



SOULPEPPER

2016 ANNUAL
REPORT





MAIN STAGE

TWELVE ANGRY MEN

Reginald Rose

THE JUST

Albert Camus

Translated by Bobby Theodore

BLOOD WEDDING

Federico García Lorca

Translated by Guillermo Verdecchia

JITTERS

David French

THE ODD COUPLE

Neil Simon

THE HEIDI CHRONICLES

Wendy Wasserstein

INCIDENT AT VICHY

Arthur Miller

A DOLL'S HOUSE

Henrik Ibsen

Translated by Frank McGuinness

THE 39 STEPS

Adapted by Patrick Barlow

From the Novel by John Buchan

From the Movie by Alfred Hitchcock

**FATHER COMES HOME FROM THE WARS
(PARTS I, II, III)**

Suzan-Lori Parks

NOISES OFF

Michael Frayn

HOSANNA

Michel Tremblay

Translated by John Van Burek & Bill Glassco

THE GREAT WAR (SOULPEPPER PRESENTS)

Michael Hollingsworth

VideoCabaret

CHASSE-GALERIE (SOULPEPPER PRESENTS)

Book by Tyrone Savage. Music and Lyrics

by James Smith. Produced by Kabin and

The Storefront Theatre

STUDIO SERIES

COWBOY VERSUS SAMURAI

Michael Golamco

THE ANGER IN ERNEST AND ERNESTINE

Leah Cherniak, Robert Morgan, & Martha Ross

THE TESTAMENT OF MARY

Colm Tóibín

SOULPEPPER FAMILY FESTIVAL

A CHRISTMAS CAROL

Charles Dickens

Adapted by Michael Shamata

IT'S A WONDERFUL LIFE

Written for the stage by Philip Grecian

Based on the film by Frank Capra

ALLIGATOR PIE

Created & Directed by Ins Choi, Raquel Duffy,

Ken MacKenzie, Gregory Prest and Mike Ross.

Poems by Dennis Lee

HOCUS POCUS (SOULPEPPER PRESENTS)

David Ben and Patrick Watson

Magicana

A VERY SOULPEPPER CHRISTMAS (CONCERT)

Music Director: Mike Ross

ROSE (A CONCERT PRESENTATION)

Adapted by Mike Ross and Sarah Wilson

Lyrics by Sarah Wilson. Music by Mike Ross

Based on *The World is Round* by Gertrude Stein.

WINTER WAVES FREE PUBLIC PROGRAMMING

CONCERTS

MANHATTAN CONCERT CYCLE:

VOL. 1: DOWNTOWN – THE MELTING POT

VOL. 2: MIDTOWN – 42ND STREET & BROADWAY

VOL. 3: UPTOWN – TO HARLEM

THE VOYAGER GOLDEN RECORDS

THE CANADIAN PACIFIC RAILWAY

SOULPEPPER CELEBRATES DIWALI

PIYA BEHRUPIYA TWELTH NIGHT

The Company Theatre (India)

William Shakespeare

Translated by Amitosh Nagpal

Presented with Why Not Theatre

A BRIMFUL OF ASHA

Ravi Jain and Asha Jain

Why Not Theatre

TIGER BAMBOO FESTIVAL

PRESENTATIONS:

THE TASHME PROJECT: THE LIVING ARCHIVES

Matt Miwa and Julie Tamiko Manning

COMMUNIST 'TIL PAYDAY

Anand Rajaram

**TALES FOR FOLKS: FOLKTALES FROM MONGOLIA
AND LAOS & FOLKTALES FROM NEPAL AND PAKISTAN**

TIGER BAMBOO CABARET

PLAY READINGS:

THE OLDEST BOY

Sarah Ruhl

THROUGH THE BAMBOO

Andrea Mapili and Byron Abalos

SOMEONE BETWEEN

Chantria Tram

THEORY

Norman Yeung

+AUDITION MASTERCLASS & PANEL Q&A

ON THE ROAD

SPOON RIVER

Charlottetown, PEI

ALLIGATOR PIE

Saskatoon SK, Calgary AB, Winnipeg MB

CRASH

Edmonton, AB

THE ODD COUPLE

TAKING THE A TRAIN

DOWNTOWN MANHATTAN - THE MELTING POT

TAKING THE A TRAIN

UPTOWN MANHATTAN - HARLEM

Port Hope, ON

ON AIR

KIM'S CONVENIENCE

on CBC

ADDITIONAL

24 CABARETS & 24 WORKSHOPS



SOULPEPPER BY THE NUMBERS

2 Original Soulpepper albums released on iTunes :

- *Alligator Pie*
- *Manhattan Concert Cycle, Vol. 1 - Downtown "The Melting Pot"*

7 Canadian cities in five provinces toured to by five Soulpepper productions:

- *Spoon River* (Charlottetown, PEI)
- *Alligator Pie* (Saskatoon SK, Calgary AB, Winnipeg MB)
- *CRASH* (Edmonton, AB)
- *The Odd Couple, Taking The A Train Downtown Manhattan -The Melting Pot, Taking The A Train Uptown Manhattan -Harlem* (Port Hope, ON)

9 Dora Mavor Moore Awards nominations

13 TV episodes of *Kim's Convenience* that aired on CBC

14 Free Cabaret Podcasts released on SoundCloud

16 New Academy Members welcomed to the 5th Cohort

17 New sets built

120 Gallons of paint used by production

301 Youth participants in Soulpepper's outreach and mentorship programs

353 Individual artists contracted by Soulpepper

400+ Media features and reviews

665 Performances and public events

1,127 Youth who accessed tickets via the Youth Rush program

1,295 Individuals and households who donated to Soulpepper in 2016

1,723 New Facebook fans (up to 9,101 as of Jan 1, 2017)

2,871 Students attending shows through school group bookings

2,937 SoundCloud plays of our audio recordings

2,952 Patrons who attended audience enrichment programming

3,714 Soulpepper Subscription packages sold

12,864 Facebook post reactions

14,612 Total Twitter followers

82,959 Unique YouTube video views

122,722 Attendees at Soulpepper events, festivals and touring productions

223,262 Website visits to *Soulpepper.ca*

933,000 Average weekly viewers per Season 1 episodes of Soulpepper's first television show, *Kim's Convenience* on CBC TV





SUMMARIZED FINANCIAL STATEMENTS

ALL FIGURES REPORTED IN \$000'S.

SUMMARIZED BALANCE SHEET

AS AT DECEMBER 31

	2016	2015
ASSETS		
CURRENT ASSETS		
Cash	1,358	1,622
Accounts receivable	904	391
Prepaid expenses and other assets	737	421
	2,999	2,434
Capital assets, net	691	698
	<u>3,690</u>	<u>3,132</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable, accrued liabilities	538	608
Deferred revenues	2,085	1,341
	2,623	1,949
Vehicle loan - long-term portion	13	20
Deferred contributions	634	690
	<u>3,270</u>	<u>2,659</u>
NET ASSETS		
External endowment funds, market value \$8,274		
Invested in joint venture	-	-
Accumulated surplus	420	473
	420	473
	<u>3,690</u>	<u>3,132</u>

SUMMARIZED STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31

	2016	2015
REVENUES		
Performance	3,888	3,657
Fundraising	5,033	3,875
Grants	1,715	1,498
Endowment income	368	335
Amortization of deferred capital contributions	92	63
Education, interest and other	636	181
	<u>11,732</u>	<u>9,609</u>
EXPENSES		
Artistic and production	7,741	6,477
Marketing and promotion	1,214	1,006
Administration and office	1,083	893
Fundraising	715	657
Education programs	625	567
Contributions and grants to joint venture operations	522	512
Facility operating costs	300	258
Amortization of capital assets	108	68
Joint venture cost recoveries	(523)	(520)
	<u>11,785</u>	<u>9,918</u>
Deficiency) of revenues over expenses for the year	(53)	(309)
Accumulated surplus, beginning of the year	473	782
Accumulated surplus, end of year	<u>420</u>	<u>473</u>

