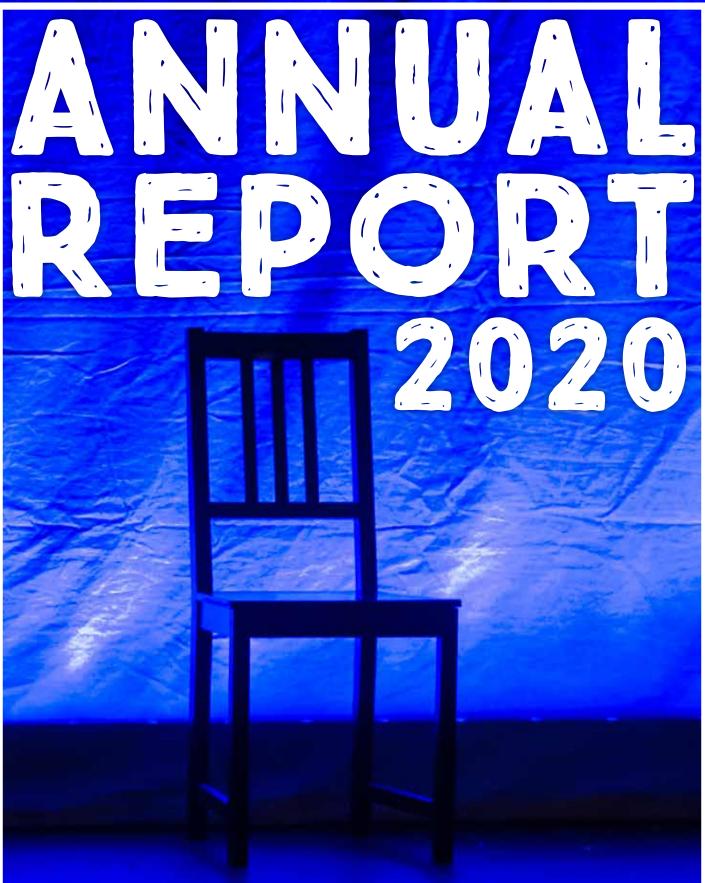
# TORONTO FRINGE





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# MISSION

The Toronto Fringe is a platform for everyone to access, discover, and experiment with the arts. By valuing creative experiences, we contribute to a healthy arts economy and, ultimately, a thriving society.

# VALUES

**ACCESS** in every sense of the word

**ACCOUNTABILITY** we work with integrity and respect

**CREATIVITY** freedom of expression permeates everything we do

**EXPLORATION** we let curiosity be our guide

**SUPPORT** empowering you to take a chance

# **EXECUTIVE DIRECTOR'S SUMMARY**

This year has undoubtedly been one of the strangest I have ever experienced, in any workplace. I have been amazed and humbled by the resilience of this organization and the team supporting it.

We were fortunate to have been able to present the 13th Next Stage Theatre Festival in January 2020, before the COVID-19 pandemic became a global crisis and reached our city. We were also fortunate that we were able to navigate the cancellation of the 2020 Toronto Fringe Festival before the bulk of the planning had begun. We were able to respond to our artists' needs and offer many of them the chance to create art and generate a small amount of revenue by hosting the Fringe Collective, a digital Fringe experience, in July 2020. All involved embraced the true collective spirit and we worked together to create offerings that were accessible, and authentic to our values.

We are so grateful to those individual donors who were able to still support the Toronto Fringe, and for the various levels of emergency funding we received from granting bodies and foundations, particularly from Canadian Heritage, The Metcalf Foundation, and the Hal Jackman Foundation.

Our board provided constant support as we navigated this difficult time, and I will forever be indebted to the newly created Artist Advisory Committee who became an invaluable sounding board as we brainstormed best approaches to our new circumstances.

The future is definitely unknown with regards to the arts and culture sector, but we will continue to respond safely and always with our artists as a priority. In this last year we have proved how capable we are in being flexible and nimble, and we will rely on those skills again as we move forward into 2021 and beyond.

Lucy Eveleigh Exectuive Director



# UPDATE ON STRATEGIC PLAN

We are now entering year 3 of our current strategic plan.

