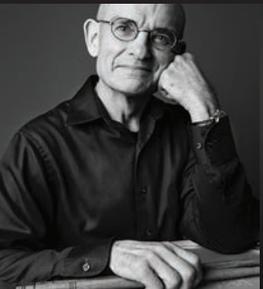


**THE
TSO**

ANNUAL REPORT
2014 | 15







ARTISTIC

LEADERSHIP

Peter Oundjian | *Music Director*

Sir Andrew Davis | *Conductor Laureate*

Steven Reineke | *Principal Pops Conductor*

Earl Lee | *RBC Resident Conductor*

Gary Kulesha | *Composer Advisor*

Kevin Lau | *RBC Affiliate Composer*

Shalom Bard | *TSYO Conductor*

a message from the music director.



If a universal language exists, it is music. Not only does it speak to each and every one of us without exception, but we all interpret it differently depending on our personal histories, experiences, and sensibilities. Indeed, the Toronto Symphony Orchestra's wonderful 2014/15 season spoke volumes.

From *Barenaked Ladies* and *The Second City* to the Beethoven & Nielsen Festival, the concert programming resonated with audiences of all kinds and strengthened our reputation as an exceptional ensemble. Embracing the cultural diversity of our great city, we also rang in Chinese New Year and celebrated the music and talented musicians of Armenia.

We continued our commitment to serve as a cultural leader in Toronto, and took advantage of every opportunity to bring our music into the city. For the fourth consecutive year, we closed the Luminato Festival with a free concert for the public. We played for—and with—piano lovers in multiple locations during our “Pianos in the City” event. We performed with the students of the Regent Park School of Music for a second year at the Regent Park Central Park community concert, and we proudly played “O Canada” at the Opening Ceremony of the Pan Am Games.

I would like to express my deepest thanks to the TSO's Artistic Leadership team—Conductor Laureate Sir Andrew Davis (who just celebrated 40 years on the TSO podium), Principal Pops Conductor Steven Reineke, RBC Resident Conductor Earl Lee, Composer Advisor Gary Kulesha, outgoing RBC Affiliate Composer Kevin Lau, and TSYO Conductor Shalom Bard—as well as the supremely talented members of the Orchestra.

A special thank you is also due to our loyal donors. Words simply cannot do justice to the depth of appreciation we feel for your overwhelming generosity. You make everything possible.

The TSO's 2014/15 season was nothing short of momentous. Thank you for being a part of it.

Sincerely,

Peter Oundjian
Music Director



a message from the chair.

For the second consecutive year, the Toronto Symphony Orchestra ended its season on a high note in all possible regards. The 2014/15 concert season featured outstanding programs performed by some of the greatest artists in the world—both from within the Orchestra and from without. The organization also established a bold new strategic plan that is rooted in innovation and focused on key priorities that will lead to growth and expansion.

The TSO ended the year with a surplus of revenues over expenses of \$135,781. Ticket sales grew by \$166,930 and, further, the TSO increased fundraising revenues by more than \$3.4 million over 2014. The TSO's key stakeholders deserve much of the credit for this positive result.

Without the generous support of patrons, individual donors, foundations, corporate sponsors, and the government, the TSO would simply not be able to achieve its goals. On behalf of the Board of Directors, I would particularly like to thank BMO Financial Group, our Season Presenting Sponsor for four consecutive seasons. I would also

like to express my sincere appreciation to President & CEO Jeff Melanson, the TSO staff, Music Director Peter Oundjian, and the members of the Orchestra for their invaluable contributions.

On a personal note, I'd like to acknowledge my fellow Board members for their commitment and leadership. Special thanks to retiring Directors Stephen Grant, Allan Kimberley, George Lewis, and Peter Luit for their many years of service.

The Toronto Symphony Orchestra's strategic plan is an exciting one, and, as always, the Board is pleased to provide its full support. I would like to welcome our incoming Chair, Richard Phillips, and wish him continued success in the future direction of the TSO.

Sincerely,

Christopher Hodgson
Chair, Board of Directors

2014/15 board of directors.

CHAIR

Christopher Hodgson

VICE-CHAIRS

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Richard Phillips

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Sonia Baxendale
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Rags Davloor
Olga Fershaloff, TSVC PRESIDENT
Diane Francis
Stephen Grant
Carol Hansell
Eileen Jurczak, MBA, CFA, SECRETARY

Allan S. Kimberley
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M. George Lewis, CPA, CA, CFA, ICD.D
Peter Luit
Trish Moran
John Novak
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Councillor Norm Kelly (December 2014–July 2015)
Luke Seabrook
William B. Thomas, FCPA, FCA, TREASURER
Jacqueline Moss, RTH LIAISON REPRESENTATIVE

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CHAIR
Christopher Hodgson

Robert W. Corcoran
Blake Goldring
Allan S. Kimberley
Richard Phillips
William B. Thomas, FCPA, FCA

NOMINATIONS & GOVERNANCE COMMITTEE

CHAIR
Carol Hansell

VICE-CHAIR
Stephen Grant

Diane Francis
Allan S. Kimberley
Trish Moran





a message from the president & ceo.

This has been an extraordinary year. As you will read in this report, the TSO has dramatically expanded its artistic, educational, and social reach, all while producing a surplus at year's end. This is important because, while the challenges facing our arts organizations are many, our world has never needed arts and creativity more. This is not a time for contraction but rather a time for big thinking, bold endeavours, and enhanced social impact. My sincere appreciation to our Board—particularly outgoing Chair Chris Hodgson—musicians, staff, government funders, patrons, and donor community for all of their tremendous support throughout the 2014/15 season.

During the 2014/15 season, the Toronto Symphony Orchestra community created a new set of strategic objectives developed around the idea that, over time, we might become the world's most innovative orchestra. We are defining innovation broadly to include artistic, social, and economic elements that continue to celebrate the great works, composers, and artists of the past, while also establishing much more space for new creation, expanded audiences, inclusivity, and engagement.

As this report outlines, we have made significant progress toward these strategic objectives: Cultural & Artistic Excellence (TSO), Pre-professional Training & Talent Development (TSYO), Community Outreach & Education, and Innovation Platforms & Arts Leadership.

