

A photograph of the Massey Hall building at night. A large, illuminated neon sign in the shape of a shield hangs from the building, displaying "MASSEY HALL" in yellow capital letters. Above the shield is a circular logo with "MTH" and "1894". The building's facade is made of brick and stone, with large windows and a prominent entrance. The scene is lit with warm, orange-toned light from the sign and building lights.

# ANNUAL REPORT

*2020/2021*



**MASSEY  
HALL**

**ALLIED  
MUSIC  
CENTRE**



**ROY THOMSON  
HALL**

*Table of*  
**Contents**

3

---

Who We Are

4

---

A Message  
from Dave Forster &  
Jesse Kumagai

6

---

Massey Hall  
Revitalization Project

10

---

Allied Music  
Centre

12

---

What Allied Music  
Centre and the  
Expansion Mean

14

---

Our Programming  
Year in Review

16

---

Artist Development

18

---

Education & Outreach

23

---

Financial Statements

26

---

Presenters,  
Promoters & Clients

27

---

Our Community  
of Supporters

30

---

Members, Sponsors &  
Donors

33

---

Massey Hall Forever  
Campaign Cabinet

34

---

Our Board of  
Governors & Staff

# Who We Are

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The Corporation of Massey Hall & Roy Thomson Hall is a cultural charity focused on reflecting the diverse communities we serve by providing access to meaningful music experiences in our concert halls and beyond, while investing in artists, music education, and community outreach initiatives.

We aim to:

**GENERATE** excitement around performance and music, building on the unique strengths of both Halls.

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

**SUPPORT** the development of Canadian talent.

**INCREASE & ENHANCE** our worldwide profile as a leader in the arts community through our professionalism and programming.

Allied Music Centre, Massey Hall, and Roy Thomson Hall stand on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We recognize the many Indigenous Nations who walked these lands in the past and the many Nations who call these lands home today. We are grateful to work and present in this community.



*A Message from*

# David Forster & Jesse Kumagai

Chair of the Board

President and CEO

**Friends,**

This is a critical moment of transition for Massey Hall and Roy Thomson Hall. In addition to the unprecedented circumstance of a global pandemic shuttering venues everywhere, we are also in the final stages of the Massey Hall Revitalization.

We are working hard to complete the most significant renovation of Canada's oldest and most celebrated concert hall. In this spirit, we are looking forward to opening our doors in the coming months again and

playing a role in ensuring the future of our national music industry not only recovers but thrives.

While we had planned to be without Massey Hall during this time, we could not have anticipated that we would also be without Roy Thomson Hall and partner venues. Over the past several months, we have not been able to implement planning and growth strategies in the ways we had envisioned. Instead, we have pivoted our work to focus behind the scenes: continuing our development work with emerging artists, preparing to welcome new audiences – both in person and digital, while bolstering our skills, expertise, and innovation so that we may be a critical catalyst for renewed economic activity for our city, province, and nation.







In the years ahead, we know that the work we do and the opening of Allied Music Centre, and with it Massey Hall, will require the creation of many new jobs and employment opportunities; and further, that the concerts in our performance spaces will benefit artists and the broader music community including agents, managers, labels, publicists, and more.

We know, like you, that gathering in the light of live music brings joy, builds community, and, ultimately, contributes significantly to the economy. As 2021 shows us a brighter path, with the hope that it will allow us to bring people together once again, we know our live music activity and audience development initiatives will be critical for our peers in other of the hardest hit sectors.

While marking one of the most challenging years for everyone, including our organization and the music community, we remain optimistic for our future and are inspired by the opportunity a revitalized Massey Hall creates for our community of music makers and fans.

Sincerely,

**David Forster**, Chair of Board of Governors

**Jesse Kumagai**, CEO & President

# Massey Hall Revitalization Project

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The Massey Hall Revitalization includes the restoration of the National Historic Site featuring the stunning Allan Slaight Auditorium and the project also includes a dramatic expansion – the construction of a new seven storey addition, which will house new venues, collectively known as Allied Music Centre.

