

theatre
dance
opera

toronto
alliance
for the
performing
arts

BY THE NUMBERS

192

Members

1,706

hipTIX sold

1,591

Students attended
hipTIX workshops

1,912

citySPECIAL tickets
allocated

380

Students and industry
delegates attended
Next Generation Showcase 2020

160

Registered
productions

15

Dora Awards
Community meetings
& workshops

FROM THE PRESIDENT

Dear TAPA Members,

2020 is a year of chaos. But within this chaos, the first thing I want to emphasize and condemn the discrimination that my Black communities and the Indigenous community are continuously experiencing, including in the arts sector. As a Black leader in this industry, I want things to change and I believe that TAPA can play a huge role in guiding our Toronto arts community in taking proper actions against racism and all forms of discrimination.

Representation matters and is key to instill change. And I am proud to say that the TAPA Board of Directors now includes 3 Black and 4 POC leaders, which brings the representation to 39%. We recognize that there is still work to be done within the organization, especially in terms of Indigenous representation, but we are on the right path as we create a new Equity and Inclusivity Committee of the Board. This committee will play an advisory role and keep us in line with our values and

accountable to the community.

With that, I also want to take the time to celebrate the change in representation in our theatre ecology. It is very encouraging to see all the Black and POC arts leaders that are doing amazing work in these difficult circumstances, particularly the Black Women Leaders: Weyni Mengesha at Souleppper, Tanisha Taitt at Cahoots Theatre, Mumbi Tindyebwa Otu and Fatuma Adar at Obsidian, Dian Marie Bridge at Luminato among others, that are dealing with the trauma of anti-Black racism while also navigating the uncertainties of the pandemic. My heart goes out to you.

It is in times of turmoil, such as we are facing now with the COVID-19 pandemic, that the role of an arts services organization becomes essential and more apparent. Since the beginning of the shut-down TAPA has been at the forefront and incredibly supportive of

the community by sharing resources and advocating for relief measures at all levels of government. It is incredible what TAPA was able to accomplish in crisis mode and with very limited staff and resources! Two of the biggest and significant achievements I will report on, are the **#iMissLiveTheatreTO** campaign and the **#Lights-On: Reopening Guide**.

#iMissLiveTheatreTO: TAPA recognizes the importance of providing marketing support to our membership in this challenging time of pandemic. TAPA recently concluded a successful city-wide campaign '**iMissLiveTheatreTO**' to raise public awareness for the arts and culture industry that remains acutely impacted. We worked together in partnership with the following organizations to amplify our message: ACTRA, CAEA, Playwrights Guild of Canada, Associated Designers of Canada, IATSE, WorkInCulture, Toronto Music Association – TMA, The AFC

(previously known as The Actor's Fund of Canada) and the Live Event Community.

#iMissLiveTheatre was a resounding success and the numbers tell the story with an astonishing 5 million unique views on Facebook and over 51,000 Instagram impressions. The online campaign encouraged audience members to declare their love of the city's performing arts sector by sharing their favourite Toronto theatre moment on the social media platform of their choice, with the hashtag **#iMissLiveTheatreTO**. There were thousands of personal and public messages of gratitude towards this campaign. Our target expectations were exceeded with **LIGHT UP LIVE** that was part of the campaign, and saw theatre venues across the country *Light Up Red* in support of an industry that is still in the dark. This initiative was a highlight of the campaign and attracted an audience of international viewers from around the planet, on all social media


platforms including Facebook, Twitter and Instagram.

TAPA also recently launched **#Lights-On: Reopening Guide**; essentially a guide in preparation for when we are able to re-open our theatres. TAPA worked on **#Lights-On** in partnership with Ryerson's School of Creative Industries, Toronto Arts Council and Toronto Arts Foundation, with support from the City of Toronto, TO Live and SOCAN. **#Lights-On** brought together leaders and experts in business, economics, public policy, Toronto Public Health and arts organizations to begin the important work of supporting the live entertainment organizations and individuals that reviewed existing published materials to build a resource that is relevant to venues in Toronto. Our number one priority is the safety of our artists, employees and patrons. We understand that it may take time to reopen, and each venue has unique needs, but TAPA is committed to helping the community prepare for this work.

While it's true that the future remains uncertain, we, at TAPA, are confident that the lights will go on again and we will remain by your side to help you and make sure we come back strong and healthy.