Through your Toronto Symphony Orchestra, we brought together amazing classical masterworks with our long-running New Creations Festival, while establishing new partnerships with the Art Gallery

of Ontario, The Hospital for Sick Children (SickKids), the Toronto International Film Festival (TIFF), and the Polaris Music Prize, among many others. To celebrate the Toronto Symphony Youth Orchestra's 40th anniversary, we announced that the TSYO would be offered tuition-free, beginning in the 2015/16 season, so that many more young people can take part, and financial means will never be a barrier to participation. Our education and outreach programs reached tens of thousands of children and youth, and we are working toward a new model that will create fully subsidized access to TSO educational concerts for every student in the Greater Toronto Area, and far beyond through e-learning. In terms of innovation platforms, we launched *Sunday Night with the TSO* in partnership with ZoomerMedia. This radio show is the number-one show in its time slot and serves to provide our community, and a new community of listeners, with a behind-the-scenes look at the TSO, while also exploring the role that music and art play in building people and societies.

We are delighted with the various outcomes of the 2014/15 season and look forward to building even more excitement and impact with you in 2015/16. Thank you for joining us on this amazing journey.

Best wishes,

Jeff Melanson
President & Chief Executive Officer

FINANCE & AUDIT COMMITTEE

CHAIR

William B. Thomas, FCPA, FCA

VICE-CHAIR

Rags Davloor

John Novak

William J. Sanderson, FCPA, FCA

Luke Seabrook

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David G. Hallman

VICE-CHAIR

Judy Dunn

PAST CHAIR

Peter Levitt

Olga Fershaloff, TSVC PRESIDENT

Michael Gnat

Donna Goldman

Maymar Naman

Robert D. Weese

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Graeme Cooper

Nicole D'Aoust

Jesse Goldman

Josephine Ho

Adrian Ishak

Robert Karrass

Lawrence Kim

Ron Podolny

Danielle Ryterband

Brocke Weir



249,516

TOTAL TSO CONCERT ATTENDANCE

The TSO performed six world premières, one North American première, and five Canadian premières; seven of these were TSO-commissioned works.

63 *artists made their TSO débuts.*

JEFF MELANSON
ASSUMED THE ROLE OF TSO
PRESIDENT & CEO.

Two major fundraising events—the Opening Night Gala and the 13th annual TSO Golf Classic—grossed \$572,907 for TSO operations.

The TSO appointed Earl Lee as RBC Resident Conductor.

THE TSO PRESENTED



132

PERFORMANCES
TO THE COMMUNITY:

The TSO launched a radio show, Sunday Night with the TSO, which rose to #1 in its time slot, reaching 36,000 listeners each week.

49 Canadian guest artists performed with the TSO.



127 at Roy Thomson Hall (including 18 Student Concerts), three at George Weston Recital Hall, a free concert in the Metro Hall Rotunda in partnership with the Luminato Festival, and another free concert in Regent Park's Central Park.

The Toronto Symphony Youth Orchestra (TSYO) celebrated its 40th anniversary, and featured 81 members in seven concerts, two of which were joint performances with the TSO.



\$166,930

INCREASE IN REVENUE

FROM TICKET SALES OVER THE PREVIOUS SEASON



36,877

STUDENTS AND TEACHERS ATTENDED THE TSO'S CURRICULUM-BASED CONCERTS FOR SCHOOL GROUPS.

The TSO went on a fully funded and highly successful European Tour, performing in five cities (Vienna, Amsterdam, Wiesbaden, Helsinki, and Reykjavik).



\$3,444,160

INCREASE IN OVERALL GIVING OVER THE PREVIOUS SEASON

2014/15 orchestra members.

Peter Oundjian
MUSIC DIRECTOR

Sir Andrew Davis
CONDUCTOR LAUREATE

Steven Reineke
PRINCIPAL POPS CONDUCTOR

Earl Lee
RBC RESIDENT CONDUCTOR

Gary Kulesha
COMPOSER ADVISOR

Kevin Lau
RBC AFFILIATE COMPOSER

Shalom Bard
TSYO CONDUCTOR

VIOLINS

Jonathan Crow
CONCERTMASTER
Tom Beck Concertmaster Chair

Mark Skazinetsky
ASSOCIATE CONCERTMASTER

Marc-André Savoie
ASSISTANT CONCERTMASTER

Etsuko Kimura
ASSISTANT CONCERTMASTER

Paul Meyer
PRINCIPAL, SECOND VIOLIN

Wendy Rose
ASSISTANT PRINCIPAL,
SECOND VIOLIN

Ivan Alexander
Atis Bankas
Sydney Chun
Carol Lynn Fujino
Amanda Goodburn
Terry Holowach
Bridget Hunt
Amalia Joanou-Canzoneri
Mi Hyon Kim
Shane Kim
Eri Kosaka
Leslie Dawn Knowles
Sergei Nikonov
Hyung-Sun Paik
Young Dae Park +
Semyon Pertsovsky
Peter Seminovs
Jennifer Thompson

Angelique Toews
James Wallenberg
Virginia Chen Wells
Arkady Yanivker

VIOLAS

Teng Li
PRINCIPAL
*Principal Viola funded by
David and Renette Berman*

Eric Nowlin
ASSISTANT PRINCIPAL

Daniel Blackman
Gary Labovitz
Diane Leung
Charmain Louis
Mary Carol Nugent
Christopher Redfield
Theresa Rudolph
Kent Teeple

CELLOS

Joseph Johnson
PRINCIPAL
*Principal Cello Chair funded
by Dr. Armand Hammer*

David Hetherington
ASSISTANT PRINCIPAL

Winona Zelenka
ASSISTANT PRINCIPAL

Emmanuelle Beaulieu Bergeron
Igor Gefter
Marie Gelinat
Roberta Janzen
Kirk Worthington

DOUBLE BASSES

Jeffrey Beecher
PRINCIPAL
*Principal Double Bass Chair
funded by the
Saunderson Family*

Kristen Bruya *
ASSISTANT PRINCIPAL

Theodore Chan
Timothy Dawson
Chas Elliott
David Longenecker
Paul Rogers

FLUTES

Nora Shulman
PRINCIPAL
*Toronto Symphony Volunteer
Committee Principal Flute Chair*