SUMMARIZED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31

	2016	2015
OPERATING ACTIVITIES		
Deficiency of revenues over expenses	(53)	(309)
Adjustment for items not involving cash	16	5
Decrease in cash resulting from changes in non-cash working capital items relating to operations	(155)	(121)
	<u>(192)</u>	<u>(425)</u>
FINANCING ACTIVITIES		
Deferred contributions received for capital asset purchases	36	75
Loan finance	(7)	27
	29	102
INVESTING ACTIVITIES		
Cash disbursed for capital asset purchases	(101)	(111)
Decrease in cash	(264)	(434)
Cash, beginning of year	1,622	2,056
Cash, end of year	<u>1,358</u>	<u>1,622</u>

These summarized financial statements are derived from audited financial statements issued with an unqualified opinion under date April 18, 2017.

CHARITABLE ORGANIZATION #869698449 RR0001



SUMMARIZED FINANCIAL STATEMENTS

† Young Centre for the Performing Arts expense recoveries are apportioned by component.
‡ Includes Young Centre rental expense, Baillie Centre operating expense and contributions to Young Centre for the Performing Arts operations.

REVENUE COMPONENTS 2016

PERFORMANCE 33%

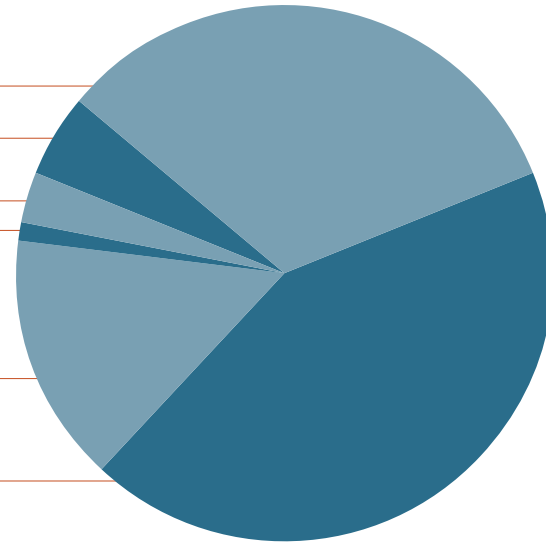
EDUCATION, INTEREST & OTHER 5%

ENDOWMENT INCOME 3%

AMORTIZATION OF DEFERRED
CAPITAL ASSET CONTRIBUTIONS 1%

GRANTS 15%

PRIVATE SECTOR FUNDRAISING 43%



EXPENSE COMPONENTS 2016

FACILITY COSTS 12% ‡

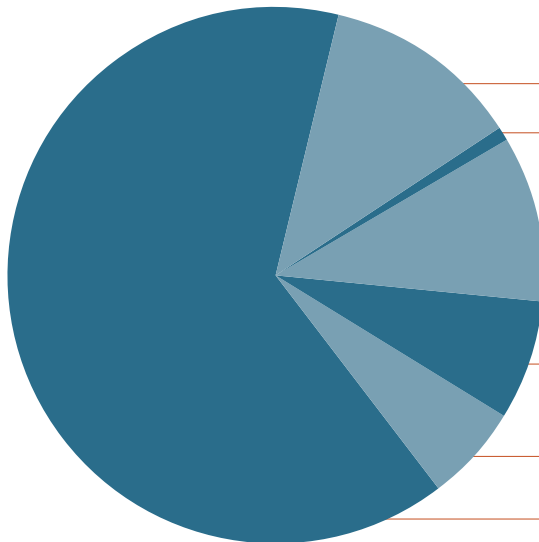
AMORTIZATION OF CAPITAL ASSETS 1%

MARKETING & PROMOTION 10%

ADMINISTRATION & OFFICE 7%

FUNDRAISING 6%

ARTISTIC, PRODUCTION & EDUCATION 64%



AT A GLANCE

- Year-End Top Theatre Lists:
 - The Globe and Mail
Father Comes Home From the Wars (Parts I, II, III) (3),
A Doll's House (5), and *Incident at Vichy* (6)
 - NOW Magazine
Hosanna (2) and *Father Comes Home From the Wars (Parts I, II, III)* (5)
 - Toronto Star
Father Comes Home From the Wars (Parts I, II, III)
and *A Doll's House*
 - National Post
Father Comes Home From the Wars (Parts I, II, III)
- Soulpepper received nine Dora Mavor Moore Award nominations for multiple productions including *Happy Place*, *Eurydice*, *Marat/Sade*, and VideoCabaret's *The Great War* (which won for Ensemble and Costume Design).