Despite the temporary shutdown last spring, significant progress has been made and Massey Hall is on schedule to be completed by November 2021, with 80% of our goal raised to date.

We would like to acknowledge the significant work of our architect KPMB, contractor EllisDon, and our design team for their continued work in making the Massey Hall Revitalization project a reality.



Front facade of Massey Hall. Photo by Salina Kassam.





Marianne McKenna inside Allied Music Centre. Photo by Jag Gundu.

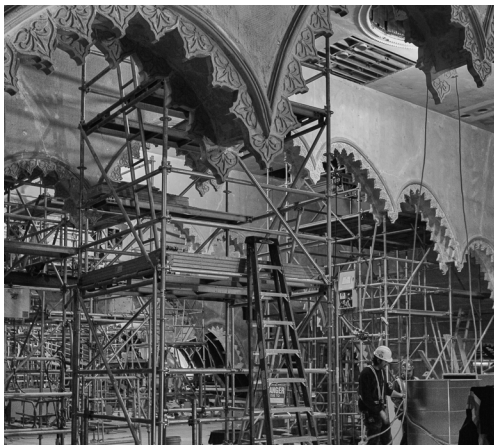




303

Massey Hall Allan Slaight Auditorium. Photo by Gerard Richardson.





Allan Slaight Auditorium plaster work in Progress, Massey Hall  
Photo: Salina Kassam, December 2020



4th Floor Club Construction in Progress, Allied Music Centre  
Photo: Salina Kassam, September 2020



East Passerelle Construction in Progress, Massey Hall  
Photo: Salina Kassam, November 2020.

## **MASSEY HALL INTERIOR RESTORATION**

For just over two years, the meticulous plaster restoration process has been a significant focus of heritage preservation in Massey Hall. In August, the scaffolding inside the Allan Slaight Auditorium came down, marking the completion of all overhead restoration work in the high ceiling and attic, a major achievement in Revitalization progress.

The heritage plaster restoration is essentially complete down to the orchestra level; at the attic level, restored clerestory windows and ornamental plaster moldings and entablatures are finished. Restoration of the dome in the high ceiling is done and the south-facing arches have been resurfaced with an acoustic plaster treatment. This innovation will help bring amplified sound to new levels of excellence while retaining what the Hall is most known for: its warmth and resonance.

The previously installed wire mesh on all ceiling surfaces was removed as part of the restoration process. As a result, the incredible detail and artistry of the ceiling structure including Moorish arches, the scalloped ornamentation on the main and ogee arches, and the connection points to the capitals of the supporting columns have been revived in their entirety to the original 1894 condition.

## **CONSTRUCTION ON ALLIED MUSIC CENTRE**

Construction of the new 7-storey south addition is progressing and the steel framework is now fully erect to the uppermost roof level. Today, the addition stands at full height and is enclosed with mechanical and electrical complete up to the top floors. Steel framing for the passerelles, exterior walkways designed to move patrons from the Heritage building to the addition, are in place and enclosed, connecting the historical hall with the new structure.

The interior is starting to take shape now and is currently being outfitted. Design plans for archival exhibits that will be featured throughout are also underway, and we are so excited to share our history with patrons in an immersive way for the first time. From the basement level which will house artist amenities up to the Studio and Artist Lab on the 7th floor, the work inside the addition will continue over the next nine months, bringing us into the final phase of the Revitalization.



Allied Music Centre. Rendering by KPMB.

# Allied Music Centre

Introducing **Allied Music Centre**, home of historic **Massey Hall** and a new seven-storey addition that together features three new performance venues.





Upon completion, the Massey Hall Revitalization will restore and renew both the interior and exterior of this National Historic Site, introducing a removable seating option for over half of the main floor level of the Allan Slaight Auditorium, significantly upgraded rigging capabilities, a loading dock with direct stage access, and new artist dressing rooms. In addition, there are expansive new lobby bars on the second (Balcony) and third (Gallery) levels to enhance the patron experience, and an expanded and improved Basement Bar and Lounge integrated with a performance space.