Julie Ranti
ASSOCIATE PRINCIPAL

Leonie Wall
Camille Watts

PICCOLO

Camille Watts

OBOES

Sarah Jeffrey
PRINCIPAL
*Principal Oboe funded by
Pam and Chris Hodgson*

Keith Atkinson
ASSOCIATE PRINCIPAL

Cary Ebli
Sarah Lewis

ENGLISH HORN

Cary Ebli

CLARINETS

Joaquin Valdepeñas
PRINCIPAL
*Sheryl L. and David W. Kerr
Principal Clarinet Chair*

Yao Guang Zhai
ASSOCIATE PRINCIPAL

Joseph Orłowski
Amy Zoloto

E-FLAT CLARINET

Yao Guang Zhai

BASS CLARINET

Amy Zoloto

BASSOONS

Michael Sweeney
PRINCIPAL

Samuel Banks
Fraser Jackson

CONTRABASSOON

Fraser Jackson

HORNS

Neil Deland
PRINCIPAL
*Dr. Michael Braudo
Principal Horn Chair*

Christopher Gongs
ASSOCIATE PRINCIPAL

Richard Cohen
Audrey Good
Gabriel Radford

TRUMPETS

Andrew McCandless
PRINCIPAL
*Toronto Symphony
Volunteer Committee
Principal Trumpet Chair*

Steven Woomert
ASSOCIATE PRINCIPAL

James Gardiner
James Spragg

TROMBONES

Gordon Wolfe
PRINCIPAL

Vanessa Fralick
ASSOCIATE PRINCIPAL

BASS TROMBONE

Jeffrey Hall

TUBA

Mark Tetreault
PRINCIPAL

TIMPANI

David Kent
PRINCIPAL

PERCUSSION

John Rudolph
PRINCIPAL

Patricia Krueger

HARP

Heidi Van Hoesen Gorton
PRINCIPAL
*Principal Harp funded by
Richard Rooney and
Laura Dinner*

KEYBOARD

Patricia Krueger
PRINCIPAL
*Principal Keyboard funded by
Hans and Susan Brenninkmeyer*

LIBRARIANS

Gary Corrin
PRINCIPAL
*Principal Librarian funded by
Bob and Ann Corcoran*

Kim Gilmore

PERSONNEL

David Kent
MANAGER

* On leave
+ On sabbatical

IN MEMORIAM

Jacques Israelievitch
Concertmaster
(b. 1948, d. 2015)

Stanley Solomon
Principal Viola
(b. 1917, d. 2015)

Joan Watson
Associate Principal Horn
(b. 1953, d. 2015)



TENG LI

Principal Viola

Teng's father would cycle her to Nanjing's train station when she was a child. Together they would catch the 1:00am train to Shanghai for her morning lesson with one of China's best violin teachers. With standing room only, her father would rest her atop the luggage rack and stand over her through the night. Even though she left home at age 9 for Beijing's Central Conservatory of Music, she seeks her parents' artistic opinion to this day.



OVERVIEW

OF STRATEGIC PRIORITIES

REIMAGINING THE TSO

Our goal is to become the world's most innovative orchestra by reimagining what an orchestra can be within its communities. To this end, in the 2014/15 season, we established and focused our efforts on four strategic priorities:

1. Cultural & Artistic Excellence (TSO)
2. Pre-professional Training & Talent Development (TSYO)
3. Community Outreach & Education
4. Innovation Platforms & Arts Leadership

By working in these key areas, the TSO will achieve greater impact and connect more deeply with audiences.



CULTURAL & ARTISTIC EXCELLENCE—TSO

The TSO is an outstanding orchestra and, for the past 93 years, has been proud to represent Toronto and Canada on the world stage. Our musicians are musical outliers who have honed their craft and, in many cases, overcome significant odds to earn their place with us. By investing in them—as well as in guest artists, conductors, and commissions—we honour the history and importance of the art form while contributing to its growth and expansion.

EXTRAORDINARY MUSICIANSHIP

Not only is the TSO an accomplished and celebrated orchestra, but many of its members are also exceptionally talented soloists. This is why, on a number of concert programs throughout the season, TSO musicians—including Jonathan Crow, Jeffrey Beecher, Joseph Johnson, Patricia Krueger, Teng Li, Andrew McCandless, Gordon Wolfe, and Yao Guang Zhai—were the featured artists. In fact, TSO Concertmaster Jonathan Crow performed as a soloist in no fewer than three concerts in 2014/15.

“ The commission was specifically for the TSO’s principal violinist, Jonathan Crow, and the writing superbly shows off his immaculate tone and technique. ”

—CONCERTONET.COM

This season also saw the creation of The TSO Chamber Soloists. Comprising principal players from the Orchestra, this ensemble came together with a mission to feature TSO musicians in chamber music programs related to that evening’s orchestral concert. Curated by Jonathan Crow, the group also seeks to bring audiences closer to the musicians of the TSO, personally and musically. The TSO Chamber Soloists have already performed in diverse locations—from Roy Thomson Hall to the iconic Harpa Hall in Iceland—to much acclaim.

RENOWNED GUEST ARTISTS

The quality of an orchestra is often indicated by the prestige of the guest artists who choose to perform with it. In 2014/15, we welcomed some of the titans of classical music to share our stage.

The TSO kicked off the season with Opening Night: Joshua Bell, which saw the supremely gifted violinist perform Lalo’s *Symphonie espagnole* with TSO Music Director Peter Oundjian and the Orchestra. For two weeks in February, the TSO presented the RBC Piano Extravaganza, which was curated by world-renowned pianist Emanuel Ax, who performed at Roy Thomson Hall and at various locations throughout the city. And later that month, superstar pianist Lang Lang treated a rapt audience to Gershwin’s *Rhapsody in Blue* as part of The Year of the Sheep: A Chinese New Year Celebration.



Lastly, to celebrate Sir Andrew Davis's 40 years on the TSO podium—first as TSO Music Director, and now as TSO Conductor Laureate—Peter Oundjian invited him to conduct three different programs in May. These included appearances by acclaimed Canadian pianist Louis Lortie and the legendary Yo-Yo Ma.

“ On the whole the concert was like watching a late reunion between two lovers who have never really forgotten each other. ”

—TORONTO STAR

EXPANDING THE REPERTOIRE

We believe that classical music is a vital force that must be nurtured. In addition to performances of past masterworks, new commissions help to keep orchestral music alive and growing by adding to the existing body of symphonic repertoire.

