



*Massey Hall &
Roy Thomson Hall*

**ANNUAL
REPORT
2015/2016**



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Who We Are

The Corporation of Massey Hall and Roy Thomson Hall is a not-for-profit, charitable organization, managed by a professional management team with a volunteer Board of Governors. We:

1

PROVIDE a world-renowned environment to showcase international arts and a public space for the cultural and corporate communities of the Greater Toronto Area.

2

SUPPORT the development of Canadian talent.

3

INCREASE & ENHANCE our worldwide profile as a leader in the arts community through our professionalism and programming, while remaining operationally self-sufficient.

Our vision is to provide access for all to meaningful music experiences in our world-class concert halls and beyond, by investing in artists, audiences, education, and technology to respect the diversity of the communities we serve. We aim to generate excitement around performance and music, building on the unique strengths of both Halls.

Massey Hall & Roy Thomson Hall acknowledges the original peoples of the lands on which these building now stand, the Mississaugas of the New Credit. We also acknowledge the Anishinaabe, the Haudenosaunee, and the Wendat peoples who also shared these lands.



We would like to thank and credit the photographers whose images helped capture our favourite moments of 2015-16 and are seen throughout this report. They include: Malcolm Cook, Joseph Fuda, Mitch Fillion, Jag Gundu, Sean Howard, Dustin Rabin and John Rowlands.



A Message from Richard Hamm

Chairman of the Board

On behalf of the Board of Governors and the entire team at Massey Hall and Roy Thomson Hall, I want to extend our heartfelt thanks to you for your support over this past year and for being an essential part of this most significant time in our history. The pages that follow offer an overview of the exciting year that we've enjoyed together in our Halls and across our Music City, and provide a glimpse of what's to come.

As my tenure as Board Chair comes to a close and we welcome incoming Chair **Eileen Costello**, we remain keenly focused on the extraordinary Massey Hall Revitalization project, which I was fortunate to help kick off last February, and to which Eileen, as a long-time member of both

the Board of Governors and our Building Committee, has provided invaluable support. This is not simply the restoration of a beloved brick building. It's the expansion of a footprint that enables a renewed business model; a project rooted in a preservation and celebration of history while leading us into the future, using new technologies and other resources to support emerging artists – artists whose career growth and development are paramount to the overall vision of the project and our organization as a whole.

More than ever, the Halls' vibrancy and significance remain prominent, and you – our donors, members, clients and sponsors – help make these incredible Halls something to be proud of. As we

enter this new era, your support continues to be essential, and we are grateful for it.

We look forward to your continued support and to moving forward together, with you.

With thanks,

Richard Hamm



A Message from Deane Cameron

President & Chief Executive Officer

Dear friends, when I look back on the past year, my first with the organization, I do so with gratitude. Above all else, for the welcoming and supportive staff, Board of Governors, volunteers, donors and sponsors as well as our many clients and patrons. Be it in formal meetings or casually at concerts, the conversations and interactions we have shared have all echoed equally. Your sincere and genuine love of both iconic venues and the exciting events that take place there, are at the heart of our motivation to develop their next chapters. I can wholeheartedly say that it is a privilege and honour to lead the team into this most extraordinary era.

What you will notice as a constant throughout this report is growth. In the footsteps of my predecessors, and of all those who have dedicated so much of themselves to these Halls, we have progressed as a team, focused on

servicing clients, music fans and patrons with experiences they'll remember for a lifetime. We are committed to continually enhancing your experiences in our venues, whether onstage, behind the scenes or in the auditoriums' seats. We have invested heavily in our sound and lighting systems at both Halls, and in our online infrastructure to support the website and the ticketing experience. And we've only just begun.

We've reignited our commitment to supporting artists and artist development and to being a part of the community as well as a valuable asset to the Canadian music industry. With the Massey Hall Revitalization, we are primed and keen to be a hub for Toronto's creativity and Ontario's centre for live music. Our promise to change nothing but improve everything, means that with a new addition to the south of Massey Hall connected to the

heritage building, we'll be a multi-use facility that houses education, film, archival and digital content creation. We'll become a state-of-the-art music venue encompassing everything you've always known and loved about the building – and well equipped for another hundred years.

It is important to us that you not only come into our Halls with excitement, but that you leave an event excited to return. Our walls hold countless stories from legendary years past, and your experiences in the Halls today are the stories that will be told for generations to come.

