

|Soulpepper| CROW'S

CROW'S THEATRE AND SOULPEPPER THEATRE COMPANY PRESENT

# THE MASTER PLAN

BY MICHAEL HEALEY | DIRECTED BY CHRIS ABRAHAM

Based on Sideways: The City Google Couldn't Buy by Josh O'Kane



Photo of actor Ben Carlson by Dahlia Katz.



Welcome to *The Master Plan*.

Whether you're here to revel in the chaos of Toronto's ill-fated "smart city" experiment on the waterfront—just steps away from where you're sitting—or simply enjoy watching tech titans sweat, we're thrilled to have you along for the ride.

Or maybe you're here with bigger questions in mind: What does a sustainable and equitable future for Toronto really look like? Did we miss a once-in-a-generation opportunity to bring transformative investment to our city? And why does it seem so hard for Toronto to take bold action and get big things done? Whatever civic grievance you're nursing, we welcome you.

Michael Healey's sharp satire, inspired by The Globe and Mail journalist Josh O'Kane's award-winning book *Sideways: The City Google Couldn't Buy*, takes a piercing look at the bold promises and messy realities of urban innovation, tech ambition, and city-building.

This production marks the return of *The Master Plan*, one year after its sold-out and much-extended 2023 world premiere at Crow's Theatre. The story struck a profound chord with audiences eager to explore the forces shaping Toronto—and it felt essential to bring it back right away.

Our decision to remount *The Master Plan* reflects Crow's Theatre's and Soulpepper's shared commitment to producing theatre that sparks meaningful conversations, challenges perspectives, and invites audiences to see their city in a new light.

A handwritten signature in black ink, appearing to read "Chris Abraham".

**CHRIS ABRAHAM**

Artistic Director, Crow's Theatre

A handwritten signature in black ink, appearing to read "Weyni Mengesha".

**WEYNI MENGESHA**

Artistic Director, Soulpepper Theatre

A handwritten signature in black ink, appearing to read "Sherrie Johnson".

**SHERRIE JOHNSON**

Executive Director, Crow's Theatre

A handwritten signature in black ink, appearing to read "Gideon Arthurs".

**GIDEON ARTHURS**

Executive Director, Soulpepper Theatre

## CAST & CREATIVE TEAM

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### Cast

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**Christopher Allen**  
Cam Malagaam and Others

**Tanja Jacobs**  
Helen Burstyn & Others

**Mike Shara**  
Dan Doctoroff and Others

**Ben Carlson**  
Will Fleissig and Others

**Michael Healey**  
Tree & Others

**Philippa Domville**  
Meg Davis and Others

**Rose Napoli**  
Kristina Verner and Others

### Creative Team

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**Chris Abraham**  
Director

**Ming Wong \***  
Costume Designer

**Jennifer Parr**  
Stage Manager

**Michael Healey**  
Playwright

**Kimberly Purtell \***  
Lighting Designer

**Delaney Small**  
Assistant Stage Manager

**Josh O’Kane**  
Author of “Sideways:  
The City Google Couldn’t Buy”

**Thomas Ryder Payne**  
Sound Designer

**Lisa Nighswander**  
Head of Props

**Joshua Quinlan \***  
Set & Props Designer

**Amelia Scott**  
Video Designer

**Kathleen Johnston**  
Head of Wardrobe

### Production Team

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**Gunes Agduk**  
Lighting Operator

**Alex Edwards**  
Dresser

**Edmond Chan**  
Video Operator

**Jason Shindle**  
Sound Operator

Originally commissioned, developed, and world premiere presented by Crow’s Theatre, Chris Abraham, Artistic Director; Sherrie Johnson, Executive Director.

The Master Plan is staged by arrangement with Pam Winter, GGA, [www.ggagency.ca](http://www.ggagency.ca).



Soulpepper Theatre and Crow's Theatre are members of the Professional Association of Canadian Theatres and engages professional artists who are members of Canadian Actors' Equity Association under the terms of the jointly negotiated Canadian Theatre Agreement



\*Indicated designers on this production are represented by the Associated Designers of Canada, Local ADC659.