Our goals are:

- 1. A Welcoming, Accessible, Multi-Purpose Space (completed September 2019)
- 2. A Highly Resourced Operation with Robust Revenue Streams
- 3. Increase Awareness, Participation and Representation
- 4. Expanded Industry Partnerships and Ongoing Artistic Development

The staff and board of the Toronto Fringe will meet in the winter of 2021 to create the next 3-year strategic plan, to span the fiscal years of 2021–2022, 2022–2023, and 2023–2024. This next strategic plan will be informed by an equity, diversity, and inclusion audit, which was started in the fall of 2020 and will result in a report in February 2021. For more detailed updates on our Strategic Plan, visit: fringetoronto.com/about/strategic-plan



#### SEPTEMBER 1, 2019 - AUGUST 31, 2020

# HIGHLIGHTS

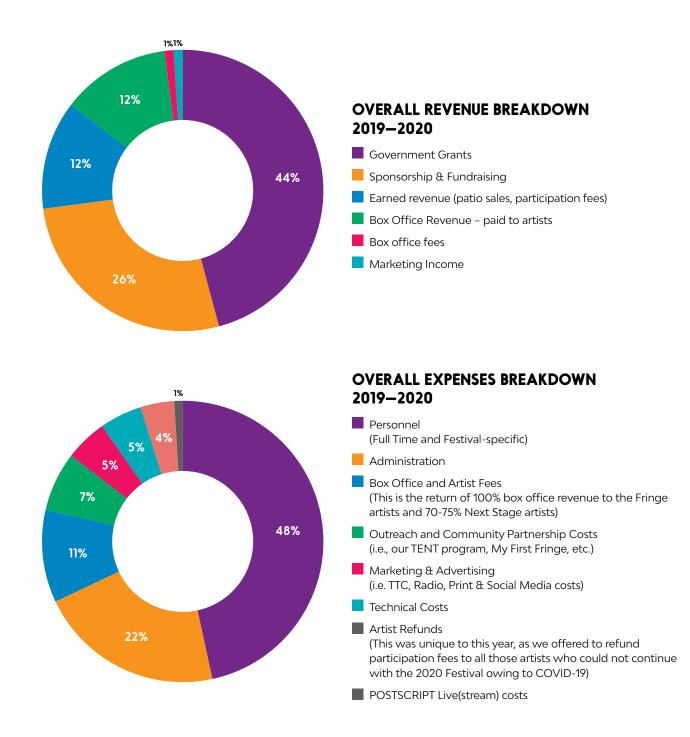
- → Our senior management team built on their institutional knowledge gained over a full year of working together – this was the first year since 2017 without turn-over in core management positions – and stewarded the organization through the COVID-19 pandemic
- ➔ Presented a very successful Next Stage Theatre Festival in January 2020, featuring a new scheduling model that allowed companies to maximize their audience capacities per performance
- → Created the Fringe Collective, a digital Fringe experience, in response to the COVID-19 pandemic, giving artists the opportunity to still share their work with audiences and earn revenue from their art
- → Learned how to produce digital live streamed events, and kept the Fringe spirit alive this past summer with the POSTSCRIPT Live(stream) series for the Toronto Fringe community
- → Put accessibility at the forefront of the Fringe Collective, mandating that every company meet minimum accessibility requirements in their offerings, and integrated live measures into our streaming series
- → Maintained our strong partnership with Steam Whistle Brewing
- → Created the Artist Advisory Committee, made up of established and emerging independent theatre and performance creators
- → Despite the drastic changes we had to make to our plans and programming, Toronto Fringe financially endured the first phase of the global pandemic successfully, allowing us to focus on the future as we enter the new year, unhindered by any deficit or recovery planning
- → Executive Director attended the World Fringe Congress at the Adelaide Fringe Festival and continued to strengthen the Toronto Fringe brand across the world

# CHALLENGES

- → The COVID-19 pandemic hit the Toronto theatre and culture industry very hard, resulting in the cancellation of both the 2020 Toronto Fringe Festival and the 2021 Next Stage Theatre Festival
- → Because of the cancellation of the 2020 Toronto Fringe Festival, we were unable to employ the usual 100+ festival contract staff, or provide a platform for indie artists to showcase their work to live audiences nor receive anticipated ticket revenue
- → Due to the pandemic and the cancellation of the 2020 Toronto Fringe Festival, our operational budget for 2020–2021 is greatly reduced, which will prove challenging for the coming year as we strive to return to full programming and offer safe, in-person festivals once again

# FINANCIAL POSITION

This fiscal year runs from September 1, 2019 – August 3, 2020. The Fringe generated just under \$1 million CAD in revenue this year.