The new seven-storey addition will feature a 500-capacity club with immersive sound and incredible sightlines to the city, a 100-capacity theatre with retractable seating, as well as additional artist and patron amenities that will include accessible seating options throughout the Allan Slaight Auditorium.

The diversified range of venue sizes and formats will also facilitate meaningful relationships with a broader range of musical genres and cultural communities. Allied Music Centre is a home for all music, and the possibilities are endless.



# What Allied Music Centre and the Expansion Mean

## **DELIVERING ON COMMUNITY IMPACT:**

For the first time, Massey Hall's education and community outreach programming will have a permanent home with the goal of reaching even more people in need. Every resource and space from the Instrument Library and the Studio through to the 6th Floor Theatre has received thoughtful consideration to create opportunities for those looking to broaden their musical horizons. In five short years, we've grown our programs twelve-fold, and we anticipate further growth to be inclusive of diverse communities including groups that come from a wide range of socio-economic backgrounds.





4th Floor Club inside Allied Music Centre. Rendering by KPMB.

## **ARTIST DEVELOPMENT:**

Our Artist Development Program serves as an artist incubator and strategic support centre for artists at all stages of their careers to foster career and audience growth and fuel the creative process. Artists will find a complete tool kit in Allied Music Centre's four performance venues and dedicated resources and spaces for writing, rehearsing, recording, and more. A holistic and customized approach for each artist will help them climb the venue ladder from the intimacy of the 6th Floor Theatre to realizing their dream of standing on the Allan Slaight Stage making their Massey Hall debut. Opportunities abound at Allied Music Centre, the artist's home away from home.

## **CITY BUILDING AND FISCAL SUSTAINABILITY:**

Allied Music Centre will support generations of activity and creativity, providing operational efficiency and long term financial sustainability not only for our organization but also for the Canadian music sector at-large. We are at a key juncture for the city's cultural landscape with many venues closing their doors, which means fewer opportunities for audiences to connect with our homegrown talent and fewer opportunities for artists to perform. When Allied Music Centre opens, there will be a place for all artists to create, perform, and connect with audiences.





Donovan Woods performing at Massey Hall.  
Photo by Jag Gundu.

# Our Programming Year in Review

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The 2020-2021 year presented a pendulum of optimism and continued pandemic-related challenges. Where a typical year would see hundreds of performances and events across our venues and in the community, we were not able to present concerts for live audiences on the Roy Thomson Hall stage or in partner venues, and of course, Massey Hall remained under construction during this time.

Our teams remained vigorously busy as we were able to execute concert recordings for portions of this year including a series presented by the Toronto Symphony Orchestra, and a performance by the Salvation Army. We were so proud to be a part of the JUNO Awards 50th anniversary celebrations, inviting the country into Massey Hall via the JUNO Awards broadcast to witness Gordon Lightfoot introduce members of the Tragically Hip and Feist performing on the floor of Massey Hall. The performance and the space were strikingly beautiful, and gave many their first glimpse of what was to come with the reopening of our historic hall.

We were also able to share the incredible online introduction of Allied Music Centre in December – for the first time showing our communities our vision for three new performance spaces in addition to updates on other amenities in the expanded building and our revitalized Massey Hall. This moment inspired our team as well as our community and industry partners as we began plans in earnest for what these incredible resources would bring when we could once again bring audiences together. On June 14, 2021, we launched the “Let’s Meet at Massey” campaign along with the first announcement of concerts to take place over Massey Hall’s opening year. Over 40 concerts were part of this significant moment including Gordon Lightfoot’s return to Massey Hall and his 170th appearance on the iconic Allan Slaight Stage. The announcement also included Massey Hall headline debuts for artist partners Leif Vollebekk and Donovan Woods; returns to the stage by Sarah Harmer, Whitehorse; Canadian icons Buffy Sainte-Marie, Molly Johnson, Bruce Cockburn, and Jann Arden; international legends Emmylou Harris, Buddy Guy, and Mavis Staples; as well as the Glorious Sons; among many others.

