

# TORONTO ALLIANCE FOR THE PERFORMING ARTS

## TAPA STRATEGIC PLAN

Three-year Plan 2019-2021

## ***Game Changers: 4 Key Areas of Focus***

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### **1. Audience Development and Growth**

TAPA understands that a city is enriched when it's citizen participate and engage in culture. One of the most important roles TAPA undertakes on behalf of the membership is leadership in communicating to the broader public the value of the performing arts.

**Goal:** TAPA will achieve greater profile and impact for the performing arts in Toronto.

### **2. Increasing Value of TAPA Membership**

TAPA honours all narratives, and values all people, and is an equity seeking organization that works to create polices of culture and difference that are reflected and included in TAPA programs and services.

**Goal:** TAPA provides resources and templates that support equitable work practices. TAPA works to increase membership participation by offering a broad range of programs and services that have a wide-ranging impact in all three disciplines that the Alliance represents: theatre, dance and opera.

### **3. Advocacy and Organizational Capacity**

TAPA plans for growth and moves forward to ensure access and inclusivity, serving as a collective voice for the performing arts in Toronto. TAPA works to lobby and influence cultural policy at the municipal, provincial and federal levels. Cross-sector thinking and dynamic collaborations allows us to find solutions toward cultural sustainability.

**Goal:** The Alliance will continue to ask questions, to be responsive to the shifting environment, to be a leader in municipal advocacy and work to influence and lobby for positive change.

### **4. Achieving Financial Vitality**

TAPA embraces collaboration and builds networks. TAPA is on the cusp of achieving financial stability for the first time in over two decades. This gives TAPA the opportunity to research and identify options for long-term financial security.

**Goal:** TAPA will strengthen the Alliance by increasing revenues and other investments effectively working to create a financial reserve.

# TAPA VISION, MISSION and CORE BELIEFS

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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;*
- *Provides marketing guidance and opportunities, and professional development services to its membership.*

## Core Beliefs:

- TAPA is a **champion** of theatre, dance and opera and aims for a unified voice to improve the environment for all theatre/dance/opera companies in Toronto
- TAPA recognizes that there is a **cultural equity gap** in practices and representation in the arts in Toronto, and supports the values and practices to ensure **equity** and **inclusion** of various identities, including but not limited to: race/ethnicity, age, disability, gender, sexual orientation including but not limited to LGBTQ2SIA+, socio-economic status or religion
- TAPA supports **pluralism** in the arts and strives to lead by example with demonstration of policies and practice that embrace and **honour all narratives**
- TAPA recognizes fluidity, flexibility and transparency as essential practice
- TAPA embraces **community** and **partnership** to build collaborative networks and working together to make **positive change**
- TAPA believes in being responsive to the dynamics of a changing cultural environment and in so doing, also being responsive to the evolving needs of the membership
- TAPA works to provide a wide range of programs and services that meets the needs of a diverse membership
- In everything TAPA undertakes we work to be **fair, open, transparent, unbiased and honest**
- We need to continue to be **bold strategically** and **collaboratively**
- We need to **continually reassess our programs & services, and Board/committee activities** in order to determine if they **support the development of a healthier environment and serve the membership**
- We **support** organizational learning and are open to new knowledge, and not being tied to apparent strictures or perceived barriers
- The Board serves as a **collaborative** problem solving group

## BRIEF HISTORY

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TAPA was originally formed in 1977 and officially incorporated in 1979. Then known as the 'Toronto Theatre Alliance', the organization was much smaller, and has since grown substantially. Over a decade ago TAPA was faced with a financial crisis, and the organization nearly closed its doors. TAPA has transformed since then, and has successfully created new programs and initiatives and secured new funding from government, private and corporate sectors. At the end of our last fiscal year, the membership consisted of **188** members and our core program, The *Dora Mavor Moore Awards*, celebrated 39 years and over 221 theatre, dance and opera productions were adjudicated recognizing excellence on Toronto stages.

The large membership reflects the diversity of Toronto. To better understand the broad spectrum of needs to the various TAPA membership categories, TAPA has established a number of active committees with Board member representation that help us to build a solid foundation from which to continue to deliver our services and to consider new initiatives.

- See Appendix One - *History at A Glance*
- See Appendix Two - *TAPA Committee List*.