Together, we look forward,

Deane Cameron

MASSEY HALL REVITALIZATION

We graciously acknowledge the support we have received from individual donors, our corporate and foundation partners and all orders of government in helping us reach our Phase One project goal, on time and on budget.



We've long envisioned a revitalized Massey Hall as an engine of the city's cultural vitality, a hub for Ontario's creativity and a national centre for live music, just as Hart Massey did when he gifted it to the city in 1894. But in 2016, as the project's first phase wrapped up, we watched that vision take a physical form – and come to life.

ON



Work to shore and excavate the expanded site south of the Hall was completed, and the two-level basement and foundation footings for the new South Tower Addition have reached street level. The basement will contain essential “back-of-house” resources – dressing rooms, technical and production facilities and more – providing new and improved access for performers and crews, a vital part of our ability to welcome productions of various sizes and scales into the Hall.



Phase Two planning and design is well underway, and we are on target to complete by **early 2018** all necessary plans for the work ahead. Guided by our mission to **change nothing** and **improve everything**, the Hall will remain a symbol of artistic and cultural excellence and celebration.

PHASE 1 COMPLETE



**ON TIME &
ON BUDGET**



Show Poster: *Pipes, Drums & Hot Steps* Saturday March 18, 1961 donated by Michael and Sophia Kapoustin, son and daughter, and Nicholas Kapoustin, grandson, to Robert and Tatiana Kapoustin.

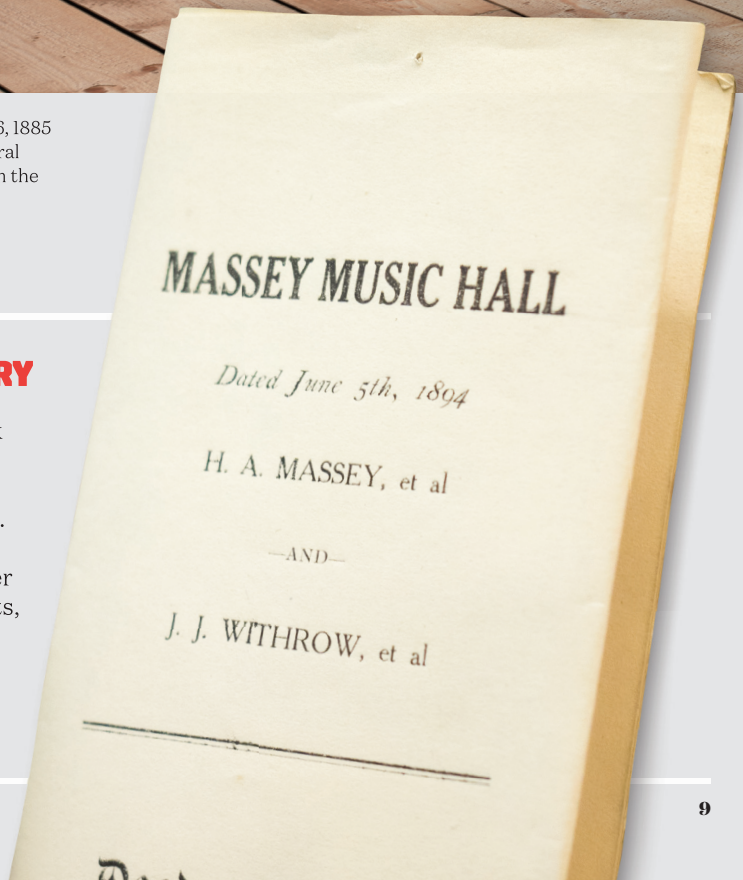


Above: Massey Hall mortgage agreements from 1876, 1885 and 1892 and a Massey Hall cheque payable to General Manager Stewart Houston between 1903-1904. From the Massey Hall & Roy Thomson Hall archive.

Right: Massey Hall Original Deed: June 5, 1894 from the Massey Hall & Roy Thomson Hall archive.

OUR HISTORY IS YOUR HISTORY

As we look forward and continue work on the revitalization of Massey Hall, so too do we turn to the past to explore the rich history of this historic landmark. The Massey Hall & Roy Thomson Hall Archive Project has begun compiling over a century's worth of memorable moments, and we will soon share the culmination of this work online in a brand new digital archive space, and naturally on site at the revitalized Massey Hall.