This has and will continue to be a tremendously challenging time for so many—but we remain grateful for the opportunity to be a light in the lives of community members; with live music, entertainment, and the opportunity to share a moment—whether online or in person—bringing us together.

# Artist Development

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Our commitment to supporting artists hasn't wavered through the second year of the pandemic. Artists and the live music sector are facing immense pressure as opportunities to tour and release new music are limited. More than ever, we are working behind the scenes with acts to help craft strategies and plans to pivot and stay engaged with their growing audiences.

*"I've made it my own career goal to promote a hundred shows at this iconic venue. With the support of the visionary people behind the scenes at Massey Hall, I may very well achieve this grand master plan. Their boundless passion for and commitment to artist development embodies the spirit and energy of the hallowed hall they serve."*

—SHAUNA DE CARTIER, Founder and President, Six Shooter Records



## HIGHLIGHTS INCLUDE:

We produced virtual concerts from the stage at Roy Thomson Hall that celebrated *Without People's* global release by Donovan Woods, raising funds for partners ArtsCan Circle and Southern Girls Rock Camp. We supported Hayden's Dream Serenade virtual benefit concert for its COVID relief family respite fund.

We also produced a Holiday concert, *Holiday for the Heart*, for Seniors that brought heartfelt cheer and introduced Liz Lokre, Shakura S'Aida, Amanda Martinez, and Royal Wood to audiences across the country in partnership with Amica Senior Lifestyles.

## BRINGING MUSIC TO YOUR HOME

Our award-winning *Live at Massey Hall* series has taken on even greater meaning, as live music fans like you have shared how meaningful it's been to be able to re-live their concert experiences at Massey Hall.

With "Encore Presentations" of favourite concerts in the series, we supported Zaki Ibrahim and Elliott BROOD as they engaged live with fans during YouTube watch parties. We also released a new film that featured Kathleen Edwards, timed to support her acclaimed new album, which was strategically important especially as live shows were on hold.





Wild Rivers, Photo by Samuel Kojo.

To help promote new releases from artists we have helped with the production, launch of videos and promotional materials like photoshoots and press kits, direct-to-fan engagement, and live video recordings including acoustic sessions.

Partner artists include:

- Elise LeGrow,
- Donovan Woods,
- Peter Katz,
- William Prince,
- Hannah Georgas,
- Shakura S'Aida,
- Royal Wood,
- iskwē,
- Kathleen Edwards,
- Liz Lokre,
- Adrian X, and others

*“I think few people realize just how much Massey Hall invests into younger artists to help groom them into becoming Massey Hall ready. I was fortunate enough to be presented by them for years in smaller venues, each time moving up the rung into larger rooms, until I finally made the grade.”*

**—ROYAL WOOD, Singer-songwriter**

Royal Wood released *Live at Massey Hall* album last year. A recording from his Massey Hall headline debut.

# Education & Outreach

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Creating virtual opportunities for young people, moms, newcomers, and educators during the pandemic while concert-related programming such as the popular Share the Music program were put on hold, we have been keeping communities connected online.

## **CALL & RESPONSE**

Call & Response allows secondary school students to explore leadership, co-operation, and other career skills through a variety of workshops. Youth Musician Council is made up of graduates from Call & Response. This year programs moved online to offer students a platform to create their own projects like the Youth Composition Competition. This year we continued to promote our Learn at Home portal for teachers, students, and parents, including links to the Massey Hall Sound Museum, our new teaching resources for select Live at Massey Hall shows, and more.







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## **YOUTH MUSICIAN COUNCIL**

The Youth Musician Council, in conjunction with Community Living Ontario, spent over 260 hours volunteering and mentoring workshops to increase access to music for youth with and without disabilities. This extraordinary team organized a webinar, created a short film to document their experience along with a launching a song contest for high school students.

