

**t**heatre  
**d**ance  
**o**pera

**toronto alliance  
for the  
performing arts**

**40**

**Annual Report 2020-2021**

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# By the numbers...

**9**

Schools

**145**

Students Reached

**11**

Theatre Careers  
Workshops

**89**

TAPA  
Membership

**6**

Dora Award  
Committees

**7**

Community Meetings

**15**

TAPA Trade  
Series

**9**

TAPA Committees

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# From the President

This is my last report as President of TAPA and a lot of important and great things happened during my tenure. From the gender-neutral Dora awards to the new Dora statuette and the Lights-On: Reopening Guide. I'm proud of the work accomplished by the TAPA team and will miss working with them as well as supporting and advocating for the wonderful arts community that you represent.

This year was another difficult one for all of us, but TAPA stood strong, being an anchor for the community and working tirelessly to deliver valuable programs and providing assistance when and where needed.



**Régine Cadet**

Managing Director,  
Theatre Passe Muraille  
President, TAPA Board of Directors



*Régine at the 2020 Dora Awards*

*Toronto Alliance for the Performing Arts  
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Among the things we accomplished this year, and that I'm the most proud of are:



*Régine with Chris Goddard*



*Régine with Councillor Gary Crawford and Chris Goddard*

- The creation of the Equity and Inclusivity committee as well as the anti-racism training and education sessions that we offered in collaboration with CPAMO.
- The Communications Committee that worked on many advocacy projects including the Mayor's Hospitality Arts Summit with very important and key messages to support reopening and recovery of the sector. They also worked on the Destination Toronto project in partnership with the City of Toronto, the Greater Toronto Hotel Association and the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries, to market and promote the city to global travellers, attract and support major meetings and events including the arts, as well as support local businesses in order to maximize the opportunities of visitor spending.
- Another interesting initiative to mention is the All the City's a stage Project with Pop-Up Performances at 5 public library branches across the GTA and Animation at CN TOWER of 'Big City Stage Walkable Map'. These were opportunities to showcase TAPA artists in public spaces and reconnect with audiences.
- Of course, all the work to support the sector during the pandemic must be mentioned: The community gatherings, the COVID impact surveys, the many sessions and workshops through the TAPA Trade Series to support managers during these difficult times, from HR to Financial issues; as well as the unrelenting advocacy letters to government officials to alleviate restrictions.

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We really hope that all these initiatives served you one way or the other and that you are proud, as I am, to be a member of this organization. With that, I am confident that TAPA will continue listening to your needs and do everything in its power to best serve you and continue contributing to a safe and healthy arts community.

I would like to thank TAPA for offering me this great learning opportunity. I've valued all the meetings, all the conversations and all the time spent working with the team and my fellow board members. It was an honour to serve as President during the last 3 years.

A very special thank you to Jacoba Knaapen, the Executive Director, for her support and guidance during this time. I also want to congratulate her for all that she has accomplished this year. She is a strong and fierce leader.

I will end by saying thank you to the office team (Scott Dermody, Theresa Gerrow, Anne-Marie Krytiuk, Juliet Nakasujja, Isabela Solis-Lozano, Juan Sebastian Laverde) that supports Jacoba and makes this machine run; as well as the wonderful board members for their time and dedication. I will deeply miss you all but know that my journey advocating for the sector continues.

With gratitude,

Régine Cadet

Outgoing TAPA Board President



*Régine with Councillor Joe Cressy and Lucy Eveleigh*



*Régine with Jacoba Knaapen*

# TAPA Financial Summary

## Statement of Financial Position\* as at August 31, 2021

<b>Assets</b>	
Current	\$286,822
Capital Assets	1001
	<b>\$287,823</b>
<b>Liabilities</b>	
Current	\$15,815
Deferred revenues	\$112,919
CEBA	40,000
	<b>\$168,734</b>
<b>Net Assets (Deficit)</b>	
Unrestricted	118,088
Invested in Capital Assets	1001
	<b>119,089</b>
	<b>\$287,823</b>

## Statement of Operations & Net Assets\* Year Ended August 31, 2021

<b>Revenues</b>	
Earned	\$137,753
Government Funding	152,714
Government Assistance	84,664
Development	527
	<b>\$375,658</b>
<b>Expenses</b>	
Program & Services	\$23,734
Other	111,518
Administrative salaries & benefits	177,051
	<b>\$312,303</b>
<b>Excess of revenue over expenses</b>	<b>\$63,355</b>
<b>Net Assets - Beginning of year</b>	<b>55,734</b>
<b>Net Assets(Deficit) - End of year</b>	<b>\$119,089</b>

## FINANCE COMMITTEE

**Committee Chair:** William Milne, TO Live  
**Joe Borowiec, PAIS Treasurer**  
**Jonathan Heppner, Soulepper**  
**Mimi Mok, The Theatre Centre**  
**Gerard Roxburgh, National Ballet Company**

## Young Associates

**Jason Aviss**  
**Heather Young**

## TAPA Staff

**Jacoba Knaapen**

\*Summarized only. See full financial statements for details, including accompanying notes in Appendix A: Financial Statements

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# From the Executive Director

## #IMissLiveTheatreTO

The 2020-21 season began with all theatre, dance and opera venues closed for indoor performances. At TAPA, we started this 'non-season' in the middle of our 40th anniversary and launched the #IMissLiveTheatreTO campaign. Over the past four decades, TAPA has built deep connections to audiences through our education and community programs.