## ACHIEVEMENTS

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The realization of the previous strategic plans enabled TAPA to achieve a number of goals, and to execute and launch some new services and programs that are now thriving including:

- *TRIP* – The Travel, Retreat, Initiatives Program
- *SPACEFINDER Toronto* (in collaboration with WorkinCulture and ArtsBuild Ontario)
- Advocacy: The *TAPA Stats Reports Phase 1, 2, 3, 4, and the Audience Report*, greatly expanding the annual Advocacy event *ARTS DAY AT THE CITY* and founding and leading the *FRIENDS OF THE ARTS* network
- We also extended outreach for both *hipTIX* and the *citySPECIAL*, and *hipTIX* has now reached over 18,000 youth
- Professional Development: *TAPA Trade Series* expanded to include a mini-conference targeted to Indie art-makers *INDIE X*.
- DMMA: Completed TWO extensive internal reviews of the *Dora Mavor Moore Awards* that resulted in extensive changes to the Doras including 13 new award categories and the creation of two new Divisions. Notably the Doras also became the first professional gender-neutral awards in Canada
- Ceased operations at the T.O.TIX Booth and pivoted our focus to the development and launch *TONight*, through the dual focus on the city-wide website *Whatsontonight.ca* and the arts app *TONight* that also features *Take 5*.

### Strengths

- TAPA secured new government funding from the Canada Council for the Arts for the expansion of the popular hipTIX program. If TAPA is successful in achieving 2 more years of consecutive project funding support from the Canada Council, then it will be eligible to apply for ongoing operating support. This will be a significant game changer in terms of working towards achieving financial vitality.
- TAPA successfully applied to BftA ARTSVEST program and achieved financial target, plus earned bonus top-up
- TAPA gained a new partnership with PARSAI IMMIGRATION SERVICES that has resulted in acquiring new financial support for the citySPECIAL program
- TAPA gained new corporate support with the Greater Toronto Airport Authority in support of magnifying the geographical reach of the citySPECIAL and hipTIX programs
- TAPA launched a new website and new interview series TAKE FIVE that highlights Toronto artists
- TAPA has a strong Executive Director with a long-standing demonstration of **leadership, innovation, and grassroots engagement**.
- TAPA has a committed **Board of Directors** comprised of cultural leaders from the TAPA membership who sit on and steer effective Committees that contribute to the vitality of the Alliance through **active participation**
- TAPA has an **industrious, innovative and loyal staff team** who have built strong relationships with a range of TAPA members and stakeholders
- **New partnerships and networks** have been formed which has resulted in **increased collaboration**.

### Challenges

- The organization needs to focus on strategies to **manage** and **ensure** the **sustainability** of TAPA services and programs with a small staff of 3 full-time employees
- Maintenance of the **current performance levels** and output is **threatened by the uncertainty in the current funding and financial climate**. Recognizing this, TAPA needs to successfully **secure new revenue**.
- Relationship between TAPA and PAIS needs to be examined and an understanding of how PAIS can be re-framed to contribute differently to TAPA.
- An **active** and **involved** membership is critical in working together to ensure the health, vitality and importance of the performing arts companies in Toronto; it continues **to be a challenge to engage the broad TAPA membership to explore the multiplicity of TAPA programs**.
- Internal communications system needs **upgrading to improve internal efficiencies**, establishing a central database
- A staff **succession plan** is lacking and needs to be created to ensure a stable future.

See full list of *TAPA Programs and Services* Appendix Three

## GOALS AND OBJECTIVES 2018 –2021

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### 1. AUDIENCE DEVELOPMENT AND GROWTH

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

TAPA is committed to increasing public awareness and attendance to the performing arts, and thereby creating a healthy cultural environment for TAPA members. TAPA recognizes that the membership shares a deciding concern in the area of **audience development** and **growth**. TAPA needs to continue to play a leadership role in audience development.

**Goal: TAPA will achieve greater profile and impact for the performing arts in Toronto** in part by increasing public awareness and attendance to the performing arts through various programs including the DMMA, hipTIX, citySPECIAL and What's On TONight.