In his final season as RBC Affiliate Composer, Kevin Lau wrote *Foothills of Heaven*, a single-movement symphonic *Allegro* that was performed as part of the TSO's RBC Piano Extravaganza due to its prominent piano part. The New Creations Festival also saw the world

première of Vivian Fung's Violin Concerto No. 2, "Of Snow and Ice," and Chris Paul Harman's *Lieder und Arien*, which he dedicated to festival curator and fellow composer George Benjamin.

In April, the TSO presented Ararat: Music of Armenia, an unforgettable evening of inspiring works, the centrepiece of which was the title suite by Oscar-winning Canadian composer Mychael Danna, adapted from his score for Atom Egoyan's film *Ararat*. One week later, the Orchestra travelled from Eastern Europe to Latin America in a program featuring the Hilario Durán Trio. This concert began with the world première of Durán's Concerto for Latin Jazz Trio and Orchestra, "Sinfonia Afrocubana," commissioned by the TSO through the generous support of the Esther Gelber Fund.



“ EVERYTHING WAS BRILLIANT... THIS WAS MANIFESTLY A TOP ENSEMBLE, PROUD OF ITS VIRTUOSITY AND PUTTING IT ON PARADE. ”

—NATIONAL POST



NORA SHULMAN

Principal Flute

Four decades into her tenure, Nora is working harder than ever and still feels “the miracle” of the Orchestra coming to life with every performance. She found new inspiration three years ago by replacing her flute’s silver head joint, the soul of the instrument, with one of 14-karat gold. The new metal is more resistant, improving intonation and blending for the section, and making it easier for Nora to “spin out” her sound.





PRE-PROFESSIONAL TRAINING & TALENT DEVELOPMENT—TSYO

Currently one of the country's leading youth orchestras, the TSYO has the capacity to become one of the leading youth orchestras in the world through tuition subsidies for our talented young musicians and increased investment in faculty, commissions, and performance opportunities. The 2014/15 season was the TSYO's 40th, and it culminated with an exciting event and announcement that made this anniversary year one to remember.

On April 23, 2015, the TSYO celebrated its anniversary and the end of the season in style with a concert at Koerner Hall, led by TSYO Conductor Shalom Bard. Current TSO musicians who are TSYO alumni and coaches joined the young players on stage for a performance of Mozart's Overture to *Don Giovanni*, and then the TSYO presented Mahler's rousing Symphony No. 1, "Titan," to a most appreciative audience. Following this special concert, TSYO members, alumni, coaches, and donors attended a reception celebrating the past, present, and future of the organization.

Just before the concert, TSO President & CEO Jeff Melanson announced that, beginning in the 2015/16 season, the TSYO program would be offered tuition-free to all members. By removing this financial barrier, the TSO will make it possible for every talented young musician aged 22 and under to audition for a position in the orchestra knowing with certainty that they can afford to join should they be admitted.

“ We believe that the next generation of orchestral musicians deserves the best opportunities in their training regardless of means, and that the TSYO is an essential part of the development of the extraordinary young musicians of the Greater Toronto Area. ”

—JEFF MELANSON, TSO PRESIDENT & CEO





COMMUNITY OUTREACH & EDUCATION

The TSO exists to inspire, engage, and enhance the lives of all Torontonians, regardless of age, ability, or means. To meet this objective, the Orchestra performs throughout the city in a variety of locations each season.

We also believe that early access to music helps prepare our children for success in all walks of life, which is why we are delighted to offer invaluable education programs for students in the GTA.

CULTURE DAYS: CONDUCT US

As part of Culture Days' fifth anniversary, the TSO was asked to kick off the national celebration on September 26, 2014, with Conduct Us! Hosted by Marci Ien, co-host of CTV's *Canada AM*, and featuring TSO Music Director Peter Oundjian, award-winning actor Colm Feore, and other notable Canadians, the event invited members of the public to conduct the full Orchestra in a live performance at Roy Thomson Hall.

PIANOS IN THE CITY

From February 4 to 14, 2015, the TSO's RBC Piano Extravaganza brought some of the world's greatest pianists to Toronto for two weeks of blockbuster concerts and events. Curated by GRAMMY®

Award-winning artist and audience favourite Emanuel Ax, the festival was launched with "Pianos in the City," an event that saw Steinway grand pianos placed in five diverse locations throughout Toronto. At each venue, members of the public, TSO guest artists, and Emanuel Ax all performed, celebrating a shared love of the instrument.

MUSIC IN REGENT PARK

The Regent Park School of Music and the Toronto Symphony Orchestra joined forces on June 20, 2015, for the second consecutive year, to make music in Regent Park's Central Park. TSO musicians, conducted by RBC Resident Conductor Earl Lee, were honoured to take part in this free concert that featured over 200 students from the school and the wider community, and celebrated collaboration and the power of music education for children and youth.

LUMINATO FESTIVAL CONCERT: A SYMPHONIC ZOO

On June 28, 2015, the TSO performed A Symphonic Zoo as part of the Luminato Festival. Originally intended to be a free outdoor concert in David Pecaut Square, the performance was moved into the adjacent Metro Hall Rotunda shortly after it began to rain. As Martin Knelman wrote in the *Toronto Star*, "There were only 250 seats, but hundreds



“
...THE PLAYING WAS GORGEOUS,
POLISHED, CONTROLLED, STUNNING.”

—GLOBE AND MAIL

more, including many children, turned up for a captivating performance, led by music director Peter Oundjian, of family-fun pieces including *The Firebird* and *Peter and the Wolf* (narrated by Megan Follows).”

FREE CONCERT FOR THE CITY OF TORONTO

Without a loyal audience, an orchestra simply cannot exist. That is why we decided to show our appreciation to our hometown audience for their ongoing support with a special free concert on July 7, 2015, at Roy Thomson Hall. Our gift to Torontonians—a program of orchestral gems by beloved composers, including Beethoven, Mozart, and Rossini—was conducted by TSO Music Director Peter Oundjian and RBC Resident Conductor Earl Lee.