#IMissLiveTheatreTO was an invitation to audiences to declare their love of the city's performing arts sector by posting their favourite Toronto theatre moment on social media.



**Jacoba Knappen**

Executive Director,  
Toronto Alliance for the Performing Arts



[CLICK HERE FOR MORE](#)



It turned out to be a resounding success and the numbers tell the story with an astonishing 5 million unique views on Facebook and over 51,000 Instagram impressions with thousands of heartfelt messages. We joined forces with the Hardest Hit Coalition and our target expectations were exceeded with the #LightUpRed campaign that saw theatre venues across the country from coast to coast #LightUpRed in support of an industry that was in the dark. #IMissLiveTheatreTO lifted us up ... momentarily.

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*Favourite Toronto Theatre Moment, Mayor John Tory*



*Favourite Toronto Theatre Moment, Weyni Menshega*



*Favourite Toronto Theatre Moment, Jullie Black*



*Favourite Toronto Theatre Moment, Thom Allison*

CLICK EACH THUMBNAİL TO WATCH VIDEOS

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# Pandemic Advocacy

And here we are 20 months and 2 weeks since our sector was shut down. The pandemic is unpredictable, and the challenge of the unknown is exhausting. There is no doubt that our sector is fatigued with scenario planning, donor relations, government relations, crisis communications, audience relations, board of Directors, all while juggling leadership and HR issues and mental health. In spite of these seemingly insurmountable odds, many of you pivoted to creating digital content or live-streamed performances while TAPA advocated to the province for regulatory fairness on par with the film & television sectors and supported the #FairnessforArtsON campaign.

As regulations slowly changed, some of you cautiously returned to in-person performances in the summer months when the weather allowed for us to gather safely outdoors. As more folks were vaccinated and it was reported by public health that the numbers of pandemic cases were dropping in Ontario, some of our theatre and dance companies have come back, albeit slowly, at 50% or 100% audience capacities, or in a hybrid model. It has been said often that our sector cannot reopen at the flip of a switch. You all know this better than anyone, and it has been a brutal time of rebuilding in the process of reopening. TAPA worked hard in our advocacy efforts to support the membership on all fronts.

New TAPA Membership Manager Theresa Gerrow built a COVID Toolkit that you told us was helpful, and the results were evident in the number of folks accessing the Switch Health discount for COVID testing.

# Destination Toronto Partnership

TAPA has a long history of audience development and promotion, dating back to the bricks & mortar T.O.TIX Booth (now defunct) at Yonge-Dundas Square, which morphed into the What's On TOnight application, before evolving into [whatsontonight.ca](https://whatsontonight.ca), and has now led us to a new strategic partnership with Destination Toronto (DT).



As our sector slowly rebuilds in this time of pandemic, DT and TAPA have a shared vision to welcome back audiences and build new ones via the creation of a new comprehensive centralized website for arts and culture in Toronto. We have been working with a group of core stakeholders (the Arts & Culture Advisory Council) in the development of an accessible, user-friendly, and fully-inclusive new website that will come to fruition in 2022 with the launch of Now Playing Toronto (NPTO). NPTO will provide comprehensive listings of who, what, where, when everything is playing in Toronto.

I believe this partnership with DT is vital in working together to rebuild the sector in terms of regaining public trust and welcoming back audiences from across the GTA and beyond. The relevance and impact that arts and culture has on the well-being of society is at the intersection of our economic and sector recovery. DT has the ability to leverage administrative resources and bring marketing strength & savvy to successfully 'restore the core'!

# 11th Annual Arts Day at the City

TAPA recently hosted the 11th Annual Arts Day at the City, and I am pleased to share that we held meetings with 19 out of 25 city councillors. It was our first ever virtual Arts Day and although we all know very well about ZOOM exhaustion, the efforts were well worth it and there is support at city council for a new culture plan that TAPA is advocating for. It has been 10 years since the last culture plan 'The Creative Capital Gains Report', and now more than ever, it is necessary to develop a new culture plan that removes barriers and aligns with Toronto's commitment to access, equity and diversity.