#### **Short Term Targets / Objectives** – by August 31, 2019

- To create and expand external TAPA marketing plan for [whatsontonight.ca](http://whatsontonight.ca); through the exploration of social media that engages Toronto's digital audiences at traditional online destinations, on blogs, social networks and mobile devices.
- To create and expand internal TAPA marketing tool kit for TAPA members.

#### **Mid-Term Targets / Objectives** – by August 31, 2020

- Establish regular meetings with TAPA marketing leaders and develop an innovative agenda to identify sector priorities which may lead to shared strategic marketing opportunities.
- To identify and secure a strategic industry partner for TONight, with a goal to increasing public awareness and participation, thereby increasing ticket revenue for participating TAPA members.
- To successfully reach all 31 priority neighbourhoods as identified by the city of Toronto through hipTIX and citySPECIAL programs, thereby furthering public exposure to the live performing arts and potentially creating a new audience base for participating TAPA members.

#### **Long-Term Targets / Objectives** – by August 31, 2021

- Review of [Whatontonight.ca](http://Whatontonight.ca)
- The toolkit expanded to create a unified arts marketing campaign that creates a coherent experience for TAPA members allowing them to interact effectively using social, mobile and related technologies.

### **2. INCREASING VALUE OF TAPA MEMBERSHIP**

TAPA is in a unique position in that it represents three separate disciplines in the live performing arts: theatre, dance and opera. The membership is all encompassing and ranges from commercial to not-for-profit theatres, venued to non-venued companies, and national institutions to emerging independent companies. It makes a great deal of sense then, that the needs of the membership vary hugely, and that the challenge for TAPA exists to **increase membership participation** by continuing to offer the broad range of programs and services that have **wide-ranging impact**.

**Goal:** TAPA has increased its membership participation through enhanced programs and services

#### **Short Term Targets / Objectives – by August 31, 2019**

- Engage in comprehensive review process of design Categories across all Divisions in the Dora Mavor Moore Awards
- Engage in comprehensive review process of the Commercial Theatre Development Fund (CTDF)
- Working in partnership with NEPA (Native Earth Performing Arts) in the delivery of 'Beyond the Checkbox' project to engaged TAPA members
- Expanding TAPA Trade Series to include EDI resources and partnerships
- To improve TAPA membership communications by continuing to create face-to-face opportunities to assemble the membership for networking and discussion around the shifting dynamics of the sector by:

A. Convene the TAPA General Managers and host regular meetings to discuss common challenges and share best practices; effectively helping to build relationships between TAPA members as well as between TAPA and the membership;(quarterly).

B. Continue to develop the work of the INDIE Caucus and creating a flow of information by delivering INDIE X Conference featuring provocative and relevant panels and workshops. Furthermore expand new partnerships to engage with INDIE X to include: Fringe Festival, Paprika, Got Your Back.

#### **Mid-Term Targets / Objectives – by August 31, 2020**

- Research new funding prospects in support of TRIP to enhance financial funding to this program available exclusively to TAPA members.

#### **Long Term Targets / Objectives – by August 31, 2021**

- Identify and secure additional funding support for TRIP.
- Explore website enhancements for Whatsontonight.ca that will feature virtual tours of member venues.

### 3. ADVOCACY AND ORGANIZATIONAL CAPACITY

Serving as a **collective voice for the performing arts** in Toronto, TAPA works to lobby and influence cultural policy. Cross-sector thinking and collaboration allows us to find new solutions toward sustainability for our membership. In order to continue to provide the membership with strategic resources, the Alliance needs to continue to ask questions, **be responsive to the shifting environment** and **lobby for positive change**.

#### Goal:

**External:      Municipal Advocacy results in sustained funding support in city budget**  
**Internal:      TAPA has improved communication systems and tools**

#### **Short Term Targets / Objectives – by August 31, 2019**

- Continue working in partnership with CHRC and PACT on Anti-Oppression Project
- Ability to support the TAPA team by investing in their individual professional development with opportunities to attend workshops, conferences, etc.
- Create a staff succession plan to ensure stable organizational future.

#### **Mid Term Targets / Objectives – by August 31, 2020**

- Release of TAPA Stats Report Phase 5
- The creation of a centralized membership database networked within all TAPA departments will improve overall communication to members.