PAN AM GAMES OPENING CEREMONY

Produced and directed by Cirque du Soleil, the Opening Ceremony of the 2015 Pan Am Games, held at Rogers Centre on July 10, 2015, featured an eclectic mix of performers, all appearing in front of an audience of 45,000 at the stadium and nearly two million viewers at home. Along with singer Véronic DiCaire and pianist Chilly Gonzales, the TSO performed an inspiring rendition of “O Canada.” We were

proud to represent our city and country at such an important international event.

STUDENT CONCERTS

In our quest to provide as many children and youth as possible with exposure to live performance, the TSO devoted three weeks of its 2014/15 season to Student Concerts—entertaining and educational concerts for students in kindergarten through to high school that reached 36,877 young people from the GTA and beyond. While we are proud of this program and what it has accomplished to date, we are determined to extend our reach to eventually include every young person in the Toronto area.

“ Thank you!! The children at this school *never* have the opportunity to attend the symphony without sponsorship. The concerts get better every year. ”
Thank you to the conductor, soloists, and musicians.

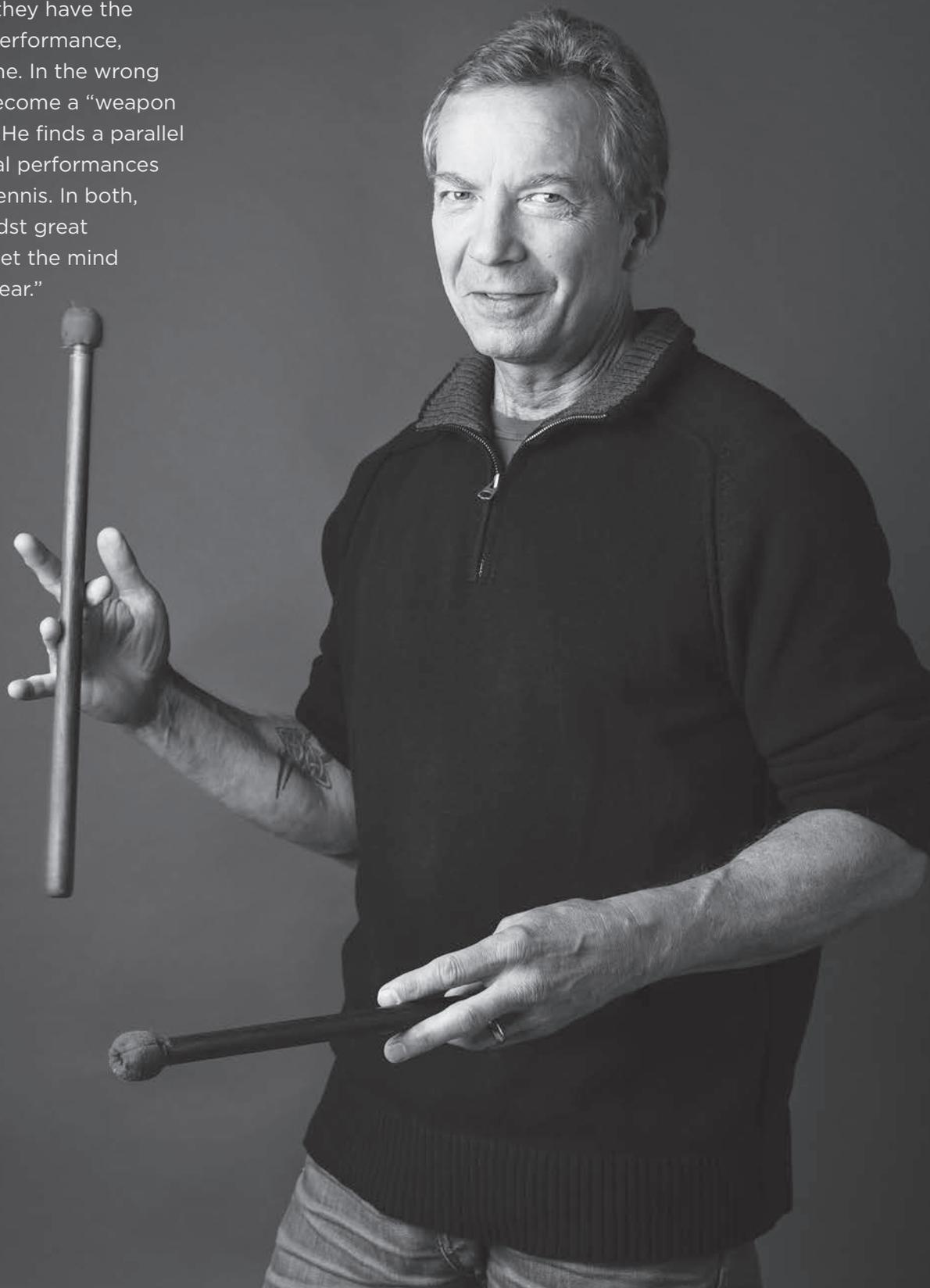
—TEACHER



DAVID KENT

Principal Timpani

David plays fewer notes than others, but the importance of those notes is more critical since they have the potential to derail a performance, or facilitate a great one. In the wrong hands, timpani can become a “weapon of mass destruction.” He finds a parallel between his orchestral performances and his competitive tennis. In both, mental discipline amidst great excitement “helps quiet the mind and make life more clear.”





INNOVATION PLATFORMS & ARTS LEADERSHIP

To become the world's most innovative orchestra, the TSO is pushing the boundaries of how classical music is defined, created, performed, and experienced. Our aim is to be a global leader in advancing the art form and making it as widely available as possible using technology, experimenting with alternative performance practice, and expanding our reach. Much of this can be achieved through cross-cultural collaboration and by building partnerships with diverse yet like-minded organizations.

SURPRISE TEDxTORONTO PERFORMANCE

To open TEDxToronto 2014 on October 22, the TSO delivered a surprise performance of Ravel's *Boléro* to the delighted attendees at Koerner Hall. The piece was selected because it musically represented the conference's theme, "Relentless Pursuits," bringing to mind an evolving entity of many parts steadily working together to achieve a common goal. TEDx's mission to "help communities, organizations, and individuals to spark conversation and connection" greatly aligns with the TSO's strategic priorities, and we were pleased to participate.