THE YEAR AT MASSEY HALL

In the Hall's 121st year welcoming the world's best, the storied stage hosted a wide range of music, debate and more providing a gathering space for the community. Our popular concert and concert-film series, *Live at Massey Hall*, entered its third season, and we welcomed back a range of long-running events featuring choral music, comedy and more. Iconic Canadian folk-rockers Blue Rodeo were presented with this year's *Massey Hall Honours Award*, in celebration of their cultural contributions and commitment to performance at the Hall: "It never loses its thrill," the band said of the Hall, echoing the feelings of countless fans. "It is always a privilege."



Live at Massey Hall Bahamas

1

Live at Massey Hall Tanya Tagaq

2

Choir! Choir! Choir! Remembers Prince

3

Leon Bridges

4

The Silk Road Ensemble with Yo-Yo Ma

5

Blue Rodeo

6

Ringo Starr and his All-Starr Band

7

Buddy Guy

8



149,376

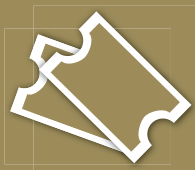
Massey Hall Tickets Sold



THE YEAR AT ROY THOMSON HALL

Year after year, Roy Thomson Hall continues to play host to some of the best artists, art, and conversations, from here at home and across the globe. Spending a year in the auditorium is all it takes to recognize Toronto as a true global city, and the vital role played by a great cultural space.

- 1 Abida Parveen
In partnership with Aga Khan Museum
- 2 TSO with Music Director Peter Oundjian
- 3 Engelbert Humperdinck
Co-presented with Rubin Fogel Productions
- 4 Munk Debates: Federal Election Debate
- 5 Yundi
- 6 Kate Hudson on the red carpet during TIFF
Photo Credit: George Pimentel, WireImage / Getty for TIFF
- 7 Steve Martin, In Conversation with Andrew Hunter
Co-presented with Art Gallery of Ontario



111,339

Roy Thomson Hall Tickets Sold





3

5

4

6

7

Arts & Education Outreach

Choir & Organ Concerts

Roy Thomson Hall's Free Noon Hour Choir & Organ Series welcomed over 7,000 people to its 19th season of concerts with a line-up of outstanding performers and spotlighting the hall's magnificent Gabriel Kney Pipe Organ.

These concerts are made possible with the support of
Edwards Charitable Foundation

THIS YEARS' FOUR CONCERTS FEATURED:

- 1 David Baskeyfield, U.K.**
An Organ Spectacular!
Solo Recital by the Grand Prize Winner of the 2014 Canadian International Organ competition
- 2 Orpheus Choir of Toronto**
'Tis the Season!
Conducted by Robert Cooper with organist Edward Moroney
- 3 Bach Children's Chorus**
Celebration of Youth
Conducted by Linda Beaupré with organist Eleanor Daley
- 4 Toronto Mass Choir**
The Glory of Gospel
Conducted by Karen Burke with organist Christopher Dawes and pianists Joy Brown and Corey Butler



Mark Sepic provides an illuminating Jazz & Junkestra workshop for Share the Music students.

Share the Music

Share the Music, the Corporation's arts and education outreach program, provided tickets to over 2,200 students, (ages 8-18) from 51 different GTA schools and community music groups, to attend 13 selected concerts at our halls and 10 informative and engaging related pre-concert workshops. Thanks to presenting sponsor Sun Life Financial and many other generous donors, the musical horizons of young people, who would otherwise be unable to afford or attend such performances, were enriched and broadened through the following diverse range of events:

- **The Bad Plus Joshua Redman**
Interactive improvisation workshop with leader Kyle Brenders & the Massey Hall Band
- **Scott Bradlee's Postmodern Jukebox**
Vocal workshop with Daveed Goldman & Nobu Adilman (directors of Choir! Choir! Choir!)
- **Paco Peña**
Flamenco workshop with Esmeralda Enrique and members of her Spanish Dance Company
- **Women's Blues Revue**
Musical blues chat with vocalist Diana Braithwaite and multi-instrumentalist Chris Whiteley
- **Live at Massey Hall: Tanya Tagaq & Owen Pallett**
- **The Triplets of Belleville film screening with live orchestra conducted by composer Benoît Charet**
Jazz & Junkestra workshop with guitarist-sound sculptor Mark Sepic, bassist John Yelland and percussionist Enrique Loyola (see above photo)
- **Classic Albums Live: The Beatles, Help!**
Workshop with pianist-vocalist Michael Johnston, guitarist Brian MacMillan & bassist Charles James
- **globalFEST on the Road: Creole Carnival**
- **Matt Andersen & The Bona Fide with special guest Donovan Woods**
Musical chat with performer-media personality Danny Marks
- **Yundi**
Musical repertoire chat and demonstration with Gryphon Trio pianist James Parker
- **Orpheus Chamber Orchestra with Pinchas Zukerman, violin**
- **Steve Reich at 80**
Workshop of Reich's Clapping Music with host Kyle Brenders and percussionists Jamie Drake & Daniel Morphy
- **SFJAZZ Collective: The Music of Michael Jackson & Original Compositions**
Workshop with jazz-soul-blues vocalist Justin Bachus and his band

Share the Music
presenting sponsor



Making the Arts
More Accessible®



Artist & Audience Development Program

Taking an active role in supporting Canadian talent is an important part of who we are and what drives us. Our Artist & Audience Development Program is dedicated to artists that we believe will one day be the future generation of stars on our main stages, and has remained a focus in 2016.

This past season, we continued our role in developing, promoting and celebrating artists, as well as nurturing relationships between them and their audiences before and after concerts.

We presented performances and outreach activities at venues ranging from small clubs, mid-sized theatres, downtown parks, Yonge-Dundas Square, on our own patio at Roy Thomson Hall and most importantly, inside our two Halls.

Some examples of initiatives, pop/soul artist Liz Loughrey performed to a sold-out Rivoli audience in April, which prepared her for the capacity-crowds at two concerts at Yonge-Dundas Square: her own band's performance and her

contribution to the Massey Hall Band's celebration of The Beatles as part of BeatlesTO Week.

Massey Hall supported the release of Loughrey's single "Rise Up" which in just a few short weeks garnered more than 120,000 streams on Spotify and close to 100 feature posts on blogs and websites across Canada as well as in France, England, Brazil and Japan.

Recent Canadian Folk Music Award winner Donovan Woods has enjoyed an incredible year of career growth as he makes his way down the road to Massey Hall, following last year's sold-out Harbourfront Centre Theatre show with an impressive sold-out concert at the 700-seat Trinity-St. Paul's Centre in

October 2016. Woods and his team worked closely with us over the past year to engage current and future fans through a variety of initiatives including studio recordings, email campaigns and video productions.

It was a big year for Emilie-Claire Barlow, who had her Massey Hall headline debut this year accompanied by orchestra and in support of her JUNO-winning album *Clear Day*. Having presented her in previous years at the intimate Glenn Gould Studio and the Winter Garden Theatre we have watched, excitedly, as her career continues to grow. Inspired by these and other success stories, our commitment to our country's talented artists will continue to grow in 2017 – and beyond.

Supported by



With participation of
the Government
of Canada

Avec la participation
du gouvernement
du Canada



- 1 Emilie-Claire Barlow
- 2 Donovan Woods
- 3 Liz Loughrey



Financial Statements

BALANCE SHEET

As at August 31

2016

2015

(In thousands of dollars)

ASSETS		
Current		
Cash and cash equivalents	8,450	3,546
Short-term investments	4,822	3,603
Accounts receivable	960	1,021
Inventories	125	120
Prepaid expenses	264	301
Total current assets	14,621	8,591
Investments	5,619	6,325
Capital assets, net	58,015	54,113
	78,255	69,029
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	2,857	2,298
Deferred revenue	6,505	4,364
Total current liabilities	9,362	6,662
Deferred capital contributions	56,309	49,988
Net assets		
Unrestricted	7,384	12,179
Internally restricted	5,200	200
Total net assets	12,584	12,379
	78,255	69,029

Incorporated by Special Act under the laws of Ontario

For a complete set of financial statements for the year ended August 31, 2016 please email us at reachus@mh-rth.com

An unqualified report was issued by independent auditors on the financial statements for the year ended August 31, 2016.

The Corporation of Massey Hall and Roy Thomson Hall is a registered charitable organization.