*“Overall, looking back Call & Response will definitely be something I will miss dearly week to week. It was truly a pleasure to come to the meetings every Wednesday, and even if every week I was not feeling “in the mood”, by the end of the workshop I had fallen in love with the activity and workshop. Thank you so much to everyone involved with hosting and making Call & Response possible, even with the physical barriers we face today.”*

**—CALL & RESPONSE PARTICIPANT**

## **THE LULLABY PROJECT**

This program pairs songwriters and musicians with new and expectant parents to help them create personally crafted lullabies for their children. Partnered with Jessie's – The June Callwood Centre for Young Women, the program has produced over 40 lullabies. During the pandemic, we launched the Lullaby at Home series, where remote tools were provided to assist in the lullaby creation. The Lullaby Project partners with the Regent Park Community Health Centre and University Health Network.



*“Lyrics & Legacies was an incredible program! Sid enjoyed showcasing his talents and working with his song writer every week to develop a wonderful song together. I would highly recommend this program!”*

**—LYRICS AND LEGACIES PARTICIPANT**

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*“Our musician, Pheonix, was incredible! The three of us worked well as a team and came up with a really unique and interesting song that the resident and family will love. Thank you so much for the opportunity and the chance to share her story.”*

**—LYRICS AND LEGACIES PARTICIPANT**

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*“The project for sure helped to cultivate my resident’s talent and interest; therefore - now - it is not only known by her family and friends, and our community but hopefully by bigger audience.”*

**—AMICA SENIOR LIFESTYLES STAFF**

## **LYRICS AND LEGACIES**

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New this year was our Lyrics & Legacies program. In partnership with Amica Senior Lifestyles, this moving program empowered seniors in care and residents with dementia to share their stories through music. Songwriters partnered with the seniors to assist them in transforming their memories into a musical history by writing music, telling their stories in their own words, and even performing and recording their song creating a gift of their life story for their families and friends.

## **LEARNING ENGLISH THROUGH SONG (LETS)**

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In partnership with the Newcomer Women's Centre, we've continued to offer classes online to practice English vocabulary, pronunciation, expressions, and idioms through popular songs and group singing. The online sessions have included more family-friendly classes while children have been home from school.

We continued the program virtually and saw women who speak ten different languages from Morocco, Iran, China, Kosovo, Ethiopia, India, and Myanmar come together weekly to sing songs to improve their pronunciation. Working on phrases in songs such as “You are my sunshine” helped all participants gain new language skills and provided meaningful and joyful connections when isolation was prevalent for many women new to Canada. We knew we were creating special moments when the singing led to dancing and laughter, especially when their children joined in too.



Call & Response. Photo by Jennifer Rowsom.



Gallery and Balcony levels inside the Allan Slaight Auditorium. Photo by Matt Barnes.



# Financial Statements

## Balance Sheet

As of August 31st  
(in thousands of dollars)

ASSETS	2021	2020
Cash and cash equivalents	12,556	4,484
Accounts receivable	598	4,571
Inventories	70	69
Prepaid expenses	367	337
<b>Total current assets</b>	<b>13,591</b>	<b>9,461</b>
<b>Capital assets, net</b>	<b>170,639</b>	<b>130,230</b>
	<b>184,230</b>	<b>139,691</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current</b>		
On demand bank loan	4,000	851
Accounts payable and accrued liabilities	16,855	12,436
Deferred revenue	7,371	2,188
<b>Total current liabilities</b>	<b>28,226</b>	<b>15,475</b>
<b>Deferred capital contributions</b>	<b>146,936</b>	<b>112,963</b>
<b>Deferred contributions</b>	<b>1,296</b>	<b>1,401</b>
<b>Net assets</b>		
Unrestricted	7,572	9,652
Internally restricted ( <i>\$5 million used for the Massey hall revitalization project</i> )	200	200
<b>Total net assets</b>	<b>7,772</b>	<b>9,852</b>
	<b>184,230</b>	<b>139,691</b>

Incorporated by Special Act under the laws of Ontario  
For a complete set of financial statements for the year ended August 31, 2021 please email us at reachus@rth-mh.com  
An unqualified report was issued by independent auditors on the financial statements for the year ended August 31, 2021.