- The Toronto Theatre Critics Award for Best Design went to Soulpepper's *Eurydice* design team: Lorenzo Savoini (set and costumes), Kimberly Purtell (lighting), and Debashis Sinha (sound), directed by Alan Dilworth.
- Soulpepper's cast recording of *Spoon River* won a Silver Medal from the New York Festivals® Radio Award (Best Audio Book - Fiction).
- Soulpepper was once again named Best Large Theatre Company by Toronto's NOW Magazine.
- *Kim's Convenience* (TV), with Soulpepper as executive producers, made its successful CBC debut.
- Soulpepper announced both Project imagiNation and plans for a New York tour.

HEADLINES

SOULPEPPER COMMISSIONS NEW WORK,
PLANS TO EXPAND AND TOUR TO NEW YORK

-THE GLOBE AND MAIL

TORONTO THEATRE COMPANY COMES TO NEW YORK

-THE NEW YORK TIMES, ARTS BRIEF

CBC ORDERS SECOND SEASON OF KIM'S CONVENIENCE

-TORONTO STAR

IT'S A WONDERFUL LIFE AS MOVIE, THEATRE AND RADIO PLAY

-TORONTO STAR

MICHELLE MONTEITH ON THE HEIDI CHRONICLES AND ITS
COMPLEX LEAD

-THE GLOBE AND MAIL

QUOTES

INCIDENT AT VICHY:

"Terrifyingly relevant"

-THE GLOBE AND MAIL

NOISES OFF:

*"So clever you'll need multiple viewings
to appreciate it all"*

-NOW MAGAZINE

A DOLL'S HOUSE:

"Truly exciting to watch" - THE GLOBE AND MAIL

THE 39 STEPS:

"Brings down the house"

-THE GLOBE AND MAIL

JITTERS:

"Joyful...allows the Soulpepper ensemble to shine"

- TORONTO STAR

FATHER COMES HOMES FROM THE WARS (PARTS I, II, III):

*"Masterful and moving"*

-THE GLOBE AND MAIL

*"Air of greatness"*

-TORONTO STAR

HOSANNA:

*"All hail, Soulpepper's Hosanna!"*

-NOW MAGAZINE



-THE GLOBE AND MAIL

THE HEIDI CHRONICLES:

*"Clever, funny and unmistakably relevant"*

-NOW MAGAZINE



FOUNDING MEMBER – WILLIAM WEBSTER



Gregory Prest and William Webster in *It's a Wonderful Life* (2016).

PHOTO: CYLLA VON TIEDEMANN.

Friends, for me 2016 was a season of three glorious plays – *Twelve Angry Men*, *Incident at Vichy*, and *It's a Wonderful Life*. The themes of the first two – racism, prejudice, ignorance and fear – are as chillingly relevant today, perhaps more so, as when the plays were first written. So, I am grateful not only of the aspirational goodness of our political, judicial and social institutions, but also for the need of community, vigilance, thoughtfulness, decency, inclusion and participation.