**Running time:**  
**2 hours and 40 minutes**  
**(including a 20 minute**  
**intermission)**



**MICHAEL HEALEY** Playwright/Tree Hometown/Current Town: Toronto. FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR CROW'S THEATRE: *The Master Plan* (2023, playwright, and at Theatre Aquarius as Tree), *Unsettling Accounts*, 1997 (actor) OTHER THEATRE: Playwright of *Generous*, *Courageous*, *Proud*, *Kicked*, *The Nuttalls*, *Plan B*, *The Drawer Boy*, and others. EDUCATION/TRAINING: Graduate of the acting program, TMU, 1985. MORE: Winner of six Dora Mavor Moore awards for best new play. Special thanks to Josh O'Kane for being so generous with his time. Thanks to all the actors who did workshops: Rick Roberts, Brenda Robbins, Evan Buliung, Nancy Palk, Gregory Prest, Cam Laurie, Mikaela Davis. Thanks also to Ari Cohen and Hannah Anderson for the use of their beautiful home in Picton, Ontario, where the first drafts of the play were written. If you're looking for a beautiful Prince Edward County getaway, search The Nestled Inn.



**CHRIS ABRAHAM** Director. FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2014) FOR CROW'S THEATRE: *The Master Plan* (2023 and at Theatre Aquarius), *Natasha*, *Pierre & The Great Comet of 1812*, *Uncle Vanya*, *MixTape*, *As You Like It*, *Julius Caesar*, *Stars: Together*, *The Wedding Party*, *True Crime*, *Boy in the Moon*, *The Assembly*, *The Watershed*, *The Seagull*, *Winners & Losers*, *Someone Else*, *Eternal Hydra*, and *I, Claudia*. Other Theatre: *Much Ado About Nothing*, *Tartuffe*, *The Taming of the Shrew*, *Midsummer Night's Dream*, *Othello*, *The Matchmaker*, *The Little Years*, *For the Pleasure of Seeing Her Again*, (Stratford Festival); *Cyrano de Bergerac*, *One Man Two Guvnors* (Shaw Festival); *Seeds* (Crow's and Porte Parole); and *Macbeth* (Bard on the Beach, Vancouver). FILM/TV: Shakespearean Coach for *Station Eleven* on HBO; Gemini Award-winning film adaptation of *I, Claudia*. EDUCATION/TRAINING: University of Toronto, National Theatre School of Canada. MORE: Artistic Director of Crow's Theatre since 2008, leading the company through major milestones including building Streetcar Crowsnest and last season's record-breaking 40th anniversary; recipient of the Elinor and Lou Siminovitch Prize in Theatre; served as co-director of the National Theatre School's renowned directing program. SOCIAL MEDIA: @crowstheatread



**CHRISTOPHER ALLEN** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR CROW'S THEATRE: *The Master Plan* (2023 and at Theatre Aquarius), *Orphans for the Czar*, *Bengal Tiger at the Baghdad Zoo* (with Modern Times Stage Company). SELECTED THEATRE: *Cloten in Cymbeline*, *The Diviners* (Stratford Festival); *Rockabye* (Arc Stage); *Redbone Coonhound* (Tarragon Theatre); *A Midsummer Night's Dream* (Bard on the Beach); *Sweat* (Canadian Stage); *Antigone*; *Selfie*, (Young People's Theatre); *The Whipping Man* (Winnipeg Jewish Theatre); *The Birds and the Bees* (Blyth Festival, Thousand Islands Playhouse: a co-pro with Western Canada Theatre, Arts Club); *Julius Caesar*, *The Comedy of Errors* (Canadian Stage). FILM/TV: *Star Trek: Discovery* (Paramount+/CBS), *Coroner* (CBC), *Murdoch Mysteries* (CBC Television, Citytv), *Workin' Moms* (CBC Television), *13: The Musical* (Netflix). UPCOMING PROJECTS: *Orlando* in *As You Like It*, *Sense and Sensibility*, *Dangerous Liaisons* (Stratford Festival). EDUCATION/TRAINING: York University Acting Conservatory. More: Dora award winner and nominee.