#### **Long Term Targets / Objectives – by August 31, 2021**

- Media Advocacy



### 4. ACHIEVING FINANCIAL VITALITY

TAPA is working internally to the **larger vision for the continued financial health of TAPA**. Internally the success of TAPA programs and services needs to meet the financial budgets and service expectations, through an alignment of membership benefits with membership fees. TAPA needs to **improve fundraising initiatives** to successfully source and secure **new revenue**. In addition, responsible financial practices and controls established by the TAPA Finance Committee must continue to ensure efficient money management.

**Goal: TAPA has strengthened the Alliance by increasing revenues and other resources**

#### **Short Term Targets / Objectives – by August 31, 2019**

- Investigating new funding opportunities through government agencies, specifically the Canada Council for the Arts.
- Execute a financial analysis of current activities comparing operating and project expenses and the allocation of time of human resources.
- In order for TAPA to continue to thrive in the future we will continue to source new sustainable revenue streams to support TAPA services and programs by securing new foundation and corporate funding with particular consideration to exploring new partnerships to enhance hipTIX/citySPECIAL programs, as well as opportunities for the Dora Mavor Moore Awards.
- Reduce the fiduciary responsibility of the TAPA Board; thereby enabling the Board to concentrate on widening the field of vision and supporting TAPA programs & services. This will be achieved gradually through research on various viable strategies for how PAIS can contribute differently to TAPA; thereby recasting and restructuring the PAIS Board with a primary focus as a Fundraising Board.

#### **Mid Term Targets / Objectives – by August 31, 2020**

- To create financial plan for maintenance, sustainability of TAPA member programs as well internally for computers and workstations.
- Finance Committee to investigate and research options for potential future creation of trust/endowment/reserve

#### **Long Term Targets / Objectives – by August 31, 2021**

- That TAPA has eliminated accumulated deficit.
- Potential merge/integration of PAIS and TAPA

## ACKNOWLEDGEMENTS

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This has been a dynamic period for TAPA; the growth and achievements are impressive. The new strategic plan is an adaptive process, which refines our targets with specific actions and results. This has been a collaborative process engaging TAPA staff, board and committee members as well as carefully considering the input received from TAPA members through TAPA's annual membership survey. TAPA recognizes that complex change also comes from unknown sources and is open to adapting the plan from feedback received through outside stakeholders.

The focus of this new strategic plan sets a course that can be implemented over the next three years. The Executive Director will report back to the Board quarterly on progress of the plan.

The collaborative input and assistance of many people helped in the creation of the new TAPA Strategic Plan and establishing a blueprint for the future. Special thanks to Jane Marsland, Strategic Planning Specialist, for her advice and guidance. We also wish to acknowledge the TAPA and PAIS Board of Directors, the TAPA staff team, TAPA Committees and volunteers, and the TAPA membership.

## **APPENDIX ONE: TAPA History Significant Dates**

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- 1979     Incorporation as a not-for-profit organization
- 1980     Inauguration of the Dora Mavor Moore Awards in recognition of artistic excellence on Toronto stages
- 1993     Purchase of 5 Star Ticket Booth and renames it T.O.TIX
- 1994     Launches new program & services to meet the needs & aspirations of artists with disabilities
- 1995     Launches first website to promote Toronto's professional performing arts scene
- 2002     Moves T.O.TIX to the custom-built booth at Yonge Dundas Square
- 2004     T.O.TIX launches online ticketing service [www.totix.ca](http://www.totix.ca)  
- New operating name **Toronto Alliance for the Performing Arts - TAPA**
- 2005     Launches 3 year pilot of city-wide arts marketing campaign *Go Live Toronto* including: **hipTIX, citySPECIAL, Write on! goliveto.ca, the Theatre Guide, 5 Star Experience**
- 2007     Launches *Spotlight* an industry event for TAPA members to showcase their seasons/productions to the tourism industry with a focus on downtown hotel concierges and related hospitality industries
- 2008     Releases the *TAPA Stats Report Phase One*, a milestone report providing up-to-date statistical information about the Toronto performing arts industry.
- 2009     T.O.TIX rebranded as **T.O.TIX Toronto's One-Stop Ticket Shop**, with significant new signage and new marketing opportunities for TAPA members at the Booth  
  