Finishing our season with *It's a Wonderful Life*, gave me again a reminder of the gratitude I experience every day being a son of our great country, watching and encouraging the evolution of our democracy – cherishing the gifts of peace, security, respect and how uniquely we are placed to love one another.

I am also the mentor for Sina Gilani, the young Iranian/Canadian poet who graces our Academy. We decided on a plan of action as mentor/mentee – that we would write a poem each week to one another for two years and hopefully, possibly, have something interesting to cobble together at the end of that time. Or not. We are each at Poem 31. As is not unusual, the mentor is being illuminated by the Mentee.

2016 was a beautiful, inspiring year. Thank you, dear friends, for all your contributions.

William Webster

Founding Artist, 2016 Resident Artist, Company Member



IN THE FUTURE – GHAZAL AZARBAD



Ghazal Azarbad.

PHOTO: BRONWEN SHARP

I remember walking down the hallways of the Young Centre early in the Academy, trying to familiarize myself with the building. As I floated past theatre spaces and rehearsal rooms, I was met with music, collaboration, training, laughter, creativity and I felt a richness that I had never felt before. Training with the Academy has been just that – rich. There is not a second that goes by where I'm not immersed in some form of artistic creation. And where I once was conditioned to believe that artistic creation comes in bits and pieces, the Academy came in and challenged that belief with a program where I got to experience not just one or two but hundreds of rich processes. I feel fed and full to the brim and I'm barely getting started. Looking forward to the next year and a half of creation in the Soulpepper Academy.

Ghazal Azarbad

2016-2018 Soulpepper Academy Artist



ON THE STAGE — RAQUEL DUFFY



Raquel Duffy in *The Just* (2016).

PHOTO: CYLLA VON TIEDEMANN.

Soulpepper's 2016 proved to be yet another incredibly rich, challenging, exciting season. The variety of shows provided something for everyone to enjoy. I was given the opportunity to take part in a number of shows including *The Anger in Ernest and Ernestine*, *The Just*, *The Heidi Chronicles*, *The 39 Steps*, and *Noises Off*. What actor gets the pleasure to explore so many different roles and great works all in one season?

The Just and *Blood Wedding*, were projects by Academy directors, and were somewhat risky pieces to include in a season. These challenging works were important for expanding our audience and the scope of the work we do. One of the highlights for me was being directed by Leah Cherniak in *The Anger in Ernest and Ernestine*. Not only was it a part I always wanted to play, especially with my fellow collaborator Gregory Prest, but to work with one of the creators of this Canadian classic was a dream come true.

Raquel Duffy

2016 Resident Artist & Company Member



Jennifer Villaverde in *Alligator Pie* (2016).

PHOTO: CYLLA VON TIEDEMANN.

Alligator Pie is a show that celebrates childhood memories, the child within, friendship and family. The marriage of Dennis Lee's poetry and the original creators' music and playfulness is what makes this show such a joy to perform. It was an honour to take *Alligator Pie* on the road and share it with audiences at Persephone Theatre in Saskatoon, Vertigo Theatre in Calgary, and Manitoba Theatre for Young People in Winnipeg. Not only were we welcomed with such warmth from the theatres, the audiences were absolutely fantastic! To see a sea of smiling faces and hear laughter coming from kids of all ages (including kids who are not technically kids) filled our hearts and kept us going on the days we felt under the weather or homesick. I felt immense pride representing Soulpepper when we arrived in my hometown of Winnipeg. *Alligator Pie* was the perfect show to take there because so many of my family and childhood friends came to see it with their own little families! They got to see a show that was fun, funny, touching, highly skilled, and impressive in its simplicity. I love *Alligator Pie* and I feel so lucky to have been given the opportunity to share something I love to more people outside of Toronto especially my family back home.

Jennifer Villaverde

Company Artist & Soulpepper Academy Graduate



Nicole Power.