**BEN CARLSON** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR SOULPEPPER: *Our Town, The Government Inspector*. FOR CROW'S THEATRE: *The Master Plan* (2023 and at Theatre Aquarius), *Rosmersholm, Natasha, Pierre & The Great Comet of 1812, The Master Plan*. OTHER THEATRE: Stratford Festival, 12 seasons, including *Hamlet* (title role); Shaw Festival: 12 seasons, including *Man And Superman* (John Tanner); Chicago Shakespeare Theater (title roles in *Hamlet, Macbeth, Pericles*); has performed for Grand Theatre London, Bard on the Beach, MTC, Canadian Stage, Mirvish Productions, Saidye Bronfman, National Arts Centre, Neptune Theatre, Theatre Calgary, Factory Theatre, Necessary Angel, and many more. FILM/TV: *Skymed, Ruby & The Well, Hudson & Rex, The Lost Symbol, Departure, Underpaint, Frankie Drake Mysteries, Murdoch Mysteries, On The Basis of Sex, The Strain, Reign, The Anniversary, Saving Hope, The Firm, Rookie Blue, Warehouse 13, Grey Gardens, Angela's Eyes, Slings and Arrows, The 11th Hour*, and many others.



**PHILIPPA DOMVILLE** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR CROW'S THEATRE: *The Master Plan 2023 and at Theatre Aquarius, Time After Time; The Chet Baker Project*. OTHER THEATRE: *The Gig* (Theatre Aquarius), *Cottagers and Indians* (Magnus Theatre, GCTC), *Within the Glass, The Trouble With Mr. Adams, If We Were Birds, Gravity Calling* (Tarragon Theatre), *The Penelopiad* (Royal Shakespeare Company, London, England) *Macbeth, Lucy* (Canadian Stage), and two seasons at both The Stratford and The Shaw Festivals. FILM/TV: *Damnation, In the Shadow of the Moon, Chateau Laurier, Murdoch Mysteries* EDUCATION/TRAINING: Graduate of NTS, recipient of the Christopher Plumber Globe fellowship. MORE: Choreographic work; *The Tempest* (Stratford Festival), *The Penelopiad* (The Grand Theatre). With her own company, Petit Jeu, Philippa created five works of movement theatre to critical acclaim. She is a member of Artists for Real Climate Action and teaches bodywork and movement for actors/artists.



**TANJA JACOBS** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR CROW'S THEATRE: *The Master Plan* (at Theatre Aquarius), *Orphans for the Czar* (Director); *The Assembly, The Watershed, Seeds*. OTHER THEATRE: Acting and/or Directing; Soulpepper, Tarragon, Canadian Stage, Segal Centre, Centaur, Shaw Festival, Stratford Festival, Theatre Centre, Porte Parole, Necessary Angel, National Arts Centre, Neptune, Royal Manitoba Theatre Centre, Caravan Farm Theatre, Mirvish Productions, Citadel, Volcano, Grand Theatre, Young People's Theatre, Factory Theatre, Harold Green Jewish Theatre, Theatre Aquarius, Theatre New Brunswick, Theatre Passe Muraille. EDUCATION/TRAINING: MFA in Stage Direction, York U with Canadian Stage. MORE: 11 Dora nominations, three Dora Awards.