# NEXT STAGE

#### JAN 8–19, 2020 FACTORY THEATRE

The slogan for this year's Next Stage Theatre Festival was "theatre with 20/20 vision", a nod to the new decade and the various explorations and discussions created by the artists in the festival. It saw the highest audience capacities of all time, with shows in the Studio Theatre selling at 93% capacity, and shows in the Mainspace Theatre selling at 65%. No Antechamber shows were programmed this year, allowing for a more appealing and attractive schedule to be offered in both the Mainspace and Studio programs, and for an easier audience experience in the transition times between performances.

Tickets were \$18 for all shows, except the *U-R-U* staged reading which were \$15. 4-show passes were \$64 and 8-show passes were \$120. We offered tiered pricing with a base price of \$25 for the special fundraising performance of *Tallboyz*, and we were pleased that this event sold out the Factory Mainspace. Holiday gift packages, bundling Next Stage tickets and Fringe merchandise, were sold through our website. Over \$66,000 in box office revenue was returned to the participating companies, and 6,940 tickets were issued over the 12-day festival.

#### Mainspace Shows:

- → Pearle Harbour's Agit-Pop! Pearle Harbour
- → Every Silver Lining Silver Lining Productions
- → Morro and Jasp: Save the Date U.N.I.T. Productions
- → Winter of '88 Nowadays Theatre Company
- → Tita Jokes Tita Collective
- → U-R-U QuestionMark-Exclamation Theatre (staged reading)
- → Tallboyz: Live (one-night-only fundraiser event)

#### **Studio Shows:**

- → Consumption Patterns Luxury Goods
- → Kitne Saare Laloo Yahan Pey Hain KSLYPH Collective
- → Tease Theatre Lab & Big City Kitties
- → 49th Day Theatre Artaud
- → Literally Titanium Canadian Comedians

Talkbacks were scheduled for all shows after various performances, extending the connection between the artists and audience and providing space for more challenging conversations. The Steam Whistle Festival Tent was redesigned to include more seating and to be a cozier, hygge-esque hub for patrons between shows. This year we also piloted an indoor bar in the Factory Studio on Saturday nights following the final performance of the evening, as an opportunity for artists and patrons to continue to mingle later into the night.

# FRINGE COLLECTIVE A DIGITAL FRINGE EXPERIENCE

#### JULY 1–12, 2020 ONLINE

On April 7, 2020 it was announced that the 2020 Toronto Fringe Festival was cancelled due to the COVID-19 pandemic. After taking the time to regroup and check in with stakeholders, we created the Fringe Collective to take place over the 12 days in July that would have been the festival, and to offer an opportunity for the artists of the 2020 festival to create digital content and connect with audiences.

52 companies opted in to create videos, audio recordings, or image or text-based digital pieces that were housed behind a paywall on our website in four "acts". Patrons were encouraged to "tip the Collective" with what they could afford in order to access the digital material. We also sold 126 Fringe Collective Memberships for \$100 each, which gave consumers the chance to see all the content without having to add a new pass for every act, as well as other perks. The Fringe Collective invited the participating companies to opt-in to a profit-share model. In total, \$27,000 was collected and split equally between the companies (approximately \$500 for each company).

Accessibility was front of mind when creating the Fringe Collective. In addition to removing financial barriers, all artist offerings were mandated to meet baseline accessibility standards: all videos had to be captioned, all audio offerings had to offer a screen reader compatible transcript, and all written pieces also had to be screen reader compatible. Some companies went beyond these minimum standards and added ASL interpretation to their offerings.





