rather an anthology of materials detailing some of the many projects and events TAPA has been involved in over the years.

This upcoming year TAPA has created two new notable committees: The Dora Review Committee, and

the Media Relations Committee. The work of the Dora Review Committee will be to assess and re-examine the Dora Mavor Moore Awards and the Dora Awards will be undergoing a comprehensive review this year. This important work will review the existing Dora Award divisions, categories, voting structure, and jury selection and composition. The work will begin in December 2010 and results presented by the Committee to the TAPA Board, and then to the membership for your feedback in the months to come. It is anticipated that this process will take some time and we hope that the changes to the Doras will take effect for the 2012-13 season.

The Media Relations Committee will be working to create positive relationships on your behalf with members of the media. This is an ambitious new committee led by incoming new TAPA Board member Gideon Arthurs and I am confident that their work will glean results.

And lastly, TAPA hosted a number of membership meetings over the past year, including General Managers and Box Office Managers. As a result of these meetings it gives me great pleasure today to announce the launch of the new TAPA Ticket Wiki ([tapa-ticket-wiki.wikispaces.com](http://tapa-ticket-wiki.wikispaces.com)). The TTW is an effective forum for TAPA Members to post ticket discounts directed to industry workers. In this space you will find discounted and complimentary tickets for Artists and Arts Workers to

a variety of TAPA Member company productions for the 2010/11 season (There are currently offers posted for November and December 2010). Listings on the TTW can be accessed by the public however only TAPA Member companies will be able to post ticket offers or make changes to the listings. The TTW is administered by TAPA however it is up to individual TAPA Member companies to post their ticket offers. Updates to the TTW can be sent directly to your inbox or by RSS feed by signing up on the TTW.

I look forward to continuing to work with all of you over the course of the upcoming 2010-11 season.



*this time*, Heidi Strauss

# membership

## alexis da silva-powell corporate sponsorships and membership manager

Membership Breakdown for 09/10  
At the end of the 09/10 season TAPA had a Membership of:

- Professional Members: 128
- Provincial Members: 2
- Non-producing Members: 7
- Community Theatre Members: 6
- Total: 169

### Communiqué

The exclusive monthly membership newsletter 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.

### The TAPA Blog

During it's third 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 allows 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.

### Blog Stats

- The number of visits to the blog continues to increase with a total of 150,536 views since being launched in 2007
- The blog's busiest month in 09/10 was March 2010 with 6,167 visitors.
- As of November 1, 2010 there were more than 1, 299 posts on the blog in 16 categories.
- Facebook has become the newest way that people connect to the TAPA Blog.

### Spotlight

TAPA recognizes the importance and potential impact that the tourism industry can have on our members. Last year, we hosted the 4th Annual Spotlight, 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. In our ongoing efforts to reach a

diverse concierge audience we partnered, for the first time, with Shop-DineTour. This new partnership allowed TAPA to increase the profile of Spotlight and helped to engage over 20 concierges from downtown Toronto hotels on October 14, 2009 at Theatre Passe Muraille. TAPA Members participated in a successful Marketplace with food and beverages sponsored by SpringRolls and Steam Whistle Brewing.

Following the Marketplace, the concierges enjoyed a performance of *BASH'd* a fast-paced, high energy, musical love story, told almost entirely in rhyme. Once again, the feedback from the short survey sent out after the event was positive. Spotlight continues to grow and remains a valued marketing opportunity for members.

### Travel Retreat Initiatives Program-TRIP

At the 2008-2009 AGM TAPA launched The Travel Retreat Initiatives Program- TRIP. TRIP is a multi-tiered program designed to assist TAPA members with travel associated with touring, international collaboration and professional development. In addition TRIP of-



fers a unique retreat opportunity to the TAPA membership.

#### The Porter Component

As the official airline of TRIP, Porter Airlines is providing six return flights to anywhere Porter Airlines flies. Current Canadian destinations include: Thunder Bay, Ottawa, Mont Tremblant, Montreal, Quebec City, Halifax and St. John's. Current US destinations include: Chicago, New York and Boston.

#### The Flight Component

One of the inherent challenges facing producers of live theatre and performing arts is travel costs. The Flight Component allows TAPA members to apply for funding to cover air travel costs, nationally and internationally to anywhere that Porter Airlines does not travel.