I want to take the time to thank you, dear members, for the confidence placed in TAPA and for trusting that we have your best interest at heart.

Thank you, fellow Board members, for your commitment and your generosity in sharing your knowledge and providing guidance. And finally, a huge thank you to Jacoba Knaapen, our Executive Director, for her leadership and vision for this organization and the immense role she's playing in our community. A big Thank you also to the excellent TAPA Team.



Régine Cadet
TAPA Board Chair



2019/2020 TAPA Board of Directors

Back Row L - R: Jonathan Heppner, Shawn Daudlin, Beth Brown, Chris Goddard, Jacoba Knaapen

Front Row L - R: Amy Mushinski, Annemieke Wade, Régine Cadet, Lucy Eveleigh, Kelly Straughan

Missing: Jim Aldridge, Sherrie Johnson, William Milne, Kevin Ormsby, Colin Rivers, Gerard Roxburgh and Tania Senewiratne

WE ARE ADVOCACY: COLLECTIVE ACTION

10th Anniversary Arts Day at the City

TAPA is the founder and leader of the Annual Arts Day at the City and we celebrated our 10 year anniversary of municipal advocacy in November 2019. **Together** we are strong. **The Friends of the Arts Network** is: ARTS VOTE, ARTS ETOBICOKE, BUSINESS FOR THE ARTS, the CANADIAN DANCE ASSEMBLY, EAST END ARTS, LAKESHORE ARTS, NORTH YORK ARTS, SCARBOROUGH ARTS, the TORONTO ARTS FOUNDATION and URBAN ARTS . Happy Anniversary to us!



Together our annual work at ARTS DAY AT THE CITY has been charting the course that helped us to reach \$25 per capita in funding support (in 2017), and we continue to appeal to city council to increase funding to arts and culture as part of our overall goal to establish sustainable growth for arts and culture funding.



Together we are all committed to the business of making positive change with the goal to ultimately benefit artists and arts workers in our city. More than just an industry, the arts and culture sector is part of the social fabric of Toronto that makes this such a great city

FROM THE DORA AWARDS MANAGER

2020 DORA MAVOR MOORE AWARDS

At an online media announcement – pre-taped in front of **Meridian Hall** with physically distanced protocols in place – streamed June 8 on the Dora Awards YouTube channel, TAPA announced the **243** nominations for the *2020 Dora Awards – Virtual Edition*. Three ancillary awards were presented at the Dora Press Conference this year.

The Leonard McHardy & John Harvey Award for Arts Administrators went to **Monica Esteves** and new this year, the LMJH Award was presented in

association with the **Victor C. Polley Protégé Award** which recognizes the work of emerging arts administrators with a minimum of two years arts work experience and is selected by the LMJH Award laureate. Ms. Esteves named Canadian Stage Company Manager **Beth Wong**. The recipient of the **2020 Pauline McGibbon Award** was **Deanna H. Choi**. **The 2020 Dora Mavor Moore Awards – Virtual Edition** were live-streamed on

June 29th, 2020 via YouTube, Facebook and Twitter, the first time the awards have been presented online.

This year master theatrical tailor, cutter and costume maker **Marvin Schlichting** was presented with the prestigious Silver Ticket Award. The **Jon Kaplan Audience Choice Award for Outstanding Production** co-sponsored by NOW Magazine was presented to ***Pass Over***, produced by Obsidan Theatre Company.

Dora Awards by the Numbers

During the 2019-2020 Dora Season, 160 productions were eligible in 46 categories.

- Jurors in the **General Theatre Division** judged **44** productions
- Jurors in the **Musical Theatre Division** judged **14** productions
- Jurors in the **Opera Division** judged **13** productions
- Jurors in the **Touring Division** judged **17** productions
- Jurors in **Independent Theatre Division** judged **35** productions
- Jurors in the **Dance Division** judged **26** productions
- Jurors in the **Theatre for Young Audiences Division** judged **11** productions



Monica Esteves recipient of the Leonard McHardy and John Harvey Award and Beth Wong recipient of the Victor C. Polley Protégé Award



Jully Black performed her song *Running* and received the Dora for Outstanding Performance in a Leading Role in the Musical Theatre Division