[CLICK HERE FOR MORE](#)

## TAPA is asking for:

- Investment in the form of **annual funding increases** to arts & culture
- Creation and preservation of **arts space** including designating arts infrastructure as a component of development charges levied by the City on building developers
- Enhanced **outreach and grassroots engagement** across the entire city through both community and professional arts activities.
- Creation of a new **Live Arts Development Officer** position (similar to Film and Music) to champion the sector

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TAPA sees the City as Champion of arts and culture and asks Mayor Tory and City Council to support a Basic Income Guarantee (BIG) recognizing that:

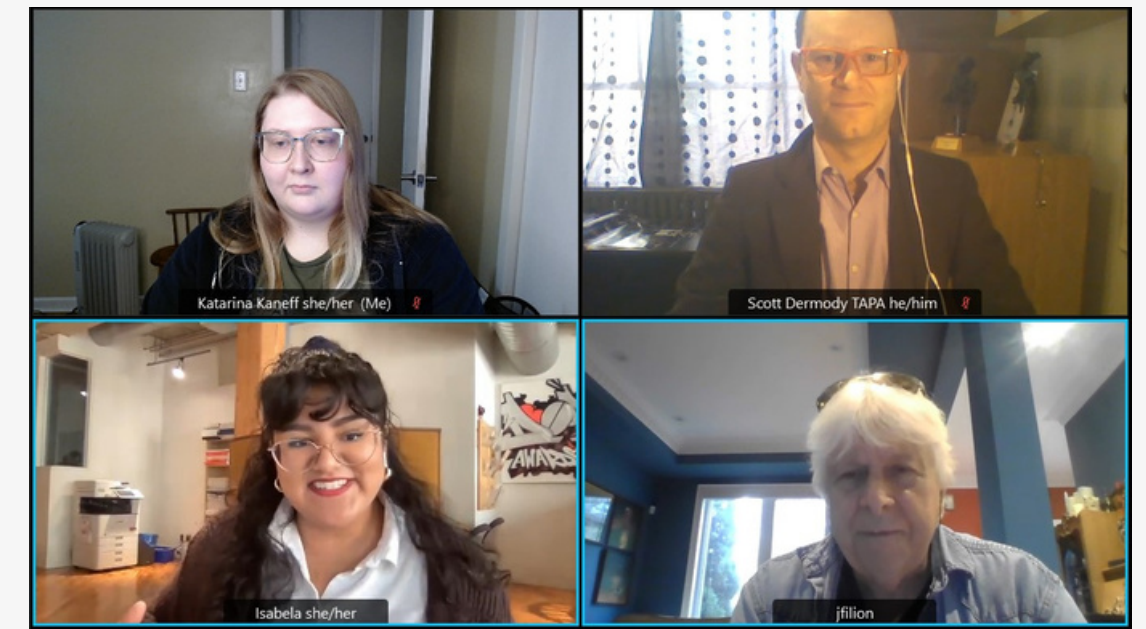
- **80%** of Toronto's artists and arts workers believe they **cannot make a living wage**
- Half of Toronto's artists earn **under \$30,000** per year.
- Nearly **1 in 5** artists have been **renovicted**
- **75%** of artists or arts workers have thought about **leaving Toronto**