#### The Retreat Component

Valleyview Artist Retreat is located north-west of Toronto in the Hills of Caledon in a secluded rural setting. Creative artists will be free to pursue their work without interruption. It offers an environment conducive to inspiration and rejuvenation. Artistic Directors and General Managers are welcome to apply to this component of TRIP. As well, consideration will be given to those working in arts administration seeking a day facility for visioning meetings and workshops suitable for 6-8 people.

In its first Year TRIP:

- Received a total of 10 applications over two deadlines from TAPA Member companies.
- Allocated six return flights from Porter Airlines and \$7,500.00 in international flights
- Helped TAPA Member companies travel as far a field as China and as close as New York City

#### TAPA Trade Series

Generously sponsored by BMO Financial Group 2009-2010 was the second year of the expanded TAPA Trade Series with a year of ongoing workshops and panel discussions. The new format allowed more TAPA Members to participate in these amazing opportunities throughout the year and also allowed Members to focus on topics/workshops that were most relevant to them.

Among the many excellent workshops and panels that took place, the most popular was the April Lunch 'n Learn Series. These seminars explored social media that engages Toronto's digital audiences at traditional online destinations including blogs, social networks and mobile devices. In partnership with The Creative Trust the April Lunch 'n Learn consisted of three separate sessions including:

- *Video as a Marketing Tool* with Marilo Nunes of Alameda Theatre Company and Belinda Bale and Michael Murphy of Soulpepper Theatre Company
- *Social Media-facebook and twitter* with Blair Francey of BFdesign

- and Sue Edworthy of Artscape
- *Effective Blogging* with Matt Blacket of Spacing Magazine and Michael Wheeler of Praxis Theatre

Thank you to the above speakers for sharing their expertise and to the various venues that hosted workshops over the course of the year.

I look forward to continuing to work with all the TAPA members in the upcoming 2010-2011 season, whether it be the TAPA Trade Series, TRIP, or the Dora Mavor Moore Awards.



TRIP 2010 Allotment

<b>Deadlines</b>	<b>Company</b>	<b>Recipient</b>	<b>Porter Component</b>	<b>International Component</b>	<b>Retreat Component</b>
<b>January 2010</b>	One Little Goat	Adam Seelig	2 Flights/New York City		
	Princess Productions	Yvonne Ng		1 Flight/China	
	Queen of Puddings Music Theatre	Nathalie Bonjour		1 Flight/France	
	Seventh Stage Productions	MJ Shaw	1 Flight/New York City		
<b>August 2010</b>	Crow's Theatre	Monica Esteves	2 Flights/New York City		
	Jumblies Theatre	Ruth Howard		1 Flight/Vancouver	Yes
	MacKenzieRo	Cathy Murphy		1 Flight/Ireland	
	Volcano	Ross Manson		1 Flight/France	



*Marriage of Figaro, Opera Atelier*

## t.o.tix

jonathan thomas  
t.o.tix manager

### T.O.TIX 2009-2010

As the new T.O.TIX Booth Manager I am pleased to report that this past year T.O. TIX has maintained it's high level of service to our TAPA members and established a reputation with ticket purchasers and tourists of having the most knowledgeable and friendly sales staff. The T.O.TIX staff works hard on behalf of the TAPA membership to promote & sell your shows; the T.O.TIX Booth in effect serves as an additional offsite box office for your theatres and with approximately 59,000 pedestrians in the Yonge Dundas Square area daily it is a great idea to have your tickets available. All of us at the booth are deeply committed to the promotion of the performing arts in and around the GTA and we believe that theatre should be accessible to all people, from the downtown resident to the suburban commuter.

### The Numbers

- Tickets sold at T.O. TIX decreased by 12% from last year's figures

- 24,500 tickets sold at the Booth
- \$338,500.00 returned to our participating member companies
- T.O. TIX ONLINE vs. WINDOW trend continues solidly at 67% of Member tickets sold online
- A decrease of 7% in tickets sold through Ticketmaster, this is in part due to changes at Ticketmaster. There are more artists choosing to use Ticketmaster's "paperless" ticketing option and that takes business away from outlets. Also, since the merger of Live Nation and Ticketmaster there are many concerts that are no longer sold on Ticketmaster at all.
- Ticketmaster sales for the year were over \$567,000.00
- T.O. TIX continues to be in the top Ticketmaster outlets, and ranked 3rd place for Ticketmaster sales in Downtown Toronto, and ranked 7th place for overall Ticketmaster PICK UPS at TICKET CENTRES in Ontario.