THE SECOND CITY GUIDE TO THE SYMPHONY

In celebration of our shared love of symphonic music and comedy, the TSO and The Second City Toronto collaborated on the creation of an entirely original—and hilarious—program that had its world première on November 29 and 30, 2014. The Second City Guide to the Symphony, hosted by world-renowned Canadian comedian Colin Mochrie and conducted by TSO Music Director Peter Oundjian, was the first program of its kind in Canada and featured new and classical music combined with the legendary comedy club's unique blend of sketch comedy, satire, improvisation, and video.

“ This show simply has to come back. It's the funniest two hours I spent in a theatre this year—and it's got great music as well. ”

—TORONTO STAR

SEASON ANNOUNCEMENT REDDIT AMA

Shortly after the TSO's 2015/16 season was announced on January 29, 2015, Music Director Peter Oundjian and President & CEO Jeff Melanson took to social media site Reddit to participate in an AMA ("Ask Me Anything"). TSO fans, the musically curious, and culture vultures submitted all sorts of questions that Peter and Jeff immediately answered. This successful experiment served to reach a much wider audience than the TSO typically enjoys, and it provided participants with unprecedented access to the minds behind the organization.

WRITTEN ON SKIN

One of the most successful celebrations of musical creativity in Canada, the TSO's 11th annual New Creations Festival culminated with the Canadian première of *Written on Skin*, a mesmerizing and unforgettable opera-in-concert. Composed and conducted by festival curator George Benjamin and presented by a superlative cast including Canada's own Barbara Hannigan, the performance of this compelling story of lust and murder was critically acclaimed and created huge buzz on the international classical music scene.

SUNDAY NIGHT WITH THE TSO

March 29, 2015, marked the première of *Sunday Night with the TSO*, an exciting collaboration between the Toronto Symphony Orchestra and ZoomerMedia. Now the most popular Toronto radio show in its time slot, this weekly, hour-long program on The New Classical FM is co-hosted by broadcaster and musician Kathleen Kajioka and TSO President & CEO Jeff Melanson, and it delivers insider access to TSO artists, repertoire, and behind-the-scenes recordings. If listeners are unable to tune in on Sundays at 8:00pm, they can subscribe to a weekly podcast of the show.

“ ...AN ALMOST PERFECT EVENING IN THE EMBRACE OF THE MYSTERY OF MUSIC. ”

—GLOBE AND MAIL



JOAQUIN VALDEPEÑAS

Principal Clarinet

Joaquin's journey to international renown didn't begin until age 13. He was handed a clarinet by his high school band teacher, played it upside down, and had to give it back during the long California summers. After he dropped his accounting courses at university and began practising 15 hours a day, he never looked back. Alongside the clarinet, Joaquin has pursued his passion for conducting, but nothing is more rewarding than taking responsibility for his own sound.



FINANCIAL

REPORTING

finance and audit committee report.

The Finance and Audit Committee of the Board of Directors is responsible for monitoring the finances and financial planning of the TSO, and for reviewing the financial and administrative systems and controls. The Finance and Audit Committee meets with the auditors of the TSO at least annually to review the annual financial statements, and on other occasions as the Committee or the auditors deem appropriate. Appointments to the Finance and Audit Committee are made by the Board.

During the year, management met regularly with the Finance and Audit Committee to review current financial results and to plan for future fiscal periods. For complete audited financial statements, call 416.593.7769 X 390.

The TSO ended the 2015 fiscal year on June 30, with a surplus of \$135,781. Revenues from both ticket sales and fundraising activities increased over 2014. Touring includes expenses specifically related to the TSO's highly successful European Tour.



William B. Thomas, FCPA, FCA
Treasurer

statement of operations.

	YEAR ENDED JUNE 30, 2015 \$	YEAR ENDED JUNE 30, 2014 \$
REVENUES		
Fundraising	9,480,073	6,035,913
Tickets	8,886,481	8,719,551
Government Operating Grants	5,435,130	5,291,200
Toronto Symphony Foundation	2,261,000	2,206,000
Other	987,312	517,786
Fundraising Special Events	572,907	661,331
Education	365,845	424,408
Toronto Symphony Volunteer Committee	100,000	84,000
	28,088,748	23,940,189
EXPENSES		
Production	16,629,282	15,448,031
Marketing	4,112,486	3,568,400
Administration	3,166,461	2,469,962
Touring	1,912,101	121,083
Fundraising	1,645,996	1,674,814
Fundraising Special Events	272,316	234,868
Interest	214,325	200,702
	27,952,967	23,717,860
Excess of revenue over expenses for the year	135,781	222,329

toronto symphony foundation report.

The Toronto Symphony Foundation (TSF) was incorporated in 1966 to support the TSO in the advancement of orchestral music. The TSF operates separately from the TSO and is governed by a board of 11 Trustees. Funds invested by the TSF generate earnings that contribute to the annual funding distributions directed to the TSO to provide a stable and consistent revenue stream over the long term.

Donations received by the TSO each year as part of annual fundraising are used by the TSO to support ongoing operations. Contributions which donors wish to be invested and used to support the future operations of the TSO are deposited in the TSF and are managed by the Trustees in accordance with the directions of the donors.

During the TSO's 2015 fiscal year ended June 30, 2015, the TSF provided a distribution of \$2.26 million (\$2.46 million during the TSF's year ended March 31, 2015). Since its inception, the TSF has received just over \$32.33 million in contributions and has provided more than \$33 million to the TSO in annual distributions.

In 2015, the TSF received donations of \$114,067 and experienced a net investment gain of \$4.23 million.

The Foundation assets are maintained in three categories of Funds: General, Restricted, and Endowment. Contributions to the Foundation are allocated to a particular fund based on the wishes of the donor. The General Fund receives contributions from donors who have not specified a purpose for their gift. Use of the donations and net income earned on these funds is at the discretion of the Trustees. The Restricted Fund receives contributions from donors who have identified a specific purpose for the use of their gift and net income earned on these funds but do not require the gift to be held in perpetuity. The Endowment Fund receives contributions that are to be held in perpetuity.



Lawrence A. Ward, FCPA, FCA
Chair, Toronto Symphony Foundation

2014/15 toronto symphony foundation trustees.

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fund balances.

	MARCH 31, 2015 \$	MARCH 31, 2014 \$
General Fund	3,918,878	3,768,985
Restricted Fund	2,209,942	2,040,547
Endowment Fund	28,084,616	26,524,861
	34,213,436	32,334,393

report to the donor community.