#### Video Offerings:

- → 1000 Things in a Virus' Dream Other He/Arts
- → 3Peat Beat: A World Premiere The Street Fighter Collective
- → 9428 Goussan Theatre Company
- → Absolute Magic: A Choose Your Own Magic Show Keith Brown
- → Babel-O-Drome Nugen 1 Collectif BUS 1.2.3.
- → Babel-O-Drome Nugen 2 Collectif BUS 1.2.3.
- → Back and Forth: In Concert Nightjan Productions
- → Back to Summerland Edge of the Sky
- → Birth of a Song Chaos & Light
- → Burned Hope Theatre Company
- → The Cage 3 Little Bears Productions
- → Cheap Beer at the End of the World: A Practical Primer for Living in a Society Bad Crew Theatre
- → A Collection of Thoughts Rapley Dance Projects
- → Comedy Express Live at the Comedy Nest July 19th Productions
- → Comedy Express Reverend Betty Hynn July 19th Productions
- → Coven: The Call: A Burlesque Mystery Prequel Pointed Cap Productions
- → The Crack of Doom! or: How I Learned to Love the Meteor Bain&Bernard
- → Dance Medley of Styles Dance Show Belcourt Productions (\*listed in program but not presented)
- → Day 55 Katherine Cappellacci
- → Dear Ally Spoon Fulla Sugar
- → Fine... And Other Lies Fuzzhead Productions
- → Four-Letter Word Spoon Fulla Sugar
- → Healing the World Ulterior Design
- → Inside Outlet: A Show of Objects (Mind of a Snail Puppet Co.)
- → Jay & Shilo: Phrantic Phone Call Goldenberg Productions
- → Jeff Newman: #Magic Newman Mentalism
- → King Lear...A (Self-Isolating) Puppet Epic! Shakey-Shake and Friends
- → Lifers Frog in Hand
- → "Margarita" from a Quarantined Mexican Collective Producciones De Cabeza
- → Medium Hot Coffee Black; Just Like My Soul Reverie Theatre
- → Milk Piss & Vinegar Theatre Collective
- → Mother of the Year: A Pandemic Preview! Missy Peppers Presents
- → My Life Over the Years Standup Comedy Show Belcourt Productions (\*listed in program but not presented)
- → NeverWonder Phat Tracks Productions

- → No Place Von Hunt Productions
- → On the Funny Side Spoon Fulla Sugar
- → Out of the Impossible Decapod Media
- → A Perfect Bowl of Pho Send Noods Productions
- → Sammy and "Le Grand Buffet" Piti Theatre Company
- → Spring Awakening It is the Cause Virtually Accessible
- → Statistics Ember Island Players
- → Super School! A New Musical Bravo Academy for the Performing Arts
- → Thea's Zoom Adventure Deaf Spirit Theatre
- → Things Dead People Say Ruffman Entertainment Inc.
- → To Bee or Not To Bee Piti Theatre Company
- → Together Alone New Story Productions
- → Under Pressure Quaranteen Edition Sandcastle Theatre
- → Virginia & Vita Indigo Orange Productions
- → Virtually Accessible I Virtually Accessible
- → Wendy Belcourt "Voluptuous" Pop Album Show Belcourt Productions
- → Where We Are Windsor Feminist Theatre
- → Whose Vagina Is It, Really? Chocolate Dollz Productions
- → Wikihow Now L'Arche Toronto Sol Express

#### **Audio Offerings:**

- → Hawaii 5G Piti Theatre Company (\*originally listed as a video offering)
- → All Tied Up Virtually Accessible
- → Be Still Winged River Productions
- → Critically Acclaimed Radio Play SiriuslyZiggy Productions
- → Sarah/Frank Minmar Gaslight Productions
- → These Things... Build Up Over Time Convection Productions
- → Tibert Le Voyageur TiBert Inc.
- → Valley Playwright Mentoring Piti Theatre Company
- → Who Killed Gertrude Crump? Monster Theatre

#### Written Offerings:

- → Whose Vagina Is It, Really?: Uncensored Chocolate Dollz Productions (\*originally listed as an audio offering)
- → Cheap Beer at the End of the World (script) Bad Crew Theatre
- → Project Cat's Away Fuzzhead Productions
- → The Suicide Key Pitchin' in Productions
- → Yes, Venus, I Am. Bad Crew Theatre



In support of the Fringe Collective and to keep the spirit of Fringe alive, the Fringe staff programmed and live streamed 5 POSTSCRIPT events and one KidsFest event. All events were hosted on Zoom and streamed to Facebook Live. All events were live captioned and ASL interpreted. They can still be viewed on our Facebook page and on our website.

