

BRASS

WOODWIND

AND STRINGS

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

JORDAN PAL

RBC AFFILIATE
COMPOSER

**SHALOM
BARD**

TSYO
CONDUCTOR

A MESSAGE FROM THE MUSIC DIRECTOR

Music surrounds us. In restaurants, stores, and coffee shops, parks, waiting rooms, and even elevators, it accompanies our daily lives and frames our interactions. It triggers our deepest memories and inspires a world of emotions. The influence and importance of music simply cannot be understated.

For this reason, the Toronto Symphony Orchestra recognizes the unique and vital part it plays in the life of the city. We are privileged to provide Torontonians—and music lovers from across the globe—with enriching musical experiences that transform perceptions and shed light on the human condition. And I am delighted to report that the TSO's 2015/16 season was full of many such occasions.

In partnership with the Art Gallery of Ontario, we launched The Decades Project, an illuminating multi-season exploration of 20th-century culture, by presenting music composed between 1900 and 1919. Our annual Mozart and New Creations Festivals were also hugely successful: Mozart@260 was curated by Bernard Labadie and culminated with a cutting-edge semi-staged production of the Mozart Requiem, directed by Joel Ivany. And I was honoured to welcome celebrated Australian composer and conductor Brett Dean as guest curator of the TSO's 12th annual New Creations Festival.

Our diverse programming included a number of other notable firsts, like soprano Barbara Hannigan's North American conducting début, and the Canadian Première of John Adams's Dramatic Symphony for Violin and Orchestra, *Scheherazade.2*, with violinist Leila Josefowicz as soloist. We also presented a notable second—The Second City Guide to the Symphony—which returned to delight audiences with its singular mix of music and comedy.

In January, it was my pleasure to lead the Orchestra on a five-city tour of Florida. Appearing in some of the finest concert halls on the continent, we were also very fortunate to have acclaimed



Canadian pianist Jan Lisiecki perform works by Beethoven and Chopin with us at every stop. This tour marked the fifth time in the TSO's history that we were able to represent Toronto and Canada to growing audiences in the Sunshine State.

Without a doubt, for me, the most meaningful concert of the 2015/16 season was Peter and the Wolf: In Support of SickKids. Friends of the TSO—comedian Rick Mercer and young pianist Coco Ma—lent their significant talents to what was an unforgettable evening of music, community, and celebration. All proceeds from ticket sales went directly to the hospital that saved my life as a child.

As always, I owe a debt of gratitude to the TSO's superb Artistic Leadership team—Conductor Laureate Sir Andrew Davis (who, in December, led the TSO in his own glorious arrangement of Handel's *Messiah*, which was recently released by Chandos Records), Principal Pops Conductor Steven Reineke, RBC Resident Conductor Earl Lee, Composer Advisor Gary Kulesha, RBC Affiliate Composer Jordan Pal, and outgoing TSYO Conductor Shalom Bard. Naturally, I must also express my appreciation to the members of the Orchestra for consistently bringing to life every note of music they play.

To those of you who support the TSO in any way, whether it is through donation, sponsorship, or volunteering, the musicians and I thank you wholeheartedly. The success of the 2015/16 season is as much your accomplishment as it is ours.

Sincerely,

Peter Oundjian
Music Director

A MESSAGE FROM THE CHAIR

The Toronto Symphony Orchestra accomplished much in its 2015/16 season, which marked my first as Board Chair.

In addition to a very strong lineup of incredible concerts that delighted audiences while breaking new artistic ground, we also saw much financial success. The TSO ended its 2016 fiscal year with a surplus of revenues over expenses of \$831,540, and a \$4.99-million reduction in its accumulated deficit (from \$11.85 million to \$6.86 million). This degree of deficit reduction is unprecedented.

This truly phenomenal result can mainly be attributed to the fact that 2015/16 was the most successful year for donations in two decades. Significant individual contributions to the TSO increased by more than 20% over the previous season, and the overall number of donors grew by 15%.