This year was extraordinary for philanthropy at the TSO. The overwhelming generosity of our community of stakeholders and city builders resulted in an increase in annual fundraising of \$3.44 million and a second consecutive operating surplus. This is both humbling and inspiring for all of us at the TSO as we set the stage for a reimagined future for the Orchestra and the communities it serves.

Even before home audiences began their TSO season, the Orchestra had already completed a triumphant European Tour, which took the Orchestra and some of its patrons to Vienna, Amsterdam, Wiesbaden, Helsinki, and Reykjavik. The outpouring of support from generous individuals, corporations, and government not only fully funded the tour, but made a positive impact on the TSO's operations as a whole. Thank you to Lead Patrons Renette and David Berman, and Platinum Sponsor RBC Wealth Management.

Back home in Toronto, the season began with the TSO Opening Night Gala, bringing together Toronto's arts and business leaders for a performance by violinist Joshua Bell, followed by a fabulous dinner at The Ritz-Carlton, Toronto. Thank you to Gala Chair Eunice Lumsden, RBC Wealth Management, and Livingston International. Later in the season, over 100 golfers came together for the 2015 TSO Golf Classic at King Valley Golf Club. Together, these two events grossed \$572,907. We are deeply grateful to the volunteers and supporters who made both events so successful.

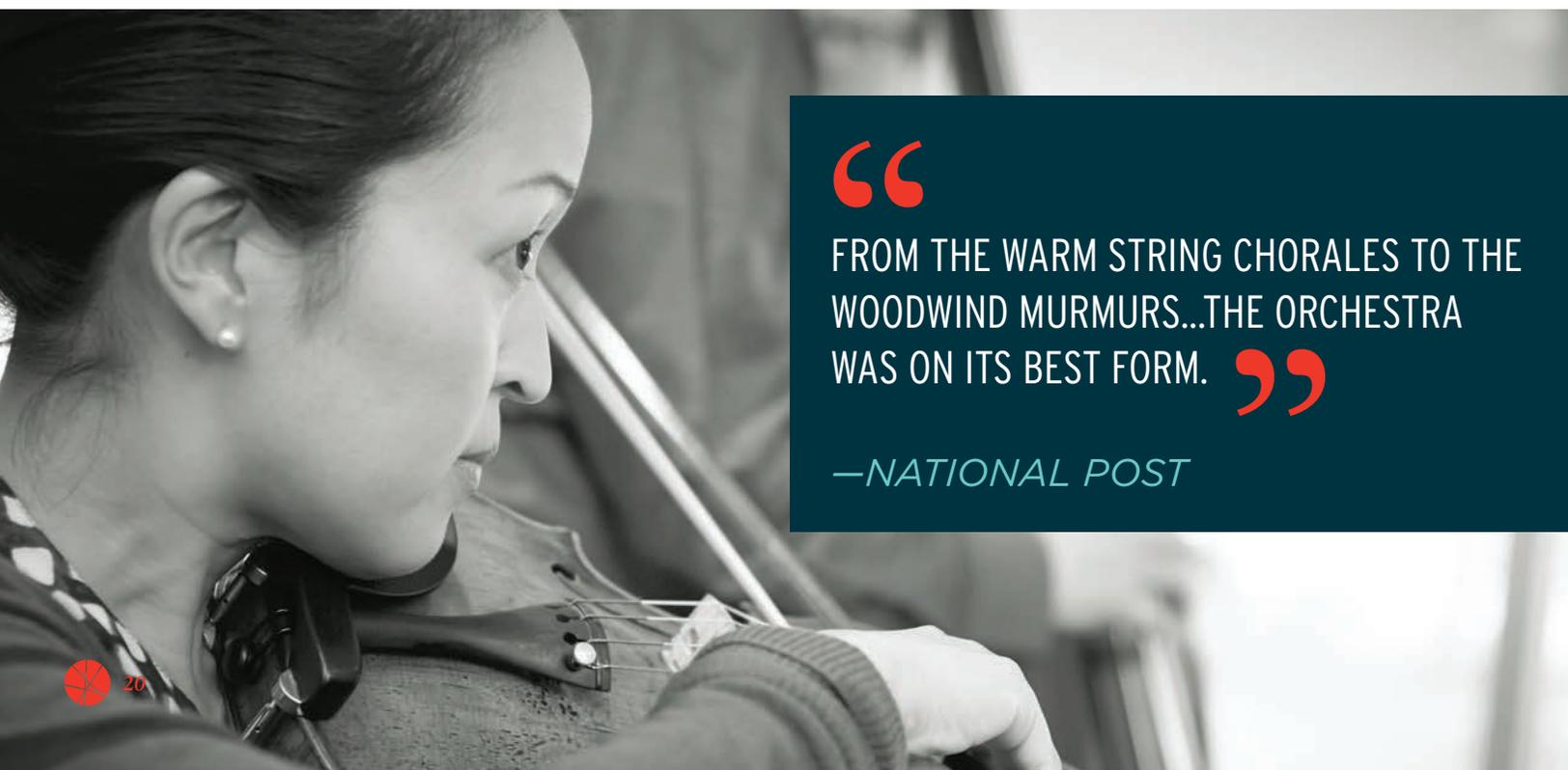
This season, a new group of visionary patrons emerged—the Founders Club. These patrons demonstrate an extraordinary commitment

to advancing the orchestral music art form by supporting artistic excellence, talent development, outreach and education, and innovation at the TSO. The TSO would like to thank Founders Club patrons for their philanthropic vision and leadership. Their support will make it possible for the TSO, our musicians, and our audiences to reimagine what an orchestra can be within its communities, now and in the exciting years to come.

The TSO acknowledges BMO Financial Group for its ongoing support as Season Presenting Sponsor for the fourth consecutive year. Thank you to our major corporate sponsors including RBC Wealth Management, Scotiabank, Tippet-Richardson Limited, and Air Canada, the TSO's Official Airline.

We would also like to express our sincere gratitude to Pam and Chris Hodgson. As the TSO's Season Patrons, they have demonstrated overwhelming faith in the TSO and strong leadership in the donor community.