No. 11922 8633 RR0001

As at August 31, 2016, the Roy Thomson Hall and Massey Hall Foundation had net assets of \$487,000 of which \$370,000 was an endowment fund restricted for music education and programming support.



STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET ASSETS

For the Year ended August 31
2016 **2015**
(In thousands of dollars)

REVENUE		
Rental	2,217	2,232
Programming	6,376	5,771
Ticketing services, front of house and production	5,256	4,877
Bar, catering, parking and music store	6,520	6,347
Development	1,845	2,158
Other	498	430
Amortization of deferred capital contributions	3,028	2,693
	25,740	24,508

EXPENSES		
Programming	6,952	6,326
Ticketing and event services, front of house and production	4,749	4,546
Bar, catering, parking and music store	3,528	3,744
Development	430	488
Arts education and community outreach	252	238
Building operations	2,975	2,915
Administration	3,387	2,911
Amortization of capital assets	3,356	3,007
Massey Hall revitalization project	374	408
	26,003	24,583
Deficiency of revenue over expenses from operations	(263)	(75)
Investment income	468	105
Excess of revenue over expenses	205	30
Transfer to internally restricted net assets (to fund Massey Hall revitalization project expenditures)	(5,000)	-
Net change in unrestricted net assets	(4,795)	30
Unrestricted net assets, beginning of year	12,179	12,149
Unrestricted net assets, end of year	7,384	12,179