I'm profoundly grateful to our many thoughtful donors, and I must also thank the patrons, foundations, corporate sponsors, and government partners upon whom the success of the TSO rests as well. Of course, what inspires stakeholder support is the superlative musical experience that the TSO consistently offers. My sincere gratitude to Music Director Peter Oundjian for his outstanding artistic leadership, and to the members of the Orchestra for sharing their superb talents with us.



Enormous thanks are also due to my Board colleagues, who work tirelessly to see the TSO succeed, and particularly to Sonia Baxendale, who expertly carried out the role of Interim President & CEO during the final quarter of the year and will now return to the Board.

I would also like to extend a warm welcome to new Interim Chief Executive Officer Gary Hanson, who will champion and continue the TSO's work in fundraising and community outreach. Gary will also manage the ongoing search for the TSO's next artistic leader in collaboration with the Music Director Search Committee, and support the Board in engaging a leader to succeed him as permanent CEO.

As always, the TSO Board of Directors remains committed to supporting the important work of the Toronto Symphony Orchestra, and we look forward to working closely with Gary on creating an exciting vision and strategy for the organization.

Sincerely,

Richard Phillips
Chair, Board of Directors

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A MESSAGE FROM THE INTERIM PRESIDENT & CEO



The 2015/16 season was a pivotal period for the Toronto Symphony Orchestra. Much was achieved in our 94th year, and the work that the management, staff, and musicians of the TSO did together will resonate for years to come. It was a great privilege for me to serve the Toronto community as Interim President & CEO of the TSO, and this report documents many of the gratifying successes the team accomplished together.

The arts sector, and orchestras in particular, continue to experience strategic change. Consumers and patrons are busier than ever. They have a range of ways to explore their musical interests and are highly price sensitive. Donors and supporters also face an expansive choice when it comes to whom they can support—and millennials are radically changing every sector they encounter as they enjoy families and careers, and pursue their passions.

It follows, then, that the TSO should be fully engaged with its communities and actively participating in the life of the city. Music surrounds and unites us in Toronto, and the TSO continues to demonstrate vibrancy and appeal in what we offer these changing audiences. Under the leadership of Music Director Peter Oundjian, our musicians continued to excel artistically and provided Torontonians with 134 musical performances that they can be proud of. In 2015/16, we presented 44 sold-out performances, welcomed almost 23,000 first-time attendees, saw a total attendance of more than 268,000—the highest in five

years—and broke all previous audience records for Messiah, the Mozart Festival, and the New Creations Festival.

These achievements, along with our positive financial results, are also a testament to the loyalty of our donors, sponsors, government partners, staff, musicians, and volunteers. I would like to especially thank the Board of Directors and Board Chair Richard Phillips who, because of their passion for music, donate their time, energy, and expertise, as well as financial support.

During my time as Interim President & CEO, I was honoured to work alongside a very talented team of senior leaders and musicians. Now, as I return to the Board of Directors, I thank them all sincerely for assisting me last season. I look forward to continuing to support Gary Hanson and the TSO. It's a very exciting time at the Toronto Symphony Orchestra.

Best regards,

Sonia Baxendale
Interim President & CEO
(March 30 to September 26, 2016)

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Sonia Baxendale
Renette Berman
Andrew McCandless
Richard Phillips

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Eileen Jurczak, MBA, CFA
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Jelena Rakovac
Brocke Weir

TSO 2015/16 FACTS

44
SOLD-OUT CONCERTS

22,948

FIRST-TIME ATTENDEES

33,275

STUDENTS AND TEACHERS
attended the TSO's curriculum-based
concerts for school groups

The TSO performed 4 World
PREMIÈRES,

1 North American Première,
and 5 Canadian Premières;
6 of these were

TSO-COMMISSIONED
WORKS

Increased engagement in
all social media channels:

TWITTER FOLLOWERS **25%**

FACEBOOK LIKES/FOLLOWERS **46%**

YOUTUBE VIEWS **160%**

INSTAGRAM FOLLOWERS **236%**

THE TSO PRESENTED

134
performances

to the community: **130** at Roy Thomson
Hall (including **19** School Concerts and
1 free concert for the public), **3** at George
Weston Recital Hall, and **1** at the Hearn
Generating Station in partnership with
the Luminato Festival