- Publication of **The Doras: 30 Years of Theatre, Dance and Opera in Toronto** in recognition and celebration of the 30th Anniversary of the Dora Awards  
  
- Releases *TAPA Stats Report Phase Two*
- 2010     Launches new *Off-Bathurst Theatre District* initiative, with intent on building public awareness and influencing audience behaviour by installing 65 street banners on Bathurst Street featuring Tarragon, Theatre Passe Muraille and Factory Theatres.
- 2011     Publication of the *NEW Indie Producers Guide*
- 2012     - Releases *TAPA Stats Report Phase Three*  
- Hosts the annual APASO conference (Association of Performing Arts Service Organizations) from across North America.
- 2013     Releases the *TAPA AUDIENCE REPORT*
- 2014     Launches **SpaceFinder Toronto** in partnership with ArtsBuild Ontario and WorkInCulture
- 2015     Publishes *A Ticket To Canadian Theatre* – a coffee table book of photographs of Silver Ticket Award recipients  
- Launches city-wide arts app TOnight and companion website [www.whatsontonight.ca](http://www.whatsontonight.ca)

## **APPENDIX TWO: TAPA & PAIS Committees**

### **Executive Committee**

- Régine Cadet, Managing Director - Theatre Passe Muraille, TAPA Board President, Committee Chair
- William Milne, Vice President of Finances and Administration - Civic Theatres Toronto, TAPA Board Treasurer
- Annemieke Wade, Managing Director - Roseneath Theatre, TAPA Board Secretary
- Kelly Straughan, Executive Director - Workman Arts, TAPA Vice President
- Chris Goddard, Founder - Craft Brand Company + Brunswick Bierworks, PAIS Board President
- Jacoba Knaapen, Executive Director – TAPA

### **Nominating Committee**

- Régine Cadet, Managing Director - Theatre Passe Muraille, TAPA Board President, Committee Chair
- William Milne, Vice President of Finances and Administration - Civic Theatres Toronto, TAPA Board Treasurer
- Annemieke Wade, Managing Director - Roseneath Theatre, TAPA Board Secretary
- Jacoba Knaapen, Executive Director – TAPA

### **Advocacy Committee**

- Amy Mushinski, Associate Director, Public Affairs - Canadian Opera Company, Committee Co - Chair
- Hamal Docter, Communications Consultant & Writer, Committee Co - Chair
- Jessa Agilo, President & CEO - ArtsPond
- Yolanda Ferrato, Producer & General Manager - Theatre Gargantua
- Jenny Ginder, Independent
- Brad Lepp, Director of Communications - Soulpepper Theatre Company
- Jerry Smith, Independent
- Nick Tracey, Associate General Manager - Young People's Theatre
- Jacoba Knaapen, Executive Director - TAPA

### **Commercial Theatre Development Fund (CTDF) Committee**

- Brett Randall, Independent, Committee Chair
- Shawn Daudlin, Managing Director - Buddies in Bad Times Theatre
- Michael Rubinoff, Associate Dean - Sheridan College
- Carrie Sager, President - FLIP Publicity
- Brian Sewell, Producer - Mirvish Productions
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **Dora Eligibility Committee**

- Scott Dermody, Dora Awards and Outreach Manager - TAPA, Committee Chair
- Jim Aldridge, General Manager - TicketKing Mirvish Productions, General Theatre Division Representative
- Brad Lepp, Director of Communications - Soulpepper Theatre Company, General Theatre Division Representative
- Mitchell Marcus, Artistic & Managing Director - The Musical Stage Company, Musical Theatre Division Representative
- Amy Mushinski, Associate Director, Public Affairs - Canadian Opera Company, Opera Division Representative
- Meredith Potter, General Manager - Peggy Baker Dance, Dance Division Representative
- Sue Balint, Producer - Aluna Theatre, Independent Theatre Division Representative
- Annemieke Wade, Managing Director - Roseneath Theatre, Theatre for Young Audiences Division Representative

### **Dora Jury Selection Committee**

- Shawn Daudlin, Managing Director - Buddies in Bad Times Theatre, General Theatre Division Representative, Committee Chair
- Stephen Colella, Associate Artistic Director & Dramaturg - Young People's Theatre, Theatre for Young Audiences Division Representative
- Monica Esteves, Managing Director - Crow's Theatre, General Theatre Division Representative