Finally, the TSO salutes the incredible energy and time contributed by our tireless and enthusiastic volunteers on the Board of Directors, Toronto Symphony Foundation, Toronto Symphony Volunteer Committee, Young Leadership Council, Maestro's Club Ambassadors Committee, and special events committees. The organizational focus going forward is to build on these treasured relationships to maintain a positive financial momentum. Together, we will ensure that the TSO remains an orchestra of the highest quality, serving our city with the best of orchestral experiences.



“

FROM THE WARM STRING CHORALES TO THE WOODWIND MURMURS...THE ORCHESTRA WAS ON ITS BEST FORM.

”

—NATIONAL POST

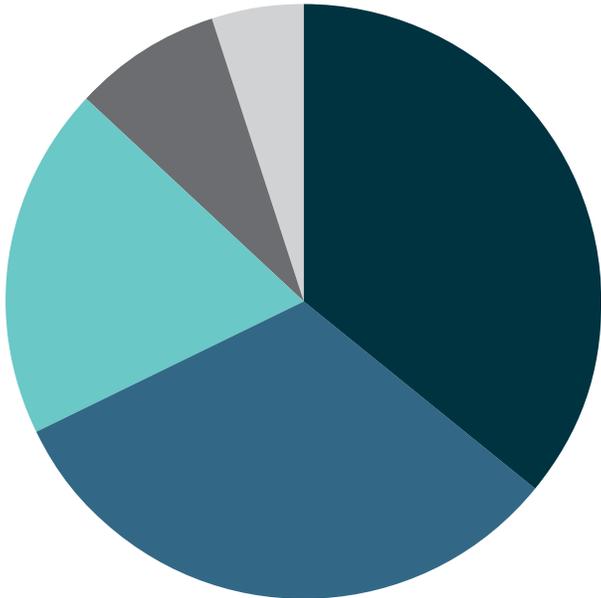
tso fundraising.

	2014/15 \$	2013/14 \$
INDIVIDUALS		
Major Gifts & Bequests	1,510,316	1,749,141
Board of Directors & Trustees	2,612,953	1,321,717
Friends & General Gifts	915,675	890,046
Maestro's Club	945,042	864,623
Miscellaneous	174,036	47,175
Young Leadership Council	28,974	21,089
Touring	1,903,256	–
CORPORATIONS & FOUNDATIONS		
Sponsorships	766,334	657,042
Corporations	315,148	269,516
Foundations	308,339	215,564
Annual Fundraising for TSO Operations	9,480,073	6,035,913
Special Events & Projects	572,907	661,331

tso revenue.

Only 32% of revenue comes from ticket sales, and 19% comes from government operating grants.

- FUNDRAISING & SPECIAL EVENTS—36%
- TICKETS—32%
- GOVERNMENT OPERATING GRANTS—19%
- TORONTO SYMPHONY FOUNDATION—8%
- OTHER—5%



JONATHAN CROW

Concertmaster

Ninety musicians performing live on stage have a “monstrous” presence. They chase something amazing and, in their pursuit, risk disaster, Jonathan says. At age 6, he improvised a violin with a ruler and a Kellogg’s cereal box. Today, he plays a 1742 Joseph Guarnerius del Gesù, rarer than a Stradivarius. His Cremonese masterpiece lies in its case next to his daughters’ artwork, a rainbow horse and orange giraffe. Aged 7 and 8, the girls play violin and cello.



SUP PORT ERS

OF THE TSO



toronto symphony volunteer committee report.

The Toronto Symphony Volunteer Committee (TSVC) is dedicated to supporting the TSO by expanding awareness of its concerts and education programs within the community.

Under the leadership of President Olga Fershaloff, in partnership with a dedicated Board and 180 members, the TSVC made a gift to the TSO of \$100,000 for the TSO's 2014/15 season. The gift comprised a \$77,000 operating gift, \$12,000 education gift, and \$11,000 TSYO gift (inclusive of a \$10,000 gift in honour of the TSYO's 40th anniversary). These gifts were the result of fundraising events organized throughout the year.

The major fundraisers during the 2014/15 season were the 2014 Scotiabank Toronto Waterfront Marathon Charity Challenge, the 24th annual Fine Wine Auction, the Bach Consort (proceeds supported the TSYO's 40th anniversary), and the annual Bridge event, all of which surpassed their fundraising goals.

Gifts received from the TSVC support TSO annual operations, including education activities and the Toronto Symphony Youth Orchestra. The TSVC also endows two positions in the Orchestra: the Principal Trumpet Chair and the Principal Flute Chair.

Throughout 2014/15, the 92nd year of the TSVC, members continued to devote much time to supporting the TSO's education programs, Morning with the Toronto Symphony Orchestra, and the Young People's Concert series.

2014/15 toronto symphony volunteer committee board.

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“

THE TSO ROSE TO THE CHALLENGE TO MAKE THE MOST OF THE MUSIC IN FRONT OF THEM. ”

—CLASSICAL VOICE NORTH AMERICA



tso donors.

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The Benefactors' Circle recognizes the extraordinary philanthropic commitment of those who have made cumulative gifts of \$500,000 or more since 1985.

\$5,000,000+

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\$2,000,000-\$4,999,999

BMO Financial Group
Sheryl L. & David W. Kerr
Toronto Symphony Volunteer Committee
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\$500,000-\$1,999,999

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FOUNDERS CLUB

The Founders Club is a newly formed membership of TSO visionaries inspired by the Medici Family's philosophy and arts patronage.

\$1,000,000+

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Sheryl L. & David W. Kerr +
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The TSO gratefully acknowledges the annual contributions of members of the Music Director's Circle, a distinguished group of leadership donors who are making significant and loyal contributions to TSO operations.

\$100,000+

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Maestro's Club donors represent some of the TSO's closest supporters and provide a critically important base of funding.

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ESTATES

The TSO regrets the passing of several cherished supporters who have made significant contributions in their lifetime and/or through their Estate.

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Estate of Baxter Graham Bonnell
Estate of Zia Nemes
Estate of Barbara Elizabeth Newton
Canada Council for the Arts - Veda Peene
Estate of Helen Allen Stacey
Estate of Miss Dorothy Anne Walter
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Every gift plays an important part in maintaining the high standards of the Orchestra and bringing great orchestral music to the community. The many Friends of the TSO contribute nearly \$1 million to annual operations.

Concertmaster (\$1,250-\$1,999)

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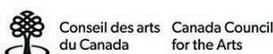
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