Meeting with Deputy Mayor Ana Bailao



Meeting with Deputy Mayor Michael Thompson

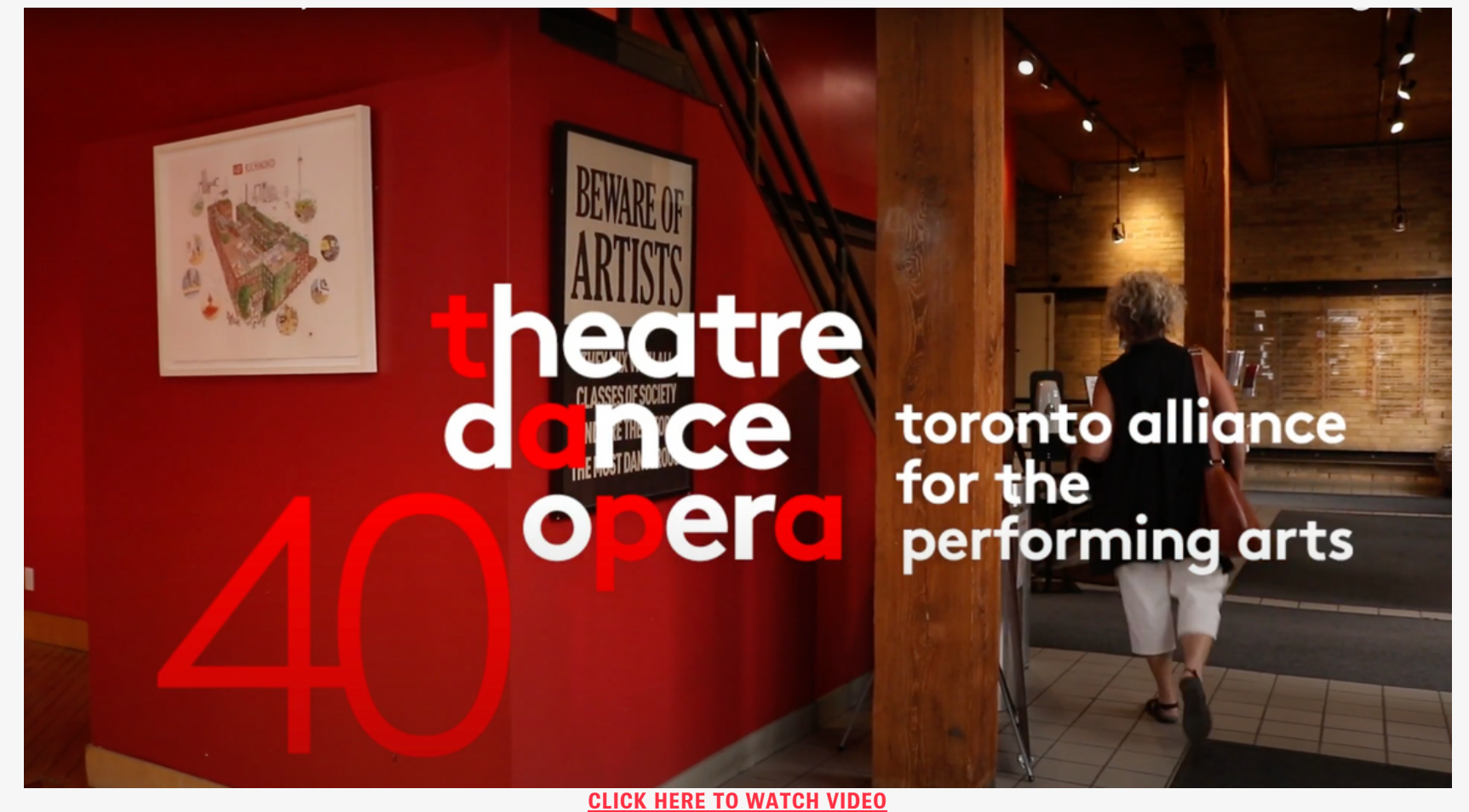


Meeting with Councillor John Filion

Lastly I am so honoured to be working with an amazing team of individuals at TAPA and an outstanding team of leaders on the TAPA Board. We are better together and we couldn't do it without the work of all of the TAPA committees that are led by passionate and committed volunteers. I also want to personally thank you – the members. Your membership not only strengthens our position at TAPA as an advocate for the cultural community but also helps grow and fortify your own organization.

I look forward to continuing to work with you in this coming year on professional development initiatives that advance equity, inclusion, and anti-racism. In 2022 TAPA will begin working on a new strategic plan and will work together with you to create a framework for all of our members that is sustainable with an equitable future that brings fresh opportunities and growth.

Thank you everyone,  
Jacoba Knaapen  
Executive Director





# Outreach Initiatives

## Theatre Careers - Online

For the second year in a row, this past school year was the most challenging in recent memory. Due to no in-person shows produced, both the hipTIX and citySPECIAL ticketing programs entered a hibernation phase, while our Theatre Careers Workshop was redeveloped to be delivered to online school groups via Zoom or Google Meet. Outreach Facilitator Anne-Marie Krytiuk entered virtual classrooms during the later portion of the school year with the intrepid scheduling work of new Outreach Administrator Juliet Nakasujja.