T.O.TIX, like many ticket booths across North America, is feeling the effect of the economic downturn. Competition has always been fierce in the ticket industry, and we are now seeing the emergence of discount websites (ie: GroupOn and

TeamBuy). Although GoldStar has not yet appeared in the Canadian marketplace, we anticipate that the discount ticket industry challenges are going to increase. To this point, some TAPA member companies have also decided to discount on the web and this further impacts our bottom line. We of course understand using the discount sites as it increases visibility but we hope that the membership will continue to use T.O.TIX as well.

### 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 had a third successful year with the Luminato Festival. We operated as the same day rush ticket kiosk at the Booth.
- T.O. TIX weekly e-blast of all show listings is sent via e-mail to more than 4,400 subscribers.
- T.O. TIX maintained active membership in theatre and ticketing associations, including APASO (Association of Performing Arts Service Organizations), INTIX (the Inter-

national Ticketing Association),  
and OPTA (Ontario Professional  
Ticketing Association).

- T.O. TIX maintained a coopera-  
tive relationship with the Yonge-  
Dundas Square Facilities &  
Events Manager, as well as with  
the Yonge-Downtown BIA.





*Once and for all we're gonna tell you who we are so shut up*, Harbourfront Centre's World Stage presents *Ontroerend Goed*, Kopergieterij & Richard Jordan Productions Ltd

# dora mavor moore awards

## sandra lefrançois dora manager

### 2009/10 Dora Jurors

During the 2009-2010 Dora Season, 225 productions were eligible in 35 categories. The jurors in the General Theatre Production/Musical Theatre/Opera Division judged a whopping 91 productions; the jurors in the Independent Theatre Production Division judged 59 productions (an increase from 57 in 2008-2009 and 47 in 2007-2008); the jurors in the Dance Division judged 59 pieces; and the jurors in the TYA Division judged 16 productions. Of the 150 productions in the General and Independent Theatre Divisions, 63 were eligible for Outstanding New Play or New Musical awards.

### GENERAL THEATRE PRODUCTION/ MUSICAL THEATRE/OPERA

- Nina Lee Aquino
- Curtis Barlow
- Leanna Brodie
- Levon Haftvan
- Ash Knight
- Jane Luk
- Patricia Vanstone

### INDEPENDENT THEATRE PRODUCTION

- Joanna Barrotta
- Terrence Bryant
- Claire Calnan
- Jackie Chau
- Andrew Cheng
- Annie Gibson
- Caroline Gillis
- Norman Lup-Man Yeung

### THEATRE FOR YOUNG AUDIENCES DIVISION

- Byron Abalos
- Lauren Brotman
- Colin Doyle
- Jessica Greenberg
- Stephanie Jung
- Shery Leeder
- Ginette Mohr
- Michelle Polak
- Rupal Shah
- Silvia Maria Wannam

### DANCE DIVISION

- Liza Balkan
- Monica Dottor
- Amy Hampton
- Meagan O'Shea
- Terrill Maguire
- Christine Moynihan
- Brodie Stevenson

It was a pleasure working with the remarkable (volunteer) 2009-10 Dora jurors, and I would like to thank each and every one of them for their immense diligence and dedication.

### 2009/10 Dora Awards

The Press Conference to announce the nominees for the 31st Annual Dora Mavor Moore Awards was sponsored once more by the Four Seasons Centre for the Performing Arts. The Dora nominees were announced by Marjorie Chan and Wayne Strongman in the stunning lobby of the Four Seasons Centre.

The ancillary awards presented at the Press Conference included the Barbara Hamilton Memorial Award, presented on behalf of the City of Toronto to R.H. Thomson for his excellence and professionalism in the performing arts. The Leonard McHardy & John Harvey Award for Arts Administrators was awarded to Natasha Parsons, Box Office and Front of House Manager at the Tarragon Theatre.

The 31st Annual Dora Mavor Moore Awards were held on June 28th, 2010 at the Bluma Appel Theatre in the St. Lawrence Centre for the Performing Arts 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 four awards.

Returning to this year's Dora team were Producer Jacoba Knaapen, Writer Briane Nasimok, Lighting Designer and Production Manager Andrea Lundy, Set Designer Ca-

mellia Koo and Art Director Blair Francey. They were joined by new additions to the team Director Sandra Lefrançois, Musical Director Glenn Morley and Choreographer Monica Dottor. The Award show ceremony was a great success hosted again this year by CBC Radio's Jian Ghomeshi, who was joined by the Dora Cast: Monica Dottor, Kevin Hanchard, Sterling Jarvis and Sa-bryn Rock who delivered a memorable award show under the direction of Sandra Lefrancois. The Event Manager Laura Pomeroy worked

closely with Jacoba and the team at the St. Lawrence Centre to organize an unforgettable After-Party on the street in front the St. Lawrence Centre which was a smash hit.