The Toronto Symphony Youth Orchestra
(TSYO) marked its first year of

**TUITION-FREE
MEMBERSHIP**

for its

86 MUSICIANS,
who performed 8 concerts, 2 of which
were joint performances with the TSO

TOTAL CONCERT ATTENDANCE WAS

268,409

—THE LARGEST IN 5 YEARS

BIGGEST AUDIENCE EVER FOR THE

*Mozart Festival,
New Creations Festival,
and Messiah*

SIGNIFICANT INDIVIDUAL
CONTRIBUTIONS TO THE TSO
INCREASED BY MORE THAN

20%

49

*Canadian
guest artists*

PERFORMED WITH
THE TSO

*Number of donors
increased by*

15%

*over the
previous season*

35 ARTISTS MADE THEIR

TSO débuts

2015/16 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
Jordan Pal
RBC AFFILIATE COMPOSER
Shalom Bard
TSYO CONDUCTOR

VIOLINS

Jonathan Crow
CONCERTMASTER
Tom Beck Concertmaster Chair
Mark Skazinetzky
ASSOCIATE CONCERTMASTER
Marc-André Savoie
ASSISTANT CONCERTMASTER
Etsuko Kimura
ASSISTANT CONCERTMASTER
Paul Meyer
PRINCIPAL, SECOND VIOLIN
Wendy Rose
ASSOCIATE PRINCIPAL,
SECOND VIOLIN
Eri Kosaka
ASSISTANT PRINCIPAL,
SECOND VIOLIN
Atis Bankas
Sydney Chun
Carol Lynn Fujino
Amanda Goodburn
Terry Holowach
Bridget Hunt
Amalia Joanou-Canzoneri
Mi Hyon Kim
Shane Kim
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
ASSOCIATE PRINCIPAL
Theresa Rudolph
ASSISTANT PRINCIPAL
Daniel Blackman
Ivan Ivanovich
Gary Labovitz
Diane Leung
Charmain Louis
Mary Carol Nugent
Christopher Redfield
Kent Teeple

CELLOS

Joseph Johnson
PRINCIPAL
*Principal Cello Chair funded
by Dr. Armand Hammer*
Emmanuelle Beaulieu Bergeron
ASSOCIATE PRINCIPAL
Winona Zelenka
ASSISTANT PRINCIPAL
Igor Gefter
Marie Gelinax
Roberta Janzen
Britton Riley
Kirk Worthington

DOUBLE BASSES

Jeffrey Beecher
PRINCIPAL
*Principal Double Bass Chair
annually funded by the
Saunderson Family*
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
Catherine Chen
ASSOCIATE PRINCIPAL
Samuel Banks
Fraser Jackson

CONTRABASSOON

Fraser Jackson

HORNS

Neil Deland
PRINCIPAL
*Dr. Michael Braudo Principal
Horn Chair*
Christopher Gongos
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
Georgi Videnov
ASSISTANT

PERCUSSION

John Rudolph
PRINCIPAL
Patricia Krueger
Georgi Videnov

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

IN MEMORIAM

John "Robin" Engelman
Principal Percussion
(b. 1937, d. 2016)

BRIDGING COMMUNITIES

As one of Canada's leading cultural institutions, the Toronto Symphony Orchestra understands that it has a responsibility, not just to provide unparalleled musical experiences for patrons, but also to serve and inspire the entire community. This is achieved through education initiatives, benefit concerts, and free performances.

1

WE DAY TORONTO

As Toronto's orchestra, the TSO seeks to enrich the lives of young people—which is why we were privileged to partner with WE Day Toronto, a celebration of youth making a difference in their local and global communities. On October 1, 2015, over 20,000 students and educators from 900 schools descended on the Air Canada Centre for a free event that featured a live concert and extraordinary stories of leadership and change. The extensive lineup of performers included popular Canadian singer-songwriter Shawn Mendes, who was backed by members of the Toronto Symphony Youth Orchestra (TSYO). It was a once-in-a-lifetime experience that our young musicians will not soon forget.