VIP Presenter Paul Sun-Hyung Lee



Deanna H. Choi recipient of the Pauline McGibbon Award

FROM THE OUTREACH MANAGER

hipTIX Success Stories

The 2019-20 school year was the most challenging in recent memory. Our hipTIX outreach once again focused on secondary schools, however the first term began with province-wide labour disruptions between teachers' unions and the Ontario Ministry of Education. Work-to-Rule campaigns limited our ability to send **Anne-Marie Krytiuk**, the hipTIX Outreach Facilitator, into classrooms for all of September and October, typically one of our peak periods of workshop bookings. We pivoted to working with

post-secondary institutions to send out information about hipTIX through their student unions and theatre departments. Despite the secondary school setback, the Outreach Administrator **Lisa Theodore** successfully rallied for an impressive number of workshop bookings for Anne-Marie Krytiuk over the course of November through February. This progress was abruptly halted in March by the declaration of the COVID-19 pandemic and subsequent closing of all in-person classes and schools.

Given the extraordinary circumstances outlined above, the TAPA Outreach team still ended the school year with a respectable **58** classrooms visited within the TDSB, TCDSB & YRDSB, reaching **1591** students (our third – highest year on record). The hipTIX program continues to be an official educational partner of the TDSB, presenting a **Theatre Careers** workshop to supplement our hipTIX content.

“Tarragon couldn’t be happier with its partnership with TAPA and the hipTIX program. Frequently our allotment sells out, and the energy and excitement the youth bring to our audiences is palpable. We appreciate the opportunity to offer the discounted ticket pricing and the accessibility hipTIX brings to introduce new audiences to the unique Tarragon process of developing the finest in new Canadian theatre. Without the stewardship of TAPA these young theatre goers might not have that chance. We continue to be a proud member of the hipTIX program.”

Cameron Johnston, Director of Marketing & Communications, Tarragon Theatre



Anne-Marie Krytiuk

FROM THE EXECUTIVE DIRECTOR

We Are Changing

The world has changed. We are in a much different place now than we were at the beginning of the 2019-20 theatre, dance and opera season. For the past 17 years, I have been and continue to be honoured to serve as the Executive Director at TAPA. In all that time, these past several months of 2020 have certainly been the most challenging time for our sector. Indeed, it has been a time like no other in our collective memory.

On a positive note I am proud to share that after 22 years, TAPA is now in a positive financial position, and we have eliminated both the historical debt and accumulated deficit. This is a TAPA milestone and I owe a debt of gratitude to TAPA Treasurer Bill Milne, and the TAPA Finance Committee. Please refer to the attached appendix TAPA AUDIT 2019-20.

The TAPA Committee structure is a huge part of our success story. Thank you to all of the individuals who dedicated your time as volunteers on a [TAPA Committee](#). There are over 100 of you – Bravo! Last year, a new working group was formed with a focus on corporate funding and support to TAPA members. We recognize that avenues of funding in our sector across theatre, dance and opera are as precarious as ever, and a new CORPORATE RESEARCH WORKING GROUP was struck as a result of many informal conversations with TAPA member who share a concern about knowledge and exchange in corporate giving.

This past December, Theatre Ontario unexpectedly ceased operations. As a result, TAPA played a major producing

role in the delivery of NEXT GENERATION SHOWCASE (NGS) in early January. NGS was a long-standing program at Theatre Ontario that created an opportunity for graduating students from numerous theatre schools to ‘showcase’ their talent to Toronto area artistic directors, directors, agents, and casting directors. TAPA partnered with the new Managing Director of NGS, Raeburn Ferguson, and delivered a two-day event at Theatre Passe Muraille which this year included over 200 students, 180 industry attendees, and featured a new networking lunch and two panels. On behalf of the TAPA team, I am proud that we lent our support and leadership in the execution of NGS 2020 that also began a new partnership with the Stratford Festival Lab in support of the NGS Panels.

There has been much loss in our community, and at TAPA before the pandemic we lost our colleague and friend Kevin John McDonald who died suddenly in January. For those of you who have been engaged in our annual advocacy event ARTS DAY AT THE CITY, you may remember Kevin. He was a tireless worker who coordinated the arts team meetings with city councillors. He was also the past T.O.TIX Booth Manager, where he built relationships with many box office managers and worked on behalf of you all pitching and selling tickets to your shows at Yonge-Dundas Square before the T.O.TIX Booth closed in 2016. Kevin loved going to your shows, and because he knew all your venues so well, it helped him to deliver the best customer service since he could tell the public where the best seats were, how to get there by TTC, where to park, and what restaurants were close by. Kevin was a “classic arts administrator” in that he

worked in the background and was rarely visible in the spotlight. TAPA is not quite the same without him, and we all miss him and his sense of humour very much.