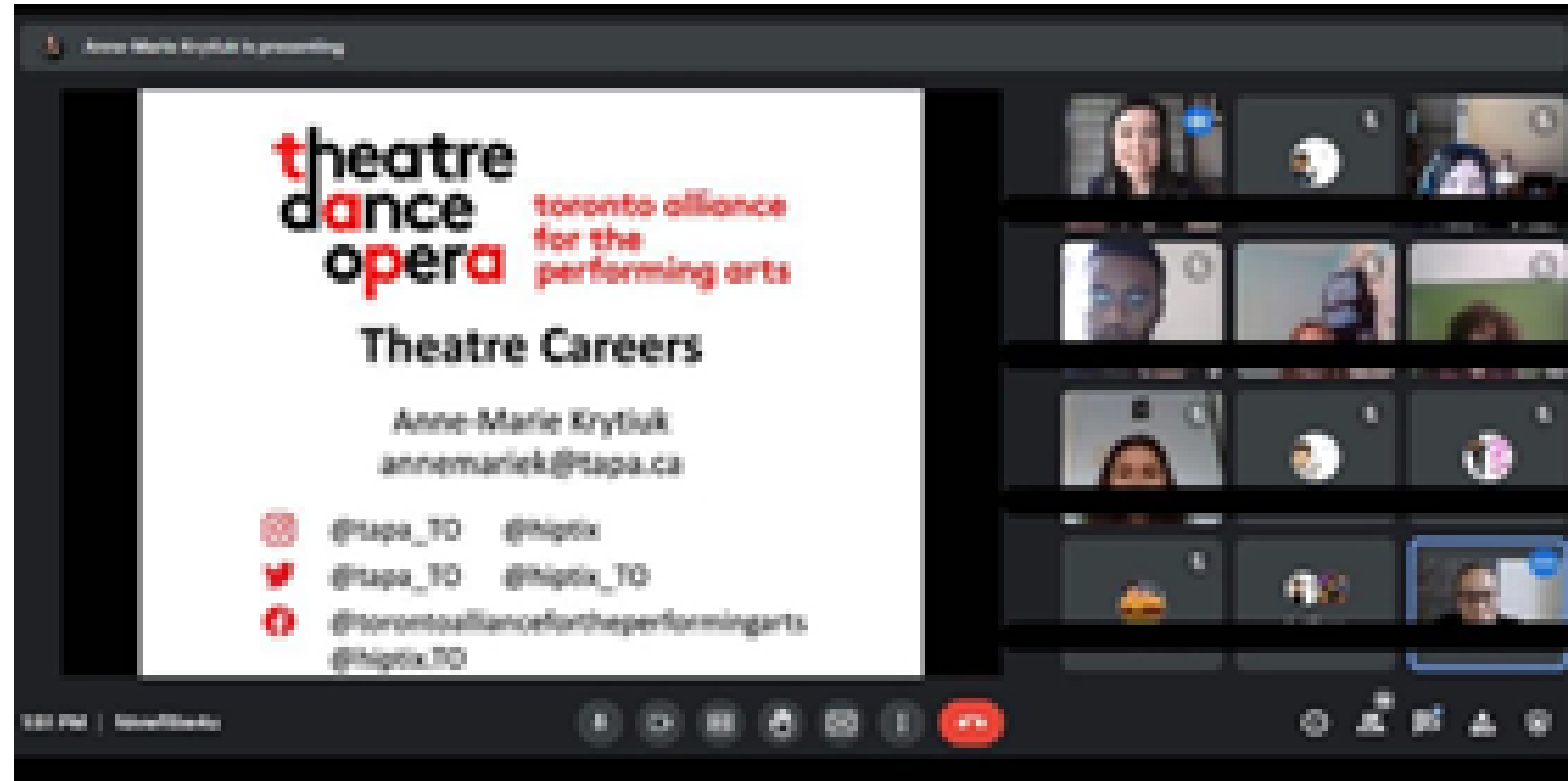
**Scott Dermody**

Dora Awards and Outreach Manager,  
Toronto Alliance for the Performing Arts



Anne-Marie Krytiuk, TAPA Outreach Facilitator

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*Screenshot of a Theatre Careers workshop*

Any TAPA members that pivoted to virtual content delivery for youth and students during the period of full and partial lockdown closures, understands that leading a workshop for 10 to 30 muted and blank “camera-off” squares is extraordinarily taxing. Brava to Anne-Marie for her continued enthusiasm and engaging the students in the face of such unprecedented teaching models!

## Outreach Team



**Anne-Marie Krytiuk**

**Outreach Facilitator,  
Toronto Alliance for the  
Performing Arts**



**Juliet Nakasujja**

**Outreach Administrator,  
Toronto Alliance for the  
Performing Arts**

# Dora Mavor Moore Awards

## 2021 Dora Ancillary Awards

Despite the legally mandated suspension of in-person performing arts productions for the entire 2020-2021 season, which prevented a Dora Awards ceremony from taking place for the first time in its 41-year history, TAPA was able to proceed with the Ancillary Awards of the Doras. Four ancillary awards were presented in a pre-taped online broadcast of the 2021 Dora Ancillary Awards on 16 June 2021 via the TAPA YouTube channel.



[CLICK HERE TO WATCH VIDEO](#)



**Scott Dermody**

Dora Awards and Outreach Manager,  
Toronto Alliance for the Performing Arts

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The **Leonard McHardy & John Harvey Award for Arts Administrators** went to Tarragon Theatre Managing Director **Andrea Vagianos** with the associated **Victor C. Polley Protégé Award for Emerging Arts Administrators**, selected by the LMJH Award laureate, going to **Danielle Parris**.

The **Pauline McGibbon Award for Unique Talent and Potential for Excellence**, awarded annually by the Ontario Arts Council, was presented to Franco-Ontarian director **Dillon Orr**.





And for its concluding year of presentation by the City of Toronto, the **Barbara Hamilton Memorial Award for an Ambassador of the Arts in Canada** went to **Soheil Parsa**, founder of Modern Times Stage Company.

Also awarded by the Ontario Arts Council and presented for the first time with the Dora Ancillary Awards, the **John Hirsch Director's Award** recipient was multidisciplinary artist **Jani Lauzon**.