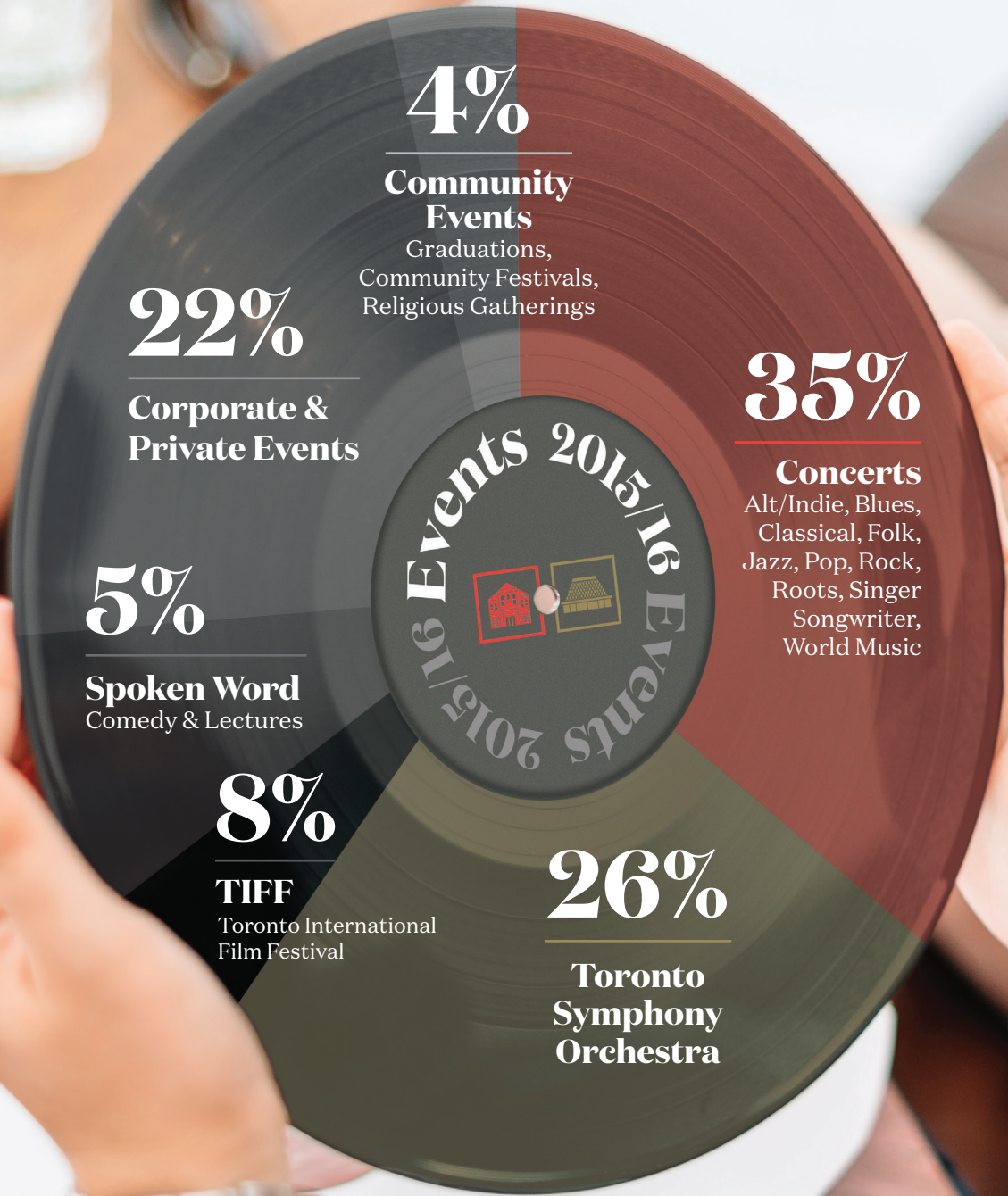
STATEMENT OF CASH FLOWS

For the Year ended August 31
2016 **2015**
(In thousands of dollars)

OPERATING ACTIVITIES		
Excess of revenue over expenses for the year	205	30
Add (deduct) items not affecting cash		
• Amortization of deferred capital contributions	(3,028)	(2,693)
• Amortization of capital assets	3,356	3,007
Net change in non-cash working capital balances related to operations	2,520	(3,383)
Reinvested investment income	(468)	(105)
Cash provided by (used in) operating activities	2,585	(3,144)

INVESTING ACTIVITIES		
Purchase of capital assets	(2,849)	(1,253)
Massey Hall revitalization project	(4,137)	(3,638)
Purchase of short-term investments, net	(1,219)	(549)
Sales (purchase) of long-term investments	1,174	(675)
Cash used in investing activities	(7,031)	(6,115)

FINANCING ACTIVITIES		
Contributions restricted for purchase of capital assets	9,350	5,583
Cash provided by financing activities	9,350	5,583
Net increase (decrease) in cash and cash equivalents during the year	4,904	(3,676)
Cash and cash equivalents, beginning of year	3,546	7,222
Cash and cash equivalents, end of year	8,450	3,546