This year, Philip Akin was presented with the prestigious Silver Ticket Award, and Production Craftsperson Lokki Ma won the Pauline McGibbon Award. The Audience Choice Award for Outstanding Production co-sponsored by NOW Magazine and Yonge-Dundas Square, went to *Rock of Ages*.





*In This World*, Lorraine Kimsa Theatre for Young People presents Youtheatre



# marketing

## colby jarvis marketing manager

### Marketing Audience and Growth

As the newest member of the TAPA team, I was excited to promote the marketing and audience growth initiatives bringing the 2009-10 season to a close that TAPA had extended to the members. Proceeding the 2008-09 final year of funding for Go Live Toronto, TAPA maintained many aspects of the citywide marketing campaign, designed to increase public awareness of theatre, dance and opera. The components of the campaign, including a variety of marketing and public outreach tools, included the Theatre Guide – Toronto’s Official Guide to Theatre, Dance and Opera, 5 STAR EXPERIENCE Theatre & Dining Packages, the citySPECIAL program which provides free tickets to at-risk youth and communities and high profile LCD Screen Advertising opportunities at the T.O. TIX booth.

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 Theatre Guide features comprehensive theatre, dance, opera and music listings, a “What’s Hot” section profiling three of the hottest shows currently playing, a Toronto Theatre Map locating all the theatres within the GTA, and affordable membership advertising opportunities including advertisements within and covers. There are 15,000 copies of this bimonthly marketing tool printed – 90,000 per year – which are 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 the strong 2009-10 partnerships with CTM Media Group and Dancap Productions.

### 5 STAR EXPERIENCE Theatre and Dining Packages

5 STAR EXPERIENCE Theatre and 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 companies of the 5 STAR EXPERIENCE Theatre and Dining Packages redeem 100% of the ticket revenue, all the while creating valuable new partnerships within the city of Toronto. 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 to members participating in the packages. A total of 5,000 flyers, promoting the diverse packages for the year, were printed and distributed by CTM Media Group to theatres, hotels and cultural attractions, alongside the prevalent exposure at T.O. TIX, centrally located at Yonge-Dundas Square. In addition, advertisements promoting the 5 STAR EXPERIENCE Theatre Dining Packages were included in the Tourism Toronto e-newsletter, features on the Tourism Toronto website [seetorontonow.com](http://seetorontonow.com) and [ontariotravel.net](http://ontariotravel.net), regular promotion through [totix.ca](http://totix.ca) and outreach tools at T.O. TIX including the new LCD screens and the Theatre Guide.

The 2009-10 packages included:

### **Barrel of Laughs**

#### **\$49.95 / package**

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.

### **Rock ‘n’ Roll**

#### **\$54.95 / package**

Roll on in to The Hard Rock Café for a 3-course meal before attending The Canadian Stage Company & Citadel Theatre’s Tony Ward winning tale about love, rock ‘n’ roll, revolution and the end of Communism, Rock ‘n’ Roll.

### **The Toxic Avenger**

#### **\$69.95 / package**

It’s all about the food, the laughs, and the music! Enjoy a mouthwatering meal at 7 Numbers Danforth before attending the Canadian Premier of Dancap’s eco-monster musical comedy The Toxic Avenger!

### **Luminato Festival Package**

#### **\$64.95 / package**

Experience dining in style at the Spring Rolls Restaurant, Marcel’s or Il Fornello, then discover a world of creativity at the Luminato Festival! (your choice of show including Prima Donna, Infernal Comedy, Two Face Bastard and Masters of Magic).

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.

- Packages sold in 09-10: 148
- Revenue generated for partners :\$8,502.90

“We bought a number of 5 STAR EXPERIENCE packages for a bachelorette party for my friend! The planning was already done for us – it was fool proof! The packages were ready for pick up, affordable and made the most excellent gift for the bridal party! An evening spent with the girls has never been so fun!”

Natasha Brown, 5 STAR Customer, Markham

citySPECIAL – free tickets for at risk communities

Toronto’s performing arts should be accessible to everyone – this is the premise on which the citySPECIAL program 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 program is an effective way for TAPA members to fill previews or matinees while developing new audiences. Over 2009-10, 10 of the 13 vulnerable neighborhoods identified by the City of Toronto as having priority for increased city investment were reached.