**ROSE NAPOLI** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR CROW'S THEATRE: *The Master Plan* (at Theatre Aquarius), *Grace*, and her own play, *Lo (or Dear Mr. Wells)* both co-produced with Nightwood. FOR SOULPEPPER THEATRE: *Wildwoman* (2023). OTHER THEATRE: her own play, *Mad Madge* (Nightwood/VideoCab), *Much Ado About Nothing*, *Measure for Measure* (Canadian Stage), *Taming of the Shrew*, *As You Like It*, *Hamlet*, *Macbeth*, *Comedy of Errors* (SLSF), *Midsummer Night's Dream*, *Romeo & Juliet* (Citadel). FILM/TV: Rose is a television writer, having recently worked on *Hudson & Rex*, *Sullivan's Crossing*, and others in development at CBC, Bell/Crave. MORE: Rose has been nominated for three Dora Mavor Moore Awards for her acting and her writing. Her play, *Innocents*, won the 2024 Playwrights Guild of Canada Tom Hendry Comedy Award. UPCOMING: Rose's musical, *After the Rain*, written with composer Suzy Wilde, will premiere this spring at Tarragon Theatre/Musical Stage Company.



**JOSH O'KANE** (He/Him) Author, "Sideways: The City Google Couldn't Buy." Josh O'Kane has been a reporter with *The Globe and Mail* since 2011. He currently covers the intersection of arts and business in Canada after spending five years reporting on technology companies and how their decisions affect society. *Sideways: The City Google Couldn't Buy*, is a national bestseller, a finalist for the Writers' Trust of Canada's Shaughnessy Cohen Prize for Political Writing, and was named one of the best books of 2022 by *The Globe and Mail*, CBC, *The Hill Times*, and numerous other publications. His newspaper journalism has also won numerous Canadian and international awards. Josh has reported extensively from the Atlantic provinces and Germany and is based in Toronto.



**JENNIFER PARR** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024) FOR CROW'S THEATRE: *Uncle Vanya*, *Red Velvet*, *Uncle Vanya* tour (Aquarius & Mirvish) *The Master Plan* world premiere, & tour OTHER THEATRE: Stage Manager: from Fringe to Symphony stages, from classics to new operas and plays, to a six-month run of *Forever Plaid*. Canadian production manager and de facto resident director: Chicago Symphony's *Beyond the Score* shows (2011-2016). DIRECTOR AND DRAMATURG:: World premieres *Pandora's Locker* (Dean Burry, opera), *The Last Wife* (Dunleavy & Alexander, opera), *Waiting for Odysseus* (Downie, play), and all female productions of Shakespeare's *Julius Caesar* & *Richard III* (adaptation).





**KIMBERLY PURTELL** was born and raised in Thornhill, ON. FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR SOULPEPPER: *A Streetcar Named Desire*, (selected): *WILDWOMAN*, *Queen Goneril*, *Pipeline*, *A Streetcar Named Desire*, *Three Sisters*, *The Goat or Who Is Sylvia*, *The Last Wife*, *The Virgin Trial*, *Mother's Daughter*, *Crash*, *Twelve Angry Men*, *Happy Place*. FOR CROW'S: *The Master Plan* (A Co-Pro with Theatre Aquarius), *Rosmersholm*, *Natasha*, *Pierre and the Great Comet of 1812*, *Fifteen Dogs*, *Uncle Vanya*, *We Are Not Alone*, *The Wedding Party*, *A&R Angels*, *The Boy In The Moon*, *Someone Else*, *The Seagull*. OTHER THEATRE: Mirvish Productions, Stratford Festival, Shaw Festival, Canadian Stage Company, Soulpepper Theatre, Arena Stage, DC, National Arts Centre and the National Arts Centre Orchestra, Pacific Opera Victoria, Opera Philadelphia, Edmonton Opera, Theatre Calgary, Royal Manitoba Theatre Centre, Citadel Theatre, Place des Arts, among others. MORE: Recipient of three Dora Mavor Moore Awards, the Pauline McGibbon Award, a Montreal English Theatre Award, a Toronto Theatre Critics Award, an Ottawa Critics Circle Award and an Elizabeth Sterling Award. Kimberly is the Vice President of the Associated Designers of Canada and ADC659.