“Canada’s very own, Shawn Mendes, performed fan favourites, ‘Stitches’ and ‘Never be alone,’ with the latter being accompanied by the Toronto Symphony Youth Orchestra. The combination was both beautiful and moving.”

—MTV.CA



2

FREE CONCERT FOR TORONTONIANS

On June 24, 2016, for the second consecutive year, the TSO paid tribute to its most important stakeholder—the audience—in a free lunchtime concert for Torontonians. Under the batons of Music Director Peter Oundjian and RBC Resident Conductor Earl Lee, the Orchestra delighted the crowd of more than 1,800 with classical works by popular composers such as Mozart, Beethoven, and Brahms. It was a fitting way to thank the people of Toronto for making the TSO an integral part of their city, and to celebrate the end of another wonderful season of music-making.

“This orchestra can stand comparison with the best. No matter the repertoire, the orchestra adapts to each musical situation and captures the essence of a composer’s specific sounds, voicing and phrasing.”

—AUDIOPHILIA



3

PETER AND THE WOLF: IN SUPPORT OF SICKKIDS

The Hospital for Sick Children (SickKids) holds a special place in Peter Oundjian's heart. When he was just three months old, doctors and nurses at SickKids performed a surgery that saved his life. To give back to the world-renowned medical facility, on November 26, 2015, the TSO presented Peter and the Wolf: In Support of SickKids, a lively program of crowd-pleasing pieces—including the titular work by Prokofiev, narrated by special guest Rick Mercer, and Rachmaninoff's *Rhapsody on a Theme of Paganini*, which featured the dazzling young pianist, Coco Ma. The evening raised more than \$50,000 for the hospital.

4

TORONTO BLUE JAYS POST-SEASON BASEBALL GAME

Last fall, for the first time in 22 years, the Toronto Blue Jays made it to the MLB playoffs, igniting a passion for our hometown team that instantly swept the city and extended to the rest of Canada. This is why, without hesitation, the TSO accepted an invitation to perform the national anthems before Game 4 of the American League Championship Series on October 20, 2015. Members of the Orchestra, conducted by RBC Resident Conductor Earl Lee, proudly took to the field at the sold-out Rogers Centre and played for the cheering crowd in blue. While the Jays ultimately lost the game and the series, they delivered an unforgettable season.

5

CELEBRATING WHAT SYRIANS BRING TO CANADA

Often absent from the discussions of the Syrian refugee crisis is what refugees bring to us and how our communities will benefit from embracing them. To help reshape the dialogue, the TSO created a music video welcoming Canada's newest residents. Internationally renowned Syrian clarinetist and composer Kinan Azmeh joined the Orchestra to record one of his own compositions. The importance of this gesture inspired our musicians to donate their time, and Azmeh was clearly moved. "As a Syrian, as a musician, and as a human, thank you very, very much," he says at the end of the video. "It's really moving to know that you guys are doing this."

"A beautiful performance worth watching: Syrian composer @kinanazmeh with the @TorontoSymphony."

—TWEET BY PRIME MINISTER JUSTIN TRUDEAU

"The Toronto Symphony Orchestra embodied...qualities for which the city is known. First, culture. The strings, brass and percussion section members combined for a flawless performance."

—USA TODAY



6

SCHOOL CONCERTS

The Toronto Symphony Orchestra believes that in order to ensure a bright future for classical music we must provide our children with high-quality music education at every opportunity. This is why we devote three weeks of each season to presenting School Concerts—entertaining and curriculum-based orchestral programs that are developed in consultation with music coordinators from boards of education in the Greater Toronto Area. In 2015/16, over 33,000 students and teachers attended these performances at Roy Thomson Hall, which included Science @ the Symphony, a collaboration with the Ontario Science Centre that explored the relationship between science and music, and featured live experiments and interactive demonstrations.

“These concerts are an amazing way to inspire young music students! ... My students and I absolutely loved every moment of the concert. It was educational and fun. What every teacher strives to do in his/her lessons. Thank you!”