The events occurred periodically throughout the festival, allowing us to promote and reengage patrons through the 12 days of the festival. The final event on July 12th was the final hurrah of the Collective and gave artists and audiences something to look forward to for the 2021 Fringe Festival.

#### LAUNCH PARTY JUNE 30, 2020

Lucy Eveleigh and Board Chair Jason Murray kicked off the Fringe Collective, and chatted with three artists who were presenting work in the festival.

#### PATIO VIBES JULY 4. 2020

A random draw of Fringe friends (including past staff, patrons, and artists) participated in a Fringe Trivia game, hosted by Lucy and comedian Faisal Butt, and culminated in an "Isolation Disco".

#### STORIES FROM THE FRINGE JULY 7, 2020

Facilitated by Tanisha Taitt, 6 BIPOC artists shared their experiences performing or attending Fringe Festivals, the good, the bad, and the ugly.

#### SO YOU THINK YOU CAN FRINGE? JULY 10, 2020

Hosted by clown sisters Morro and Jasp, past and current Fringe staff and board members "competed" to see who "Fringed" the best, showing off their enthusiasm and sharing memories.

#### KIDSFEST STORY HOUR JULY 11, 2020

Fringe staff members read their favourite picture books for kids. The stories were Deaf interpreted by Phoenix the Fire and Teklawatheta, and the video was streamed with open captions.

#### 30-SECOND PITCHES JULY 12, 2020

Performers from companies selected for the 2021 Toronto Fringe had 30 seconds to pitch their show to a panel of diehard Fringers. This event was supported by Fringe donor Neville Austin.

In addition to the live streamed events, we hosted an online Audio Described Listening Party of Fringe Collective artist offerings with Blind host, Christine Malec, and audio describer, Kat Germain, in response to suggestions voiced by Blind and partially sighted community.

# TENT PROGRAM

July 1-12, 2020 virtually via Zoom Video Conferencing

The 2020 TENT Program took place online via Zoom, led and programmed by TENT Program Director Carly Chamberlain.

# STAGE SAT JAN

#### 2020 Participants:

Warren Bain Conrad Belau Khalidah Bello Andrea Cabeza Victoria Carella Adam Chen Monique Danielle Nivan ElSeweify Chase Lo Davinder Malhi Rabiya Mansoor Sam Mercury Erika Morey Gaitrie Persaud **Emily Pettet River** Oliveira Ganesh Thavarajah Alec Toller Marissa Trott

#### 2020 Workshops:

#### July 2

**TENT 101 Meet & Greet and Intention Setting** led by Carly Chamberlain **Creative Problem Solving** with Dr. Brandon McFarlane



#### July 3

Ceremony and Indigenous Learning led by Elder Whabagoon Producing 101 with Marcia Januska

July 4 Budgeting with Owais Lightwala Q&A with Mel Hague

July 6 Q&A with Indrit Kasapi Tech and the Artist-Producer with Daniel Bennett

#### July 7 Living Well with Stress with Artist Health Centre O&A with Luke Reece

#### July 8

**Grant Writing** with Leah Simone Bowen **Fringe & Accessibility** with Lucy Eveleigh, Laura Paduch, and Susan Wolf

#### July 9

**Q&A** with Nina Lee Aquino **Q&A** with Yolanda Bonnell and Cole Alvis

July 10 Marketing with Andrea Scott Q&A with Tanisha Taitt

July 11 Q&A with Marcus Youssef Q&A with David Yee and Milton Lim

July 12 Final Day Wrap Up and Looking Forward led by Carly Chamberlain

# **MY FIRST FRINGE**

#### July 27-August 14, 2020 virtually via Zoom Video Conferencing

As the Teen Fringe and Teenjur programs could not run as they normally would during the Fringe Festival this July, our Outreach Coordinator and Community Partnerships Coordinator worked together to create a new program geared towards teens to educate them on how to apply to a Fringe Festival and successfully produce a show. The program took place over Zoom and was a great success. Through the application process, it was clear that other groups other than teens (i.e. seniors) were interested in this kind of a course in the future.