# Membership Report

Stepping into my role as Membership & Sponsorship Manager at TAPA in January has afforded me the most rewarding year of my professional career. Through researching the financial ups and downs brought on by the pandemic, organizing and hosting professional development sessions, and working on creating a dynamic member database and website, this year has been jam packed with projects. And now, here I am, in December, writing my first ever Membership Report for the TAPA Annual Report. What a whirlwind it has been!



**Theresa Garrow**

Membership and Sponsorship Manager,  
Toronto Alliance for the Performing Arts



*Photo from the TAPA Board & Team End of Summer Cocktails*

## **2020-21 TAPA MEMBERSHIP BREAKDOWN**

**Professional Members: 59**

**Provincial Members: 2**

**Non-Producing Members: 12**

**Community Theatre Members: 6**

**Associate Members: 10**

**Total: 89**

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# Corporate Research Project

The TAPA Corporate Working Group (CWG) created a robust survey to assess the relationship between corporations and theatre, dance, and opera organizations in Toronto. I began formatting the survey in the online survey platform in February and after several trials with the CWG and many edits, the survey was launched on April 26, 2021. The survey remained active until May 7, 2021.

From the survey responses, the CWG was able to conclude:

- Theatre, dance, and opera organizations in Toronto are largely funded by the Finance sector;
- Corporate funding has mainly remained unchanged or has increased over time; however, some decline has been detected among long term-funders;
- Funding applications increased considerably in fiscal year 2019/2020, probably in relation to the impact of the COVID-19 pandemic on the performing arts sector.

The full findings of the Corporate Research Project are available as a resource on the TAPA website and can be used to increase transparency in regards to funding decisions in our sector.



[CLICK HERE FOR MORE](#)

# TAPA Trade Series

In 2020-2021, TAPA hosted 15 TAPA Trade Series workshops. This year, the virtual TAPA Trade Series offered, not only professional development sessions focused on important topics of learning, but also a gathering space for TAPA members and our larger community to connect.

We were proud to offer two Lunch & Learn Finance Series' to offer our community members digestible sessions in which they could learn about topics pertinent to the pandemic. The Lunch & Learn Finance Series, presented in partnership with Young Associates, included sessions on end-of-year payroll, filing taxes while working from home, and how COVID-19 affected company bottom lines.



The Lunch & Learn HR Series, presented in partnership with LeSage Arts Management, included sessions on mental health and wellbeing, changes to labour and employment law, and forecasting the reopening and future of arts workplaces.

TAPA also proudly partnered with the Canadian Women's Foundation's Rosa project to offer two "Aftermetoo: Elevating our Industry" webinars on workplace sexual harassment to TAPA members, free-of charge.

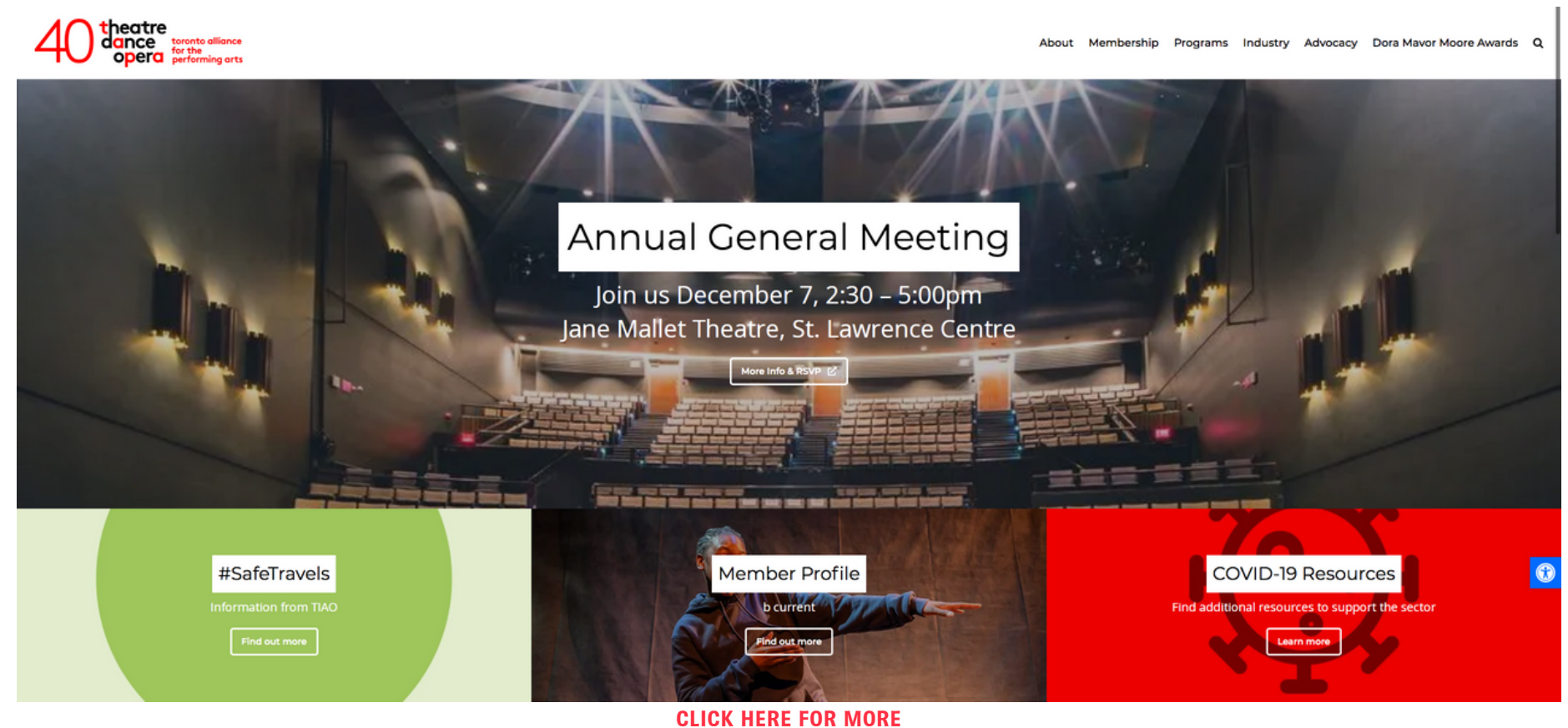
Being able to offer workshops such as these in the TAPA Trade Series has been meaningful for TAPA. We are thrilled to be able to bring educational sessions to TAPA member companies and provide follow-up resources. We look forward to keeping up the momentum and bringing you even more professional development opportunities.