467 Total event count including other venues

431 Total event count (MH & RTH)

Presenters, Promoters & Clients

45th Street Management Group
4AM Productions Inc.
A.T. Kearney, Inc.
Accenture
Adobe Systems Inc.
AEG Live Canada Ltd.
Aga Khan Museum
AGF Investments Inc.
Agnew Peckham
American Express Global Business Travel
AMG Concerts Inc.
Art Gallery of Ontario
Attila Glatz Concert Productions
Back Fort Mac
Bass Clef Entertainment Ltd.
Bell Canada
Bell Media Inc.
BlackBerry Limited
Blakes, Cassels, & Graydon
Bloomberg
BMO Nesbitt Burns
Bounty Enterprises Inc.
Brothers Entertainment LLC
Buffer Festival
CA Technologies
Canada China Cultural Development Association
Canada Pension Plan Investment Board
Canada's Walk Of Fame
Canadian Breast Cancer Foundation
Canadian Memorial Chiropractic College
Centre for Civic Engagement
CGI ISMC Inc.
Chai Lifeline Canada
Chartered Professional Accountants of Ontario
Ciel Entertainment
CIS Ontario
Collective Concerts
Consulate General Of Italy - Italian Trade Commission
Corner Market Capital Corp.
Corporate Knights Inc.
Creflo Dollar Ministries, Canada
D'Bandit Entertainment Inc
Deepa Yoganathan & Neel Welling
Department of Medicine, University of Toronto
Desjardins
DHX Television
DWPV Services Limited Partnership
Ernst & Young
Expanding Universe Productions 2 Limited
Fairfax Financial Holdings Ltd.
Falun Dafa Association of Toronto
Foresight Theatrical
Fortress Real Developments Inc.
FRHI Hotels and Resorts
Getty Music Touring LLC
Gold & Gold Productions, Ltd.
Goldenvoice
GoodLife Fitness
Hay House Inc
HSBC Bank Canada
IQ PARTNERS Inc.
Italian Contemporary Film Festival
KZM Agency
Launch Pad Services Inc.
Law Society Of Upper Canada, The
LCBO VINTAGES
Let's Talk Entertainment Inc.
Lexus
Liberty Entertainment Group
Lindsay Morris-Pocock & Ben Fisher
Live Nation Ontario Concerts GP, Inc.
Lula Music and Arts Centre
Lumency
Mackenzie Investments
MASS LBP
Merrill Lynch Canada Inc
Metropolitan Community Church of Toronto
MIA Event Company LLC
Microsoft Canada
MOD Developments Inc.
Montreal Chamber Music Society
Mosaic Sales Solutions Canada Operating Co.
Napa Valley Vintners
National Arts Centre
National Bank Financial
National Geographic Society
NJ Productions Plus LTD.
OCAD University
Oh! Brand Strategy
Ontario Brain Institute
Orchestre symphonique de Montréal
Our Kids Publications
Pandora Jewelry Ltd
Paul Mercs Concerts Inc.
Pegasus Entertainment
Peoples Ministries Inc.
Pinnacle Global Media Partners
Prepskills Inc.
Productions Juste Pour Rire II Inc.
Raveen Syan & Suvin Malik
RBC
RBC Global Asset Management Inc.
RBI Productions Inc.
Regent Park School of Music
RIMOWA North America Inc.
Rubin Fogel Productions Ltd
Ryan Thompson and Jane Emes
S2BN Entertainment Canada Inc.
Sakomoto Entertainment
Salvation Army, The
Scotia Wealth Management
Sears Canada
Sherritt International Corporation
Show One Productions Inc.
Single Minded
Small World Music Society
SONAR
Soundstreams
St. Andrew's College
St. Clement's School
St. Michael's Choir School
Steinway Piano Gallery Toronto
Strain Can II Productions Inc
Sun Life Assurance Company of Canada
Sun Life Financial
TI Agency
Tafelmusik Baroque Orchestra & Chamber Choir
TD Bank Group
Ten TV
The Hospital for Sick Children
The Joey Cee Organization
The Toronto Secondary School Music Teachers' Association
The Union Ltd.
Thomson Reuters Canada
Tom McHale & Kiersten Tough
Toronto Blues Society
Toronto Children's Chorus
Toronto District School Board
Toronto Foundation for Student Success - Dream Serenade
Toronto International Film Festival
Toronto Symphony Orchestra
TorontoJobs.ca
Torys LLP
TR Canada
Travelers Insurance Company of Canada
Ukrainian Bandurist Chorus
VersaPay Corporation
Victoria University in the University of Toronto
Viola Chu & Timothy Seen Sin Wong
WestBeth Entertainment North Inc.
Workplace Safety & Insurance Board (WSIB)

Members, Sponsors & Donors

In addition to operating two of the world's finest concert halls, our mission as a not-for-profit organization is to nurture the growth and success of Canada's music community. We gratefully acknowledge the following Massey Hall and Roy Thomson Hall members, sponsors and donors, whose generosity supports our education, community outreach and artist development initiatives.

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Nancy's Very Own Foundation
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Elizabeth Tory
John & Leslie Tuer

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Ash Vahman & Leyli Taheri
Moayed
Michael Varley
Michel & Chantal Viau
Jimmy & Roberta Wang
Martin Williams
Richard Woodruff & Cath Devlin
Michele Zentil & Steven Small

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Tabla master Ritesh Das receives Roy Thomson Hall Award of Recognition

Veteran tabla master Ritesh Das, the Artistic Director and Founder of the Toronto Tabla Ensemble, a not-for-profit organization since 1991, is the recipient of the 2016 Roy Thomson Hall Award of Recognition.

The Roy Thomson Hall Award is presented to an individual, ensemble or organization to recognize creative, performing, administrative, volunteer or philanthropic contributions to Toronto's musical life. Established in 1984 by the Volunteer Committee of Roy Thomson Hall to thank the community that supported the conception and building of the new concert hall, the \$10,000 cash prize is awarded every two years at the Mayor's Arts Awards Luncheon presented by the Toronto Arts Council.

Das received the award on Thursday, May 26 during the 11th annual Mayor's Arts Lunch, an event that brings together leaders of the arts, government, and business to celebrate the benefits that the artistic community and their benefactors bring to the life of Toronto.

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