- Katherine Devlin Rosenfeld - Independent Theatre Division Representative
- Fanny Ghorayeb, Freelance Educator & Choreographer, Dance Division Representative
- Jonathan Heppner, Managing Director - Factory Theatre, Independent Theatre Division Representative
- Kevin Ormsby, Artistic Director - Kashe Dance, Dance Division Representative
- Michael Rubinoﬀ, Associate Dean - Sheridan College, Musical/ Opera Division Representative
- Erin Schachter, Executive Director Advancement - The Musical Stage Company, Musical/ Opera Division Representative
- Scott Dermody, Dora Awards and Outreach Manager - TAPA, Staff Support Person

### **Dora Awards Review Working Group**

- Kelly Straughan, Executive Director - Workman Arts, TAPA Vice President, Committee Chair
- Jim Aldridge, General Manager - TicketKing Mirvish Productions
- Chris Goddard, Founder - Craft Brand Company + Brunswick Bierworks, PAIS Board President
- Denyse Karn, Independent Designer
- Gerard Roxburgh, Artistic Administrator - National Ballet of Canada
- Annemieke Wade, Managing Director - Roseneath Theatre, Theatre for Young Audiences Division Representative
- Scott Dermody, Dora Awards and Outreach Manager - TAPA, Staff Support Person
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **Dora Statuette Review Working Group**

- Joe Borowiec, PAIS Board Member
- Régine Cadet, Managing Director - Theatre Passe Muraille
- Chris Goddard, Founder - Craft Brand Company + Brunswick Bierworks, PAIS Board President
- Sherrie Johnson, Executive Director - Canadian Stage
- Luke Reece, Producer - Obsidian Theatre Company
- Trevor Schwellnus, Artistic Producer - Aluna Theatre
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **Finance Committee**

- William Milne, Vice President of Finances and Administration - Civic Theatres Toronto, TAPA Board Treasurer, Committee Chair
- Joe Borowiec, Independent, PAIS Treasurer
- Jonathan Heppner, Managing Director - Factory Theatre
- Heather Young, Principal - Young Associates, Staff Support Person
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **Fundraising Committee**

- Chris Goddard, President - Goddard Marketing + Event Specialists, Committee Chair
- Régine Cadet, Managing Director - Theatre Passe Muraille
- Shana Hillman, Operations Director - East End Arts
- Alexis Da Silva–Powell, Corporate Partnerships and Membership Manager - TAPA, Staff Support Person
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **IndieX**

- Beth Brown, Managing Director - Nightwood Theatre, Committee Chair
- Daniel Carter, General Manager - Paprika Festival
- Lucy Eveleigh, Executive Director - Toronto Fringe Festival
- Jessie Fraser - The Assembly Theatre
- Thalia Gonzalez Kane, Independent
- Kevin Ormsby, Artistic Director - Kashe Dance
- Gail Packwood, Executive Director - Associated Designers of Canada
- Chris Reynolds, Independent
- Alexis Da Silva–Powell, Corporate Partnerships and Membership Manager - TAPA Staff Support Person
- Scott Dermody, Dora Awards and Outreach Manager - TAPA, Staff Support Person

## **TRIP Committee**

- Alexis Da Silva–Powell, Corporate Partnerships and Membership Manager - TAPA, Committee Chair
- Jim Aldridge, General Manager - General Manager - TicketKing Mirvish Productions
- Steve Beatty, President - Front Row Insurance
- Kevin Ormsby, Artistic Director - Kashe Dance
- Julie Tepperman, Co-Artistic Director - Convergence Theatre

## **PAIS Committees**

### **Barbara Hamilton Memorial Committee**

- Jim Roe, Independent, Committee Chair
- Martha Burns, Past Winner
- Eric Peterson, Past Winner
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **George Luscombe Award Committee**

- Maja Ardal, Artistic Director - Contrary Company, Committee Chair
- Steven Bush, Co-founder of the Award
- Ravi Jain, Independent
- Karen Luscombe, Independent
- Anusree Roy, Independent
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **Leonard McHardy & John Harvey Committee**