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

No. 11922 8633 RR0001

As at August 31, 2021, the Roy Thomson Hall and Massey Hall Foundation had fund balances of \$1,077,000 of which \$859,000 was an endowment fund restricted for music education and programming support.

# Statement of Operations and Changes in Unrestricted Net Assets

As of August 31st  
(in thousands of dollars)

REVENUE	2021	2020
Rental	203	1,208
Programming	95	2,669
Ticketing services, front of house and production	556	2,516
Bar, catering and parking	451	5,193
Development	758	804
Canada Emergency Wage Subsidy	4,936	1,294
Other	309	346
Amortization of deferred capital contributions	3,257	3,568
	<b>10,565</b>	<b>17,598</b>
<b>EXPENSES</b>		
Programming	261	2,515
Ticketing and event services, front of house and production	2,409	3,444
Bar, catering and parking	411	3,351
Development	267	314
Arts Education and community outreach	225	306
Building operations	1,648	2,362
Administration	3,209	3,243
Amortization of capital assets	3,531	3,889
Massey Hall revitalization Project	684	506
	<b>12,645</b>	<b>19,930</b>
<b>Deficiency of revenue over expenses from operations before the following</b>	<b>(2,080)</b>	<b>(2,332)</b>
Investment income	—	—
<b>(Deficiency) excess of revenue over expenses for the year</b>	<b>(2,080)</b>	<b>(2,332)</b>
Unrestricted net assets, beginning of year	9,652	11,984
Transfer from internally restricted net assets	—	—
<b>Unrestricted net assets, end of year</b>	<b>7,572</b>	<b>9,652</b>



# Statement of Cash Flows

As of August 31st  
(in thousands of dollars)

<b>OPERATING ACTIVITIES</b>	<b>2021</b>	<b>2020</b>
(Deficiency) excess of revenue over expenses for the year	(2,080)	(2,332)
Add (deduct) items not affecting cash		
• Amortization of deferred capital contributions	(3,257)	(3,568)
• Amortization of capital assets	3,531	3,889
Net change in non-cash working capital balances related to operations	5,659	(2,233)
Deferred contributions	(105)	(126)
Reinvested investment income	—	—
<b>Cash provided by (used in) operating activities</b>	<b>3,748</b>	<b>(4,370)</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(172)	(715)
Massey Hall revitalization Project	(39,742)	(29,407)
Sale of short-term investments, net	—	501
<b>Cash used in investing activities</b>	<b>(39,914)</b>	<b>(29,621)</b>
<b>FINANCING ACTIVITIES</b>		
On demand bank loan	3,149	851
Contributions restricted for purchase of capital assets	41,089	25,984
<b>Cash provided by financing activities</b>	<b>44,238</b>	<b>26,835</b>
<b>Net (decrease) increase in cash and cash equivalents during the year</b>	<b>8,072</b>	<b>(7,156)</b>
Cash and cash equivalents, beginning of year	4,484	11,640
<b>Cash and cash equivalents, end of year</b>	<b>12,556</b>	<b>4,484</b>

# Presenters, Promoters & Clients

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A.T. Kearney, Inc.  
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AGF Investments Inc.  
Air Canada  
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Attila Glatz Concert Productions, Inc.  
Aurea Foundation  
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Chai Lifeline Canada  
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Prepskills Inc.  
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RBC Wealth Management  
Red Bull Canada  
SAP Canada  
Schneider Electric  
Siemens Canada Limited  
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# Our Community of Supporters

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We're grateful to have so many supportive donors, members, and sponsors that share our vision of celebrating the growth and success of Canada's music community through education, outreach, and artist development initiatives.

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2021 Juno Awards Tragically Hip performance featuring Feist. Photo courtesy of CBC / CARAS.





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For more information, please contact  
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