—TEACHER

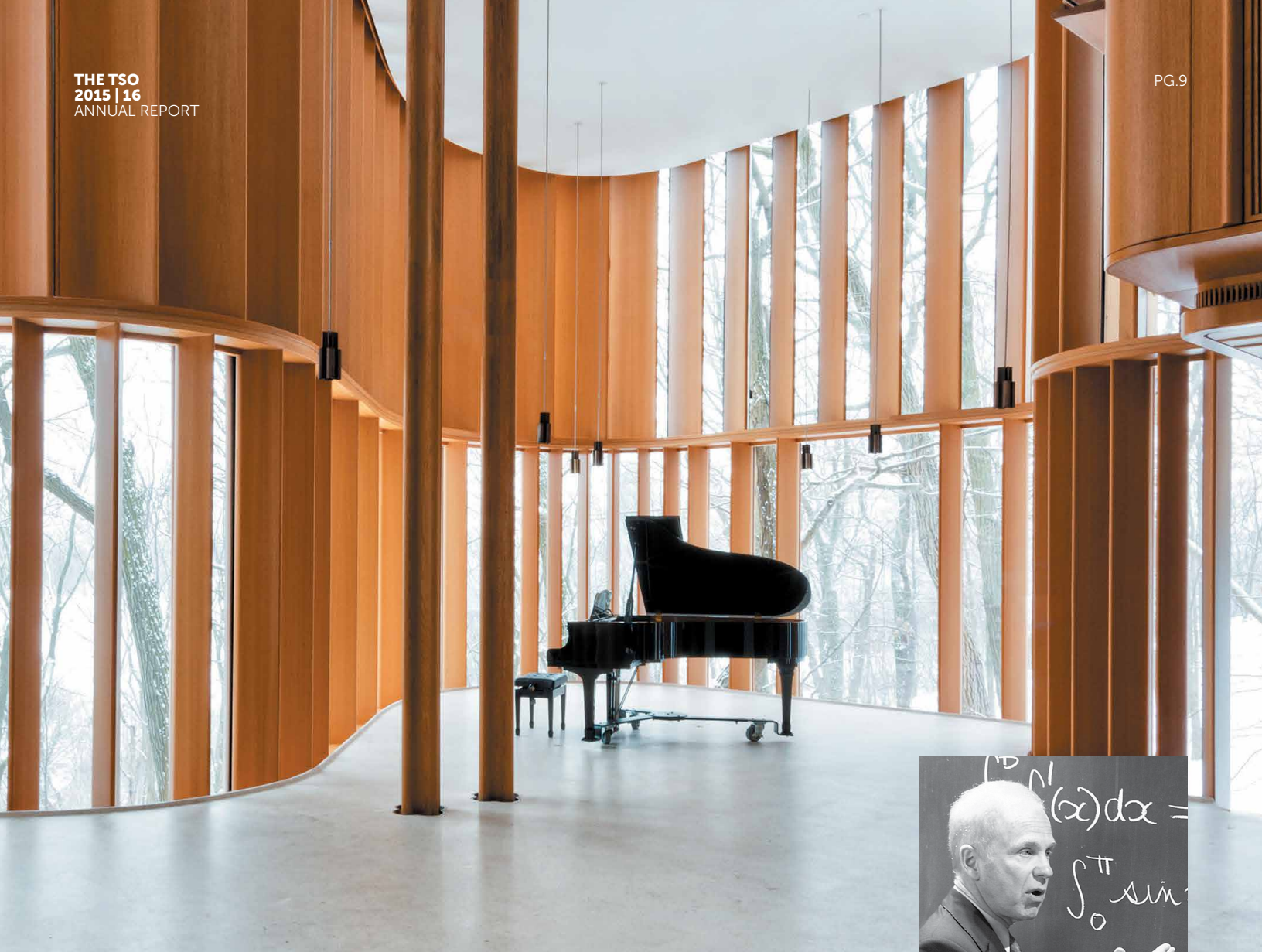
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TORONTO SYMPHONY YOUTH ORCHESTRA

The TSYO reached a very important milestone in 2015/16: it marked the first season of tuition-free membership for its talented young musicians. The removal of this financial barrier provided budding artists aged 22 and under, living in the Greater Toronto Area, with an equal opportunity to audition for, and receive admission to, one of Canada’s leading youth orchestras. This inspired the TSYO to perform some goodwill of its own. In addition to its regular programming, on April 19, 2016, the youth orchestra presented a free one-hour concert at Ada Slaight Hall, in the new Daniels Spectrum building in Regent Park, for members of the community.