- Sandy Tulloch, Independent, Committee Chair
- Derrick Chua, Independent
- Ghislain Caron, Managing Director - Théâtre français de Toronto
- John Harvey, Co-Founder of the Award
- Leonard McHardy, Co-Founder of the Award
- Scott Dermody, Dora Awards and Outreach Manager - TAPA, Staff Support Person
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **Pauline McGibbon Award Committee**

- Changes annually, administered by the Ontario Arts Council
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

### **Silver Ticket Committee**

- Ken Gass, Committee Chair
- All Previous Winners
- Scott Dermody, Dora Awards and Outreach Manager - TAPA, Staff Support Person
- Jacoba Knaapen, Executive Director - TAPA, Staff Support Person

## **APPENDIX THREE Programs & Services**

### Membership

- Provide access to photocopiers, computers, fax machines and printers for those who need support.
- Provide one-on-one financial counseling
- Maintain and update the Members Only section of [tapa.ca](http://tapa.ca)
- The Communiqué is the Membership e-newsletter highlighting TAPA activities and community announcements. Published monthly.
- Commercial Theatre Development Fund assists the Ontario commercial theatre sector through associations with Ontario-based producers who seek to present small to mid-sized commercial theatre productions in Ontario.
- Arts Day at the City is an annual advocacy event led by TAPA which includes meetings with city councillors to share a unified message for the arts community in Toronto. The day also includes a Cultural Expo which allows TAPA Members to share their work with members of the public in the rotunda of city hall.
- TAPA Industry Listings includes job opportunities, events and announcements from the Membership and the greater performing arts community.
- TAPA Ticket Offers is an effective forum for **TAPA** Members to offer discounted (20% or more) and complimentary tickets for Artists and Arts Workers to a variety of **TAPA** Member company productions for the 2016/2017 season.
- Front Row Insurance specializes in providing customized insurance programs to the entertainment industry.
- TAPA Committees provide TAPA Members with the opportunity to voice their perspectives and bring their expertise to the various discussions and issues at hand. Ongoing
- TAPA Member Meetings include meeting with new Members, Box Office Managers and General Managers over the course of the year to discuss topics specific to those individuals.
- SpaceFinder Toronto [SpaceFinder Toronto](#) is a free, easy to use searchable database of spaces and venues available for rent in the Toronto area. Use [SpaceFinder Toronto](#) to find spaces for rehearsals, performances, meetings, launches, corporate events, special events and parties.
- Discount Media Rates with NOW magazine, The Walrus and The Globe and Mail – TAPA Members receive discounted media advertising rates with the above publications
- Publications – Maintain and update the following publications: Arts and Media List, TAPA Membership List, The New Indie Theatre Producer's Guide, The Doras – 30 Years of Theatre Dance and Opera in Toronto, Seizing Permission – The TLC Toronto Initiative and A Ticket To Canadian Theatre – The Silver Ticket Book
- TAPA Industry Listings – The next generation of the TAPA Blog with notices posted daily regarding workshops, job postings, auditions, events and announcements
- Opening Night Directory – A list of opening nights for the current season that allows TAPA members to avoid conflicts. The OND listings are also used by the public for a quick snapshot of what is happening in the performing arts community.

## Professional Development

- The Travel, Retreat, Initiatives Program (TRIP) is a multi-tiered program designed to assist Members with travel associated with touring, international collaboration and professional development. In addition a unique retreat component is also available. Two application deadlines a year.
- The TAPA Trade Series consists of a variety of workshops and seminars on subjects that have been identified by the Membership as of interest and importance. Includes Indie X. Yearly/Ongoing.
- IndieX - Bringing together independent theatre, dance, and opera artists, arts managers, producers and companies in a spirit of collaboration to build strong networks between emerging and established members of the performing arts community.