**THOMAS RYDER PAYNE** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR SOULPEPPER: Sound Designer: *The Seagull*, *The Guide to Being Fabulous*, *Queen Goneril*, *King Lear*, *The Brothers Size*, *Little Menace: Pinter Plays*, *The Royale*, *Oratorio: A Theatrical Mixtape*, *Orlando*, *Picture This*, *The Goat or, Who is Sylvia?*, *The Anger in Ernest and Ernestine*, *Incident at Vichy*, *Father Comes Home From the Wars* (Parts I, II, III), *La Ronde*, *Kim's Convenience*, *Ghosts*. FOR CROW'S THEATRE: *Rosmersholm*, *shaniqua in abstraction*, *The Master Plan* (2023 and at Theatre Aquarius), *Perceptual Archaeology*, *Red Velvet*, *Uncle Vanya*, *Orphans For The Czar*, *MixTape*, *Julius Caesar*, *A&R Angels*, *Boy in the Moon*, *The Wedding Party*, *The Watershed*, *The Seagull*, *Someone Else*. OTHER THEATRE: Designs for Stratford, Shaw, Mirvish, Canadian Stage, NAC, Theatre Calgary, GCTC, Tarragon, BIBT, TPM, Factory, Volcano, Aluna, Modern Times and many others. MORE: Thomas has received six Dora awards. Social media: <https://thomasryderpayne.bandcamp.com>



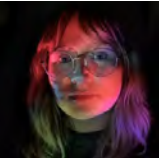
**JOSHUA QUINLAN** was born and raised in Oshawa, ON. FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR SOULPEPPER: *Casey and Diana*. FOR CROW'S THEATRE: *Rosmersholm*, *Uncle Vanya*, *The Master Plan* (2023 and at Theatre Aquarius), *Natasha*, *Pierre & the Great Comet of 1812*. OTHER THEATRE: *Casey and Diana*, *Every Little Nookie* (Stratford Festival); *Hedda Gabler*, *Yerma* (Coal Mine); *The Sound of Music*, *The Music Man* (TIP); *Little Shop of Horrors* (CTPH); *Wrong For Each Other*, *The Drawer Boy* (PSFT); *An Enemy of the People*, *Don Giovanni*, *Stupid F\*cking Bird* (OSU). MORE: MFA Theatre – Design, The Ohio State University; BA Honours Drama, University of Windsor. Siminovitch Protégé Designer, Dora Award Winner. MORE: Siminovitch Protégé Designer, Dora Award Winner, Brian Jackson Award, Tom Patterson Award, Ian and Molly Lindsay Design Fellow. [www.joshuaquinlan.com](http://www.joshuaquinlan.com)



**MIKE SHARA** FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR CROW'S THEATRE: *The Master Plan* (2023 and at Theatre Aquarius). OTHER THEATRE: 10 seasons at Stratford, 10 seasons at Shaw, performances for Soulpepper, Manitoba Theatre Centre, Theatre Calgary, Citadel Theatre, Vancouver Playhouse, Mirvish, Canadian Stage, Theatre Aquarius, Tarragon Theatre, National Arts Centre, Drayton Entertainment. FILM/TV: *The Pradeeps of Pittsburgh*, *Nesting*, *Orphan Black*, *Defining Moments*, *Astrid & Lilly Save the World*, *Murdoch Mysteries*. UPCOMING PROJECTS: *This Day in Sports* (podcast co-host).



**DELANEY SMALL** was born in Thousand Oaks, CA and now resides in Stoney Creek, ON. FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan*. OTHER THEATRE: *Mamma Mia* and *Once* (Thousand Islands Playhouse), *Baby* and *Something Old Workshops* (Talk is Free Theatre), *Jeeves at Sea* (Chemainus Theatre), *Pollyanna* and *Shirley Valentine* (Theatre Aquarius), *Jenny's House of Joy* (Foster Festival), *Shirley Valentine* (Capitol Theatre), *Turn the Page* and *The Chorines* (Theatre Sheridan), *An Enemy of the People* (Theatre Erindale) UPCOMING: *Flex* (Crows Theatre) EDUCATION/TRAINING: Sheridan College Technical Production Program MORE: She would like to thank her family and friends who have always encouraged her to pursue her passion for theatre!