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# New TAPA Member Database and Website

This year TAPA began work on building a new website to better serve the TAPA membership. The TAPA team has worked with Trajectory to keep the old website's information in tact, while updating the look and organization of the site. The biggest new addition has been the creation of a member database that will be dynamic enough for TAPA to grow with and track our relationships with members so that we can easily identify our successes and opportunities.



The discussion about creating a database in line with a Customer Relations Management (CRM) tool began before I started at TAPA. It was exciting to be able to build this database to best suit the needs I identified as a new member of the TAPA team. After months of synthesizing and cleaning spreadsheets and testing functionality, we are finally there. The new CRM has greatly improved the functionality of member MyTAPA accounts and I hope you take the time to explore the new look and features of our website through your MyTAPA account.

# 2020-21 Board of Directors Executive



**Chris Goddard**

Founder, Craft Brand Company +  
Brunswick Bierworks

TAPA Board of Directors  
Executive Committee  
Fundraising Committee  
President, PAIS Board of Directors



**William Milne**

Vice President of Finances and  
Administration, TO Live  
Treasurer, TAPA Board of Directors  
Executive Committee  
Chair, Finance Committee



**Régine Cadet**

Managing Director, Theatre Passe Muraille  
President, TAPA Board of Directors  
Chair, Executive Committee  
Fundraising Committee



**Kelly Straughan**

Executive Artistic Director, Workman Arts  
Vice President, TAPA Board of Directors  
Executive Committee  
Equity and Inclusivity Committee  
Marketing Committee



**Annemieke Wade**

Managing Director, Roseneath Theatre  
Secretary, TAPA Board of Directors  
Executive Committee  
Chair, Dora Eligibility Committee  
Corporate Theatre Working Group

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# 2020-21 Board of Directors



**Lucy Eveleigh**

Executive Director,  
Toronto Fringe Festival  
Chair, TRIP Committee  
Chair, Indie Caucus



**Sherrie Johnson**

Executive Director, Crow's Theatre  
TAPA Board of Directors  
Chair, Communications Committee



**Kevin Ormsby**

Artistic Director, KasheDance  
TAPA Board of Directors  
Chair, Corporate Theatre Working Group  
Chair, Equity & Inclusivity Committee



**Mimi Mok**

Business & Development Director,  
The Theatre Centre  
TAPA Board of Directors  
Finance Committee  
Indie Caucus



**Colin Rivers**

Senior Partner, Marquis Entertainment  
TAPA Board of Directors  
Communications Committee  
Commercial Theatre Committee



**Natalie Sandassie**

Senior Development Officer,  
Canadian Opera Company  
TAPA Board of Directors  
Fundraising Committee  
Dora Eligibility Committee



**Michael Sinclair**

General Manager, Obsidian Theatre  
TAPA Board of Directors  
Advocacy Committee  
Dora Jury Eligibility Committee



**Isaac Thomas**

Managing Director, Native  
Earth Performing Arts  
TAPA Board of Directors  
Indie Caucus

**Kendra Bator**

Associate General Manager,  
Mirvish Productions  
TAPA Board of Directors  
Commercial Theatre Committee