I am enormously grateful to be working with such a wise and practiced Board of Directors that continue to amaze me with their generosity of skills and knowledge. You are invaluable – each and every one of you – and I thank you. In particular, I want to acknowledge the leadership of our Board President Régine Cadet, who has faced some tough challenges at TAPA with courage and wisdom. I also want to thank the TAPA Team – Alexis Da Silva-Powell, Scott Dermody, Anne Marie Krytiuk and financial management support from Jason Aviss and Heather Young of Young Associates. I am so lucky to work with you all every day, and appreciate your input and support. Together, you act diligently on behalf of the entire membership and it is an honour to work with you.

The buzz words *unprecedented, unusual, unpredictable*, are part of the lexicon of the *new normal* and we now live *expecting the unexpected*. In the TAPA Community Meetings it is clear that everyone is experiencing these days differently, in altered states of working remotely and separated from each other and from our spaces of invention and creativity. TAPA members are navigating carefully in these ongoing challenging times of pandemic and racial injustice. And now is also most certainly the time for radical change. I am by nature an optimist. I know from experience that real change takes time, and I feel that we can emerge from this as a better, more equitable and accessible sector on all levels.

We need to interrogate ourselves to understand our place in this new future because I believe that we cannot go back to the status quo of inequity. I know

many TAPA members are doing this messy but necessary work and making the choice to stay in the room to have these difficult conversations. There is a process of change underway right now and I think that transformation is coming.

When we started the 2019-20 season, we could not have predicted the hardship that would strike all of us with the arrival of COVID-19 pandemic. Our stages fell silent; since March 17 our theatres have been shuttered. TAPA conducted three COVID-19 Impact Surveys with the membership which showed the financial impact to date in Toronto as: \$500 million lost ticket sales and 25,000 cancelled or postponed public performances. The numbers are staggering and continue to climb as the pandemic drags on.

LOOKING AHEAD: TAPA participated in Mayor John Tory's [Summit on the Future of Hotels, Entertainment and Hospitality Sectors](#) hosted recently by the Canadian Urban Institute where we shared the urgent concerns for our sector. Although our theatres remain closed, your stories continue. In spite of the heartbreak of cancelled shows and live events, many TAPA members have created digital content, and you are attracting some old and some new virtual audiences. You have stories to share that are reaching and touching the human experience. As cultural citizens, we can benefit from this moment in history. I have great confidence in the artistic vision of the TAPA artistic directors and the wisdom of the managing directors who are leading your respective teams of artists.

In anticipation of the time when our sector is able to re-open, TAPA is working to support the membership on numerous levels as Régine mentioned in her report about the *LIGHTS-ON Re-Opening Guide*. Additionally we are working on PPE (personal protective equipment) in collaboration with TOLive, and we are also glad that many of you have been engaged in the AUDIENCE MONITOR PROJECT with TAPA through the tremendous support of the OAC. These partnerships are vital to ensuring we are prepared and "ready to go" – when it is safe to do so.

Thank you to all of YOU – the TAPA membership. We are a community that works together and I look forward to continuing to listen and learn from you all in our ongoing conversations.



Jacoba Knaapen
Executive Director

WE ARE THANKFUL

For all our donors

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THE WALRUS

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Aluna Theatr
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Charlie Reynolds
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Esmeralda Enrique Spanish Dance Company
Etobicoke Musical Production
Evan Annisette,
Factory Theatre
Flora Janos
FrontRow Insurance Brokers Inc.
Fu-GEN Theatre Company
George Brown Theatre School
Goat Howl Theatre
Groundling Theatre Company
Hannah Forest Briand
Hannah Gammon
Harbourfront Centre
Harold Green Jewish Theatre
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 Seven Siblings Theatre

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 Shaw Festival
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 Soup Can Theatre
 Starvox Entertainment Inc.
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 Stratford Festival
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 The Christmas Story – The Church of the Holy Trinity
 The Company Theatre
 The Eclipse Theatre Company
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TAPA TEAM

Top Row L- R: Jacoba Knaapen Executive Director, Anne-Marie Krytiuk Outreach Facilitator/Photographer
Bottom Row L - R: Scott Dermody Dora Awards and Outreach Manager, Alexis Da Silva-Powell Corporate Partnerships and Membership Manager
Missing: Jason Aviss Bookkeeper