“I am incredibly grateful for this opportunity to continue my musical education in this positive, yet challenging, environment. My experiences with TSYO have been unforgettable.”

—CHELSIE VAILLANCOURT, TSYO FLUTE

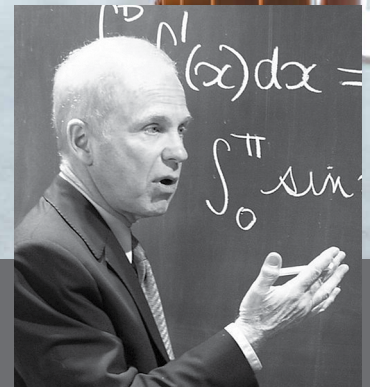


JAMES STEWART— A LEGACY OF PASSION

Professor James Stewart was a revered teacher of mathematics and a world-renowned writer of math textbooks. And these books made him a wealthy man. But his lifelong passion was classical music. He started playing the violin as a child and was an accomplished amateur in adulthood.

However, playing music was only part of his being. Stewart wanted to share music with others and to help young musicians develop and showcase their talent. In every house he owned, he hosted intimate musical performances. His culminating project, as he strove to facilitate these pursuits, resulted in the creation of his stunning home—a world-class concert hall that we now know as Integral House.

After he completed Integral House in 2008, it became one of Toronto's most sought-after destinations for special musical evenings and fundraising events, and it has since provided a grand stage for aspiring young musicians and established artists alike.



Professor James Stewart

James Stewart's passing at age 73 in 2014 deprived the city of his vital presence. However, his legacy remains. The long-time TSO subscriber bequeathed a continuing portion of his textbook royalties to the Toronto Symphony Orchestra, helping to ensure the TSO will continue to perform the classical music he so loved for years to come. He also directed a significant portion of the proceeds from the sale of Integral House to the TSO, and, recently, a close member of Stewart's family presented TSO Interim Chief Executive Officer Gary Hanson with a cheque for \$820,000.

James Stewart's love of music does indeed live on.

***“His final act was one of
surpassing generosity.”***

—GLOBE AND MAIL

BUILDING MOMENTUM

The TSO is experiencing a period of unprecedented momentum. We are growing our audience with exciting new programming, partnering with renowned artists and other cultural organizations to break new ground, and exploring inventive ways to serve our patrons while optimizing their TSO experience.

1

CANADA MOSAIC—A SIGNATURE PROJECT OF CANADA 150

The Honourable Mélanie Joly, Minister of Canadian Heritage, announced funding of \$7.5 million for the TSO’s Canada Mosaic project—a national celebration of our country’s rich musical past, present, and future—at a press conference on March 14, 2016. Thanks to this grant, throughout the entirety of 2017, the TSO will present programming dedicated to showcasing the wealth of existing and new Canadian music, looking back at the invaluable contributions of past composers and leaping forward to salute the current generation of gifted Canadian artists. We will also co-commission and perform two-minute orchestral works from 40 partner orchestras hailing from every province, and develop a website and free digital learning platform that will feature streamed TSO concerts, listening guides, and other interactive resources.



2

COLLABORATION WITH THE POLARIS MUSIC PRIZE

In 2015/16, the TSO teamed up with the Polaris Music Prize—an organization that annually honours and rewards creativity and diversity in recorded Canadian music—to present performances that bookended the season. The first saw members of the TSO performing with Short List nominees at the 2015 Polaris Music Prize Gala, held at The Carlu on September 21, 2015. At the event, TSO musicians also played a cover of Drake’s “Know Yourself” that was recorded by CBC and went viral, ultimately reaching more than 29 million people. The other performance was a special concert held on June 30, 2016. Legendary Cree singer-songwriter Buffy Sainte-Marie, the winner of the 2015 Polaris Music Prize, performed her original works with the TSO at Roy Thomson Hall.