**AMELIA SCOTT** Hometown/Current Town: Montreal. FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR SOULPEPPER: *First Métis Man of Odesa* (A Co-Production with Punctuate! Theatre). FOR CROW'S THEATRE: *The Master Plan* (2023 and at Theatre Aquarius), *The Assembly*, *Towards Youth*, *Stars: Together*. OTHER THEATRE: *My Name is Lucy Barton* (Canadian Stage), *Projet Polytechnique* (Porte Parole), *The Mountaintop* (Citadel Theatre), *An American Hymnal* (Terra Bruce), *First Métis Man of Odesa* (Punctuate! Theatre), *Bonne Bonnes* (Nervous Hunter), *Si Jamais Vous Nous Écoutez* (La Messe Basse), *Alina* (Pyretic Productions), *Romeo and Juliet* (Vancouver Symphony Orchestra), *Canary* (Imago Theatre). FILM & TV: *Le 11 Septembre et moi* (Télé Québec/Picbois Production), *Star Wars Kid* (NFB), *Pas d'chicane dans ma cabane* (Forum Films/Téléfilm Canada/Axia Films), *J'ai frôlé la mort* (Chez Attraction/Canal D). MORE: Instructor of Video Technology and Design at the National Theatre School of Canada. [ameliascott.ca](http://ameliascott.ca)



**MING WONG** is a Toronto costume designer, stylist, and wardrobe technician. She has worked on a variety of projects ranging from dance, theatre, film, and television. FOR SOULPEPPER & CROW'S THEATRE: *The Master Plan* (2024). FOR SOULPEPPER: *Three Sisters*, *The Guide to Being Fabulous*, *Sizwe Banzi is Dead*, *Pipeline*. FOR CROW'S THEATRE: *The Wedding Party*, *Julius Caesar*, *Uncle Vanya*, *Red Velvet*, *Bengal Tiger at the Baghdad Zoo*, *Orphans for the Czar*, *The Master Plan* (2023 and at Theatre Aquarius), *Natasha*, *Pierre*, & *The Great Comet of 1812*, *The Wrong Bashir*, *Rosmersholm*. OTHER THEATRE: *Charlie and the Chocolate Factory* (Young People's Theatre), *Once* (Thousand Islands Playhouse), *Salesman in China*, *Rent*, *Hamlet 911* (Stratford), *Candida*, *Just to Get Married*, *Trouble in Mind* (Shaw Festival), *Public Enemy*, *Is God Is* (Canadian Stage), *Alice in Wonderland* (Bad Hats), *Peter's Final Flight*, *Alice in Winterland* (Ross Petty Productions), *Things I Know to be True* (Company Theatre/Mirvish), *Hansel und Gretel* (COC). DIGITAL: *Alice in Winterland*, *Ross Petty Productions*; *New Monuments*, *Luminato*/ *Canadian Stage*; *Savitri*, *Against the Grain*; *Alice in Wonderland*, *Bad Hats Theatre/Soulpepper*. MORE: *Winner of the 2021 Virginia & Myrtle Cooper Award in Costume Design*. Social Media: [@mingwongdesign](https://www.instagram.com/mingwongdesign)



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Photo by Andrew Sze

Soulpepper

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STARTING  
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# KIM'S CONVENIENCE

Created By and Starring Ins Choi  
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Written by Michael Ross Albert | Directed by Paolo Santalucia



Photo of Sergio Di Zio, Amy Matysio, Steven Sutcliffe, Peter Fernandes, Veronica Hortiguera, Aurora Browne, Gregory Prest, and Fiona Reid by Dahlia Katz.