10 participants between the ages of 13-19 were offered honorariums of \$100 each. Workshop leaders were also offered honorariums for their work.

#### 2020 Workshops:

July 28: Introductions led by Jules Vodarek Hunter and Senjuti Sarker

July 30: Creation led by Kanika Ambrose

August 4: Design led by Stephanie Michelle Leon

August 6: Direction led by Mumbi Tindyebwa Otu

August 11: Producing led by Aaron Jan

August 13: Pull It All Together led by Jules and Senjuti

August 14: **Performance** hosted by Jules and Senjuti, included all facilitators, Fringe staff, and invited patrons

August 17: Program Wrap Up led by Jules and Senjuti





# STAFF

Executive Director Lucy Eveleigh Managing Director Laura Paduch Communications Manager Claire Wynveen Development Manager Morgan Norwich Projects & Operations Manager Tessa Cernik Accessibility Manager Susan Wolf Finance Coordinator Scratch Anderson

Metcalf Festival Management Intern Jules Vodarek Hunter (February 2019–February 2020) Community Partnerships Coordinator Jules Vodarek Hunter (February 2020–August 2020) TD Outreach Coordinator Senjuti Sarker TD Emerging Festival Producer Isabela Solis Lozano Assistant Office Coordinator Michael Magnussen (May 2019–May 2020) Publicity Assistant Michael Magnussen (May 2020–July 2020) Development & Communications Assistant Luke Barclay IT Assistant Samer Riyad RBC Intern Don Shau Accessibility Consultant Christine Karcza TENT Program Director Carly Chamberlain

Next Stage Production Manager Bryan Steele Next Stage Assistant Production Manager Bonnie Thompson Next Stage Front of House Manager Hannah MacMillan Box Office Manager Jen Peterson Next Stage Patron Services Representatives Alison Ho, Bran Ramsey Volunteer Coordinator Sarah Brooks

Web Developer Tom Dearden Eventotron Developer Chris Perkin Program Guide & Graphic Design Trajectory Brands Inc.

# BOARD OF DIRECTORS

# ARTIST ADVISORY COMMITTEE

Chair Jason Murray Vice Chair Nancy Madonik Treasurer Efrim Boritz Secretary Boyd Neil

#### Directors

Enza Anderson Arjun Doshi Cindy Gouveia Sage Paul Barry Peters Laura Salvatori Steven Smits Douglas Steiner Denise Ruzage (Young Director) Ophira Calof Joan Jamieson Rob Kempson Amy Lee Ashley Perez Miquelon Rodriguez Andrew Seok Kevin Vidal

# VOLUNTEERS

We were very fortunate to bring on Sarah Brooks in the fall of 2019 as our new Volunteer Coordinator. Sarah stewarded a team of 50 of our volunteers through the Next Stage Theatre Festival, and communicated with our 400+ volunteer community to keep them up to date on the cancellation of the Toronto Fringe Festival. In the face of the pandemic, the Fringe Collective did not engage any volunteers this summer. Instead, socials were hosted on Zoom to make sure our volunteers could catch up with their Fringe friends and stay in the loop on all things Fringe. 20-50 of our most long-serving volunteers showed up again and again for these socials.

We very much look forward to seeing our volunteers and welcoming them back to the Fringe team with us at our next in-person festival.



# DONORS

#### LEGENDS (\$10,000+)

Anonymous Hal Jackman Foundation

#### VISIONARIES

(\$5,000-9,999) The Pat and Tony Adams

Freedom Fund for the Arts Cindy Blakely in support of Ashley Botting The Aubrey and Marla Dan Charitable Foundation The Catherine and Maxwell Meighen Foundation

### PRODUCERS (\$2,500-4,999)

Neville Austin



#### LUMINARIES (\$1,000-2,499)

Anonymous Efrim Boritz & Naomi Fromm Laura Choma Benjamin Dermer Doug Ewart & Judith Keene Jason Murray Robert Sherrin Douglas Steiner & Jasmine Herlt Blake Thorne