2009-10 proved to be the most successful year to date for the citySPECIAL program.

- Number of tickets allocated to citySPECIAL by TAPA members: 1,489
- Number of tickets used by social service agencies: 776
- Number of participating social service agencies: 78
- Revenue generated for members: \$1,737.00

“The citySPECIAL program is an essential tool in the services we provide to the youth we service as it gives us the opportunity to assist with their ongoing social skills development by encouraging them to step out of their ‘boxes’ both environmentally and emotionally. By attending events that take place throughout the city, your organizations are helping expand their support web and giving them the confidence and exposure they need to succeed. We thank you.”

Gary Newman, Breaking the Cycle, participating citySPECIAL social service agency

LCD Screens at T.O. TIX

Thanks to the Ministry of Tourism’s support in the Summer of 2009, T.O.TIX, Toronto’s Official One Stop Ticket Shop, received its’ new façade and new signage that transformed the T.O. TIX booth into a bright red welcoming beacon for ticket bargains! TAPA is proud to offer affordable high profile Yonge-Dundas Square video advertising





# hipTIX

jon reid  
youth outreach coordinator

## A Major Year for hipTIX

2009-10 was a major year for hipTIX. We had hot ticket sales getting hundreds of students to TAPA member's productions. hipTIX was around the GTA visiting students year round, whether it was making presentations to exciting cheering students in packed assemblies, educational dance workshops that actively engaged students with hipTIX, or intimate interactive classroom discussions about theatre, dance, comedy and opera in Toronto, hipTIX was there! Our student engagement has continued to grow through our online subscriptions to GET LIVE – the hipTIX newsletter. hipTIX community participation has grown overwhelmingly as TAPA members see the impact of their participation within the hipTIX program. Together we are growing our youth audience!

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 designated performances in advance and in person at T.O.TIX, or online at [www.totix.ca](http://www.totix.ca).

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

## hipTIX by the Numbers

- Schools visited in 09-10: 42
- Students engaged: 3,300+
- 'GET LIVE' subscriptions: 700+
- Number of hipTIX sold: 816
- Revenue generated: \$2,040.00

## Participating Companies

- Amicus Productions
- Buddies In Bad Times
- Cahoots Theatre
- Canadian Stage
- Church of the Holy Trinity
- DanceWorks
- Driftwood Theatre Group
- Factory Theatre
- FIXT Point
- fu-GEN Asian Canadian Theatre Company
- inDance
- Keystone Theatre
- Kingston 6 Entertainment
- Luminato
- Mysteriously Yours Dinner The-

atre

- NEWTEATRO THEATRE COMPANY
- Obsidian Theatre
- Osculum Productions
- Randolph Academy for the Performing Arts
- Seventh Stage Theatre Productions
- Tapestry New Opera
- Tarragon Theatre
- The Second City
- The Thistle Project
- Theatre Passe Muraille
- Theatre Rusticle
- Theatre Smith-Gilmour
- Toronto Dance Theatre
- Volcano
- Whetstone Productions





*The Light in the Piazza*, Acting Up Stage Company

# audited financial statements

august 31, 2010

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, 2010 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, 2010 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 12, 2010

# audited financial statements

## STATEMENT OF FINANCIAL POSITION AS AT AUGUST 31, 2010

	2010	2009
	\$	\$
<b>ASSETS</b>		
Current:		
Cash and cash equivalents (Notes 3 and 4)	<b>119,816</b>	105,915
Amounts receivable (Note 4)	<b>16,304</b>	21,683
Prepaid expenses and deposits	<b>4,209</b>	7,398
	<b>140,329</b>	134,996
Capital assets, net (Note 5)	<b>102,086</b>	120,553
	<b>242,415</b>	255,549
<b>LIABILITIES</b>		
Current:		
Accounts payable and accrued liabilities	<b>46,647</b>	29,593
Current portion of amounts due to Ontario Heritage Trust (Note 9)	<b>18,000</b>	18,000
Deferred revenues (Note 6)	<b>145,294</b>	124,051
	<b>209,941</b>	171,644
Deferred capital asset grant-Ontario Ministry of Tourism	<b>100,000</b>	125,000
Due to Ontario Heritage Trust (Note 9)	<b>41,000</b>	59,000
	<b>350,941</b>	355,644
<b>NET ASSETS (LIABILITIES)</b>		
Invested in capital assets	<b>2,086</b>	3,351
	<b>(108,526)</b>	(100,095)
	<b>242,415</b>	255,546