CROWS

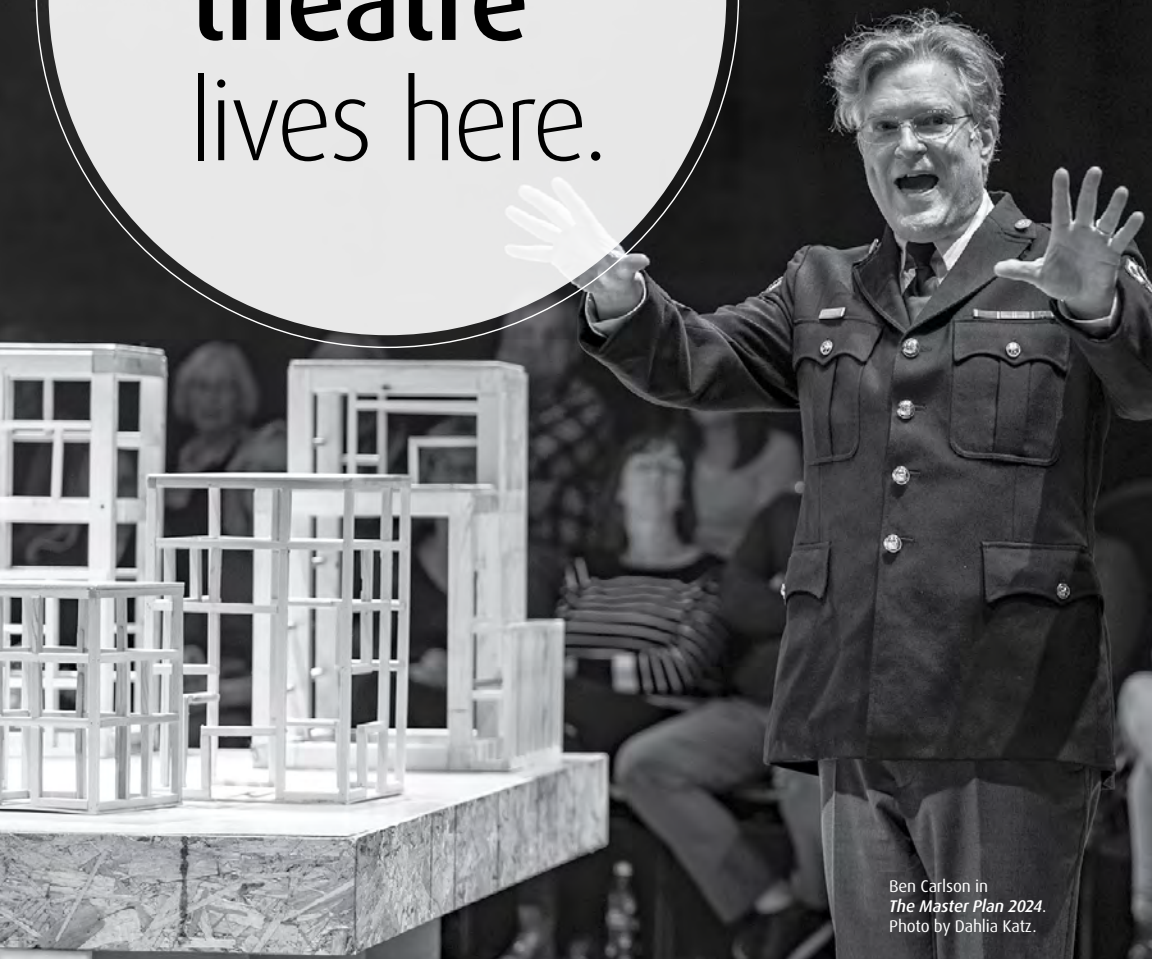
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Written by Liz Appel | Directed by Chris Abraham

Great  
theatre  
lives here.



Ben Carlson in  
*The Master Plan 2024*.  
Photo by Dahlia Katz.

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MUSIC DIRECTED BY CHRIS TSUJIUCHI

CHOREOGRAPHED BY RODNEY DIVERLUS

Photo of model Taj Crozier by Dahlia Katz

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Donor support allows Soulpepper to offer employment to artists, to cultivate an environment of creation and exploration, and to enrich the community with great theatre.

The generosity of our many supporters makes everything we do at Soulpepper possible.

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