#### INNOVATORS (\$500-999)

Chun Chang Arjun Doshi Randy Hesp Nancy Madonik Susan Moellers Boyd Neil Barry Peters Charlotte Ryan Laura Salvatori Steven Smits

#### CREATORS (\$250-499)

Derrick Chua Anne Fleming Cindy Gouveia Elizabeth Howson Andrew Johnston Brett Ledger Wendy MacKeigan Paul Nash Fran Reid Barbara Rother Paula Shewchuk W Bruce Wither

#### **DESIGNERS (\$125-249)**

Susan Anderson Gideon Arthurs Susan Benson Paul Butler Enrico Colantoni Laurie Di Federico **Gregory Downs** Robert Duchnicky Sam Festino Sandra Fleischer Kevin Greenglass & Jordana Sheps Celia Harte Jonathan Heppner Mary Hope Ruth Hull Donna Hutchins Brenda Kates Henriette Katz Carol Kobel Marty Koven Jury Krytiuk Lisa Lambert Steven Lico Ilana Lucas Stuart & Gillian Marwick Eddy Morassutti Damien Nelson Eleanor & Terry O'Connor Sebastiano and Angelina Pizzirusso Patti Ryan Randy Sabourin Cheryl Zinyk

# **SPONSORSHIP AND PARTNERSHIPS**

#### **Government Funders**

Canadian Heritage Government of Ontario Ontario Arts Council Toronto Arts Council

#### **Foundation Supporters**

Hal Jackman Foundation Metcalf Foundation RBC Foundation The Catherine and Maxwell Meighen Foundation Pat & Tony Adams Freedom Fund for the Arts The Aubrey and Marla Dan Family Foundation

#### **Fringe Festival Partners**

TD Ready Commitment Steam Whistle Brewing NOW Magazine Intermission Magazine Jon Kaplan Legacy Fund



# **FUTURE PLANNING**

#### Equity, Diversity, and Inclusion Audit

As of September 2020, the Toronto Fringe staff will be undertaking an equity, diversity, and inclusion audit under the facilitation of Sedina Fiati and Candice Frederick. We have been aiming to be a more inclusive organization over the last number of years, and we now look forward to going through all our policies, procedures, and practices with a magnifying glass and expert guidance. Our process will be documented on our website so that our stakeholders can follow along with our progress.

#### Next Stage Community Booster 2021: January 21–24

The 2021 Next Stage Theatre Festival was cancelled due to the COVID-19 pandemic on June 16, 2020. In lieu of the festival, the Fringe plans to host a 4-day online event that will feature digital performances from acclaimed indie artists, a half-day conference for the indie theatre community, livestreamed conversations on urgent topics, a digital Self-Care Hub, audio experiences, and more. The event will take place virtually, due to the Public Health lockdown in Toronto. Surveys were sent out to artists, industry professionals, and patrons to determine their interest in workshops/talks and other events.

#### Toronto Fringe Festival 2021: June 30–July 11

There are still many questions as to what the 2021 Toronto Fringe Festival will look like in July 2021. We will continue to keep the artists who deferred their spot in the festival from 2020 to 2021 abreast of all our decision making, particularly in response to directives from the City of Toronto as the pandemic progresses. We are actively working with our venue partners and other stakeholders as planning gets underway, and will continue to do so. Updates on our plans will be frequently posted on our website, social media, and in newsletters.

#### **Fiscal Stability**

As some of the grants that bolster the TENT Program and our accessibility initiatives concluded in the 2019-2020, we will be looking for more sustainable funding models. We are looking specifically to partner with foundations and/or corporations to continue funding these programs, as well as the organization in general.

We will also be looking to increase our individual giving numbers, especially in the wake of the COVID-19 pandemic. There are still many unknowns for the cultural sector in general, particularly if donation levels will return to pre-pandemic numbers.

We were very fortunate to receive emergency funds from various sources and now we have to look to the future and think outside of the box for the Fringe to remain financially secure to champion indie theatre and artists for the years to come.

## TORONTO FRINGE E LOO BROADVIEW AVE. SUITE 322 TORONTO, ON M4M 3H3 FRINGETORONTO.COM