3

ENHANCED PATRON EXPERIENCE

Our donors and patrons regularly tell us that our customer service is second to none. The TSO’s exceptional Patron Services team deserves much of the credit for this, but our success is also the result of listening to our customers, testing new approaches, and optimizing successful outcomes. As part of the TSO’s digital strategy in 2015/16, we explored new ways to refine our customer service by expanding and improving our online presence. Our website—TSO.CA—was redesigned from scratch to provide a better user experience, and we introduced a Live Chat service that allows patrons to ask questions and receive support in English, French, Mandarin, and several other languages. At their peak, digital sales represented over 65% of all TSO transactions—a significant increase over the previous season.



4

FILMS WITH LIVE ORCHESTRA

All cinephiles know that music is an integral part of film, which is why the TSO has screened films with live orchestral accompaniment for years at Roy Thomson Hall. Due to the popularity of these multi-sensory experiences, we decided to expand our offering of films to three in 2015/16—a free performance of Alfred Hitchcock’s *Vertigo*, presented by TIFF in celebration of their 40th anniversary; Robert Zemeckis’s 1985 classic, *Back to the Future*; and another Hitchcock masterpiece, *Psycho*, on Halloween night. In addition to selling out, these concerts introduced many new patrons to the TSO: at one of the screenings, newcomers were asked to identify themselves, and over 50% of the audience raised their hands.

“If I were a betting man, and I am, I’d wager the TSO’s new live film music series will be a big hit for attracting a new generation of TSO fans.”

—TORONTO STAR

5

SEMI-STAGED MOZART REQUIEM

Fresh off a highly successful five-city tour of Florida, the TSO rang in the new year with the Mozart@260 Festival from January 15 to 23, 2016. Curated by Bernard Labadie, the event was record breaking: every performance sold out and was met with great enthusiasm by patrons and critics alike. The culmination of the Festival was a highly anticipated, semi-staged version of the Mozart Requiem, directed by Joel Ivany. The composer’s magnificent, deeply human drama was brought to life as a moving, theatrical experience by soprano Lydia Teuscher, mezzo-soprano Allyson McHardy, tenor Frédéric Antoun, and bass-baritone Philippe Sly, joined by the Amadeus Choir and the Elmer Iseler Singers.

“The Toronto Symphony and all involved are to be highly commended for staging this fascinating event. They are on the exact right track with innovative evenings like the one we witnessed on Thursday. Setting the stakes higher than usual, experimenting with form and content, especially when success is not guaranteed, is just what classical music needs to ensure its continued liveliness and relevance.”

—GLOBE AND MAIL



6

BARBARA HANNIGAN'S NORTH AMERICAN CONDUCTING DÉBUT

On October 7 and 8, 2015, the TSO presented a program entitled *Barbara Hannigan Sings & Conducts*. This mesmerizing concert saw the acclaimed Canadian soprano return to Roy Thomson Hall to demonstrate an exciting new facet of her enormous talent in a performance that also showcased her stunning vocal artistry. Taking the podium for the first time in North America, Hannigan's unique fusion of gesture and voice was met with critical acclaim: "Conducting without a baton, Hannigan is definitely not a time beater," wrote Anthony Kershaw for *Audiophilia*. "The exquisite phrasing she delivers travels directly from her heart to vocal chords and to her hands."

The TSO congratulates Barbara Hannigan on her recent appointment to the Order of Canada.

"A challenging program, a unique performing presentation—it all added up to an entertaining and exciting night at the symphony."