PHOTO: BRONWEN SHARP

I often reflect back to January 2016 when I was preparing for my Soulpepper audition. I had been attending shows at Soulpepper since moving from Newfoundland, almost ten years ago. When I was informed that I would be a member of the next Soulpepper Academy, and also a cast member of the television series *Kim's Convenience*, it was a dream come true. I was and continue to be in shock and disbelief to be given these amazing opportunities. Filming *Kim's* alongside academy graduate Ins Choi, renowned actors Paul Sun-Hyung Lee and Jean Yoon and the amazing cast and crew seems surreal.

In conjunction with ongoing training, I have had the pleasure of making my Soulpepper stage debut, most recently in the workshop of *Rose*, an adaptation by two Academy graduates, Mike Ross and Sarah Wilson.

Approaching almost seven months into the Academy, I continue to grow both professionally and personally with the assistance of the artists that surround me. The opportunity to work with these talented individuals is truly an honour and privilege. I have found mentors, friends, and role models in everyone I have met since joining the Soulpepper family, and I anxiously await the amazing opportunities the next year will bring.

Nicole Power

2016-2018 Soulpepper Academy Artist



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Director of Development

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Drummond-Dorrance Fellow

Kelly McEvenue

Mike Ross
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Lorenzo Savoini
Young Family Director of Design

Guillermo Verdecchia

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Gracia Lam

2016 SEASON PHOTOGRAPHER

Cylla von Tiedemann

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Mimi Warshaw
Operations Services Coordinator

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S YOUTH AND COMMUNITY ENGAGEMENT

Soulpepper's extensive youth and community engagement activities continued in 2016 with year-round free programming in-house, in schools and in the community. In 2016 Soulpepper offered five in-house youth programs; March Break, Leading Ladies, Mainstage Men, Curtain Up, and the Alumni Creation Ensemble. We also offered In-The-Schools ESL Programs to four high schools in Toronto, two Regent Park Partnership Programs in elementary schools as well as the pilot of the Play Creation Lab – In-The-Schools Program. For the fifth year, we engaged with community organizations through the Ada Slight Youth Link Program. Throughout the year we were also able to offer free tickets to performances on our stages to youth throughout the GTA.

In its second year, Soulpepper in partnership with CultureLink, continued the Soulpepper-CultureLink New Canadians Welcome Program, an initiative inviting newcomers in Toronto to be part of the creative community at the Young Centre for the Performing Arts, offering participants free access to enjoy the cultural activity on our stages as well as connections to our artists and staff. Newcomers and their families receive one year of free tickets to Soulpepper's performances on stage including theatre, music, dance, and storytelling. Throughout the year, program participants also connect with CultureLink, attend two special Welcome Events at Soulpepper, and are paired with a Soulpepper Artist or Staff Member who act as their direct connection to the company.

In 2016, the City Youth Academy, an intensive program which offers ten young people (ages 16-19) from across the GTA performance training led by Soulpepper Artists, was offered for its third consecutive year. Following the model of the Soulpepper Academy, these young artists are given six paid weeks of rigorous skills training and artistic development as integrated members of the company. This program is designed to inspire personal creativity, artistic discipline, and support young artists in the development of their artistic practice. They also are paired with an Artist Mentor from the company.



“Soulpepper is a place that remembers and understands the importance of sharing the magic of drama and theatre with a younger generation, eager to learn. Once you leave here, whether as a student, creator or theatre-goer, expect a piece of this place to remain with you.”

- FAITH PARÉ, AGE 17

(2016 MARCH BREAK PROGRAM PARTICIPANT)

“Soulpepper’s City Youth Academy offered me opportunities and experiences I could never find in my own drama classroom. I really appreciate this program and all the values and lessons I took with it.”

- TERRY CUI, AGE 17

(2016 SOULPEPPER CITY YOUTH ACADEMY ARTIST)



2016 SOULPEPPER SUPPORTERS

The following pages acknowledge the community of people who provide invaluable support to the company and make possible Soulpepper's work on-stage and in our community.

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\$125,000+

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2 anonymous friends of Soulpepper

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