**Beth Brown**

Managing Director, Nightwood Theatre  
TAPA Board of Directors  
Chair, Dora Jury Selection Committee  
Corporate Theatre Working Group

**Jonathan Heppner**

Executive Producer,  
Soulpepper Theatre Company  
TAPA Board of Directors  
Finance Committee

**Gerard Roxburgh**

Artistic Administrator, National Ballet of Canada  
TAPA Board of Directors  
Finance Committee  
Communications Committee Co-Chair,  
Advocacy Committee

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# We are thankful to our supporters:

## Funders



ONTARIO ARTS COUNCIL  
CONSEIL DES ARTS DE L'ONTARIO  
an Ontario government agency  
un organisme du gouvernement de l'Ontario

## Media



THE WALRUS

## Program Sponsors



st Joseph  
Communications

Business/Arts

# Individual Donors

Anonymous	Barbara Fingerote	Elma Lobo	Tania Senewiratne
Jim Aldridge	Leslie Francombe	Sherrie Johnson	Phillip Silver
Elizabeth Asselstine	Janet Fralick	Brad & Jana Lepp	Michael Sinclair
Linda Barnett	Allegra Fulton	Simon Malbogat	Jerry Smith
Joe Borowiec	Jenny Ginder	William Milne	Nick Tracey
Beth Brown	Chris Goddard	Tenny Nigoghossian	Kelly Straughan
Régine Cadet	John & Susan Goddard	Eleanor O'Connor	Dianne Weinrib
Ghislain Caron	Ricardo Gomez-Insausti	Gail Packwood	
Steve Cumyn	Christine Groom	Roy Reeves	
Shawn Daudlin	Veronika Hurnik	Colin Rivers	
Lisa Marie DiLiberto	Michael Jones	Corey Ross	
Ann Dossena	Thalia Gonzalez Kane	Natalie Sandassie	

# Thank you.

# 2020-21 TAPA Team



**Top (L to R):** Scott Dermody, Theresa Gerrow, Juliet Nakasujja  
**Bottom (L to R):** Jacoba Knaapen, Anne-Marie Krytiuk  
**Not pictured:** Jason Avis, Shiloh Bell-Higgins, Juan Sebastien-Laverde



# Appendix A: Financial Statements

**[Click here to read the 2020-21 Toronto Alliance for the Performing Arts Financial Statements](#)**

# Appendix B: 2020-21 Members

Against the Grain Theatre	CORPUS Dance Projects	Kaeja d'Dance
Alumnae Theatre Company	CreateTruth Productions	Le Théâtre français de Toronto
Aluna Theatre	Crow's Theatre	Luminato Festival Toronto
Amplified Opera	Dance Umbrella of Ontario	Mad & Noisy Theatre
b current Performing Arts Company	Dancemakers	Mammalian Diving Reflex
Bad Dog Theatre Company	DanceWorks	Mirvish Productions
Bravo Academy for the Performing Arts	Esmeralda Enrique Spanish Dance Company	Mixed Company Theatre
Buddies in Bad Times Theatre	Factory Theatre	Modern Times Stage Company
Cahoots Theatre	fu-GEN Theatre Company	Native Earth Performing Arts
Canadian Opera Company	George Brown Theatre School	Necessary Angel Theatre Company
Canadian Stage	Groundling Theatre Company	Nightswimming
Centre for Indigenous Theatre	Harbourfront Centre	Nightwood Theatre
Citadel + Compagnie	Hart House Theatre	NOWADAYS THEATRE
Common Boots Theatre	Humber College Faculty of Media & Creative Arts	Obsidian Theatre Company Inc.
Convergence Theatre	Jumblies Theatre	One Little Goat Theatre Company

Opera 5	Soulpepper Theatre Company	Theatre Direct
Opera Atelier	Soundstreams	Theatre Gargantua
Paper Canoe Projects	Soup Can Theatre	Theatre Passe Muraille
Peggy Baker Dance Projects	Stratford Festival	TO Live
Pleiades Theatre	Studio 180 Theatre	Toronto Dance Theatre
Pratibha Arts	Tafelmusik Baroque Orchestra and Chamber Choir	Toronto Symphony Orchestra
Princess Productions	Tapestry Opera	UNIT Productions
Puppetmongers Theatre	Tarragon Theatre	Volcano Theatre
REASON d'être dance productions	The Christmas Story, The Church of Holy Trinity	Whetstone Productions
Red Sky Performance	The Elgin & Winter Garden Theatre Centre	Why Not Theatre
Roseneath Theatre	The Toronto Fringe Theatre Festival	Workman Arts
Ryerson School of Performance	The Howland Company	York University, Department of Theatre
Shadowland Theatre	The Musical Stage Company	Young People's Theatre
Shakespeare in Action	The National Ballet of Canada	Zata Omm Dance Projects
Shaw Festival Theatre	The Theatre Centre	