## Marketing/Audience Growth

TAPA offers a variety of affordable marketing opportunities to all TAPA Members regardless of size. These include:

- TONight is the first comprehensive app that brings Toronto performing arts events to your mobile device. The app provides listings of some of the most intriguing theatre, dance, and opera performances happening in and around Toronto.
- whatsontonight.ca includes a searchable database and comprehensive show listings
- What's On TONight/That's the Ticket - A weekly e-newsletter highlighting one TAPA Member production to the public with links back to whatsontonight.ca.
- Theatre Guide - The precursor to the TONight app the Theatre Guide is published twice a year in May/June and July/August and includes comprehensive listings as well as a map with theatre markers. It also includes affordable advertising opportunities for the TAPA Membership.
- The citySPECIAL In partnership with the City of Toronto and TD Bank Financial Group, this program is targeted specifically to at-risk youth and communities and enables them to attend performances at no cost.
- hipTIX Targeted at high school and university students aged 14-29, hipTIX is designed to make theatre more accessible by offering \$5 performing arts tickets to students.
- hipTIX PLUS – A new addition to the hipTIX program, hipTIX PLUS offers \$25 tickets to select larger scale productions that would not otherwise be included in the hipTIX program.
- Discount Media Rates with select media outlets in the City of Toronto.
- Comprehensive Media List that is free to TAPA Members and includes Media contacts from across the country and disciplines.

## Dora Mavor Moore Awards

- TAPA produces the annual awards show ceremony celebrating excellence on Toronto's stages in theatre, dance and opera. The Doras honour the creators of over 200 productions annually in six major divisions: General Theatre, Independent Theatre, Musical Theatre, Theatre for Young Audiences, Dance and Opera. A jury of eight to ten individuals votes on the awards in each division. A total of 48 awards are given out.



- Register all eligible shows and maintain database of registered shows through the Dora Manager
- Coordinate and select the 5 juries (General, Independent, Musical Theatre/Opera, Dance, Theatre for Young Audiences)
- Host meetings with each jury independently to discuss eligible productions
- Dora Juror Sensitivity Training - In anticipation of Dora gender category changes across all divisions
- Balloting – Ensure the accuracy and fairness of the balloting process with scrutineer
- Eligibility Committee – Address potential eligibility issues
- Eligibility Handbook – Revise and update the Dora Eligibility Handbook as needed
- Programme Archive – Maintain an archive of most Dora eligible show programmes
- Recipients List – Maintain a list of all Dora Award nominees and recipients online
- Dora Review Process - The second 5 year annual review of the Doras focusing on 5 hot button topics
- Press Conference – Plan and host the Dora Press Conference to announce the nominees at the end of the Dora Eligibility year

#### Ancillary Awards

- TAPA administers 5 ancillary awards in addition to the Dora Awards.
  - **Jon Kaplan Audience Choice Award** – This award allows the public to vote online for a winner from the list of nominees in the General Theatre (Play and Musical), Independent Theatre, Opera and Theatre for Young Audiences and Outstanding New Choreography in the Dance Division. Barbara Hamilton Award was established in 1996 and is presented to an individual who has demonstrated excellence and professionalism in the performing arts.
  - George Luscombe Award recognizes an individual for mentorship in theatre.
  - Leonard McHardy and John Harvey Award recognizes the important work of theatre, dance and opera administrators. Recipients have demonstrated at least a 10 year commitment to the performing arts, in addition to having made an impact in the industry in Toronto.
  - Pauline McGibbon Award was established in 1981 and is intended to assist a Member of Ontario's theatre community who has displayed a unique talent, a potential for excellence and who is in the early stages of their career.
  - Silver Ticket Award is presented annually to an individual who has made an outstanding contribution to the Toronto stage and to the development of Canadian Theatre.

#### Advocacy

- TAPA monitors government policies that affect the arts, informs the Membership of potential changes and concerns, and works pro-actively to help shape such policies. Other advocacy efforts include:

- TAPA Stats Report Phase 1, 2, 3, and 4 are industry-wide surveys of professional not-for-profit and commercial theatre, dance and opera companies in the City of Toronto. Administered and analyzed by The Strategic Counsel, the findings of both reports provide up-to-date statistical information about the Toronto performing arts industry.
- Advocacy Day at the City is an annual event where TAPA and Board Members meet with City Councillors to discuss the role that City Council can play in the performing arts in Toronto.
- The Audience Report The level of engagement in arts and culture is an important part of the success of Toronto and part of what helps make Toronto such a great city to live as well as to visit. **TAPA** has a vested interest in identifying the key barriers to audience attendance and working together with the membership to find solutions and new ways to attract and retain audiences. Amongst our goals with the Audience Report, we hope to discover ways to remove existing barriers (real or perceived) that audiences cite as reasons for not attending cultural activities.