—GLOBE AND MAIL

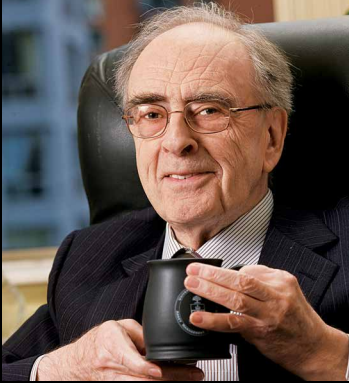
7

NEW CREATIONS FESTIVAL

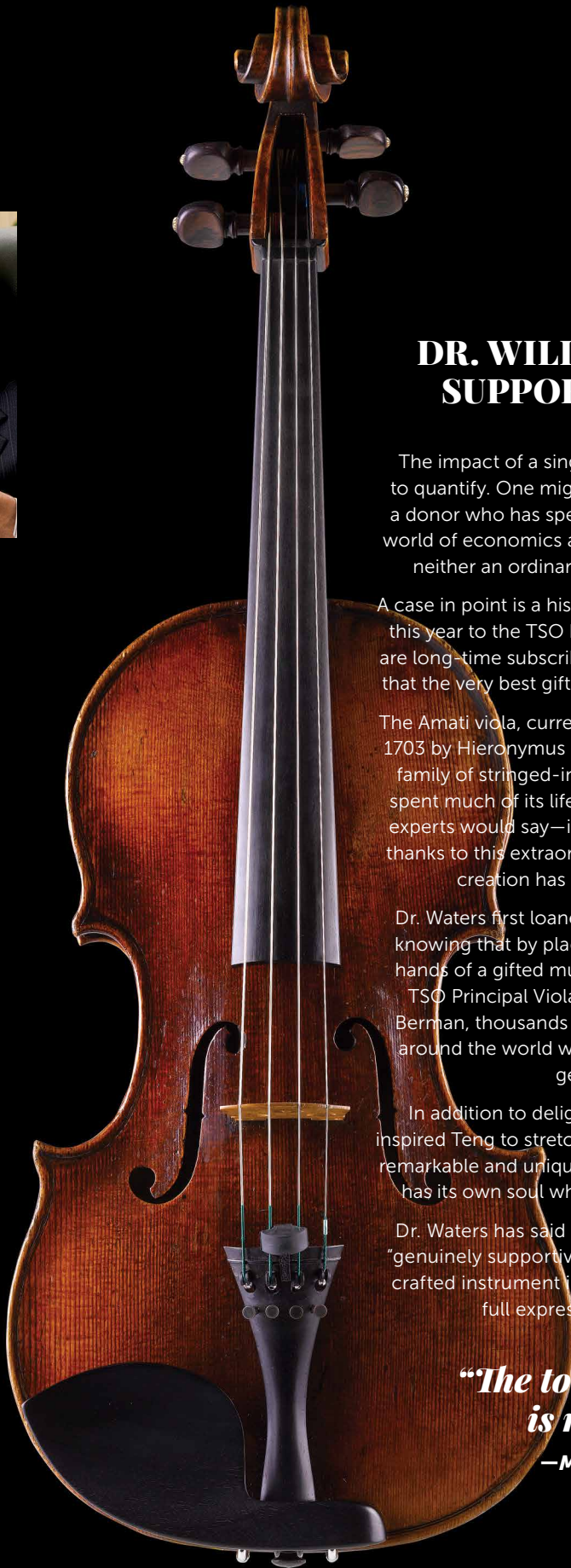
The TSO's 12th annual New Creations Festival brought avant-garde, contemporary music to Toronto from March 5 to 12, 2016. Revered Australian composer, conductor, and violist Brett Dean joined TSO Music Director Peter Oundjian to curate the three-concert event, which was packed with premières—many of which were TSO Commissions. Some of the highlights of these genre-defying performances included appearances by baritone Russell Braun, the Afiara Quartet, and DJ Skratch Bastid, who joined the Orchestra to work his turntables at both the first and last concerts. To round out the Festival, Toronto composer Abigail Richardson-Schulte curated an array of exceedingly well-received ancillary events, from pre-concert performances to post-concert parties.

"The collaboration, whatever its aesthetic consequence might be, was a hit and showed one way traditional orchestras can appeal to a wholly different demographic. The TSO players, who play with such commitment, also seemed pleased with their contribution to the project."

—AMERICAN RECORD GUIDE



Dr. William R. Waters, TSO Donor



DR. WILLIAM R. WATERS— SUPPORTING THE SOUL

The impact of a single donation is sometimes impossible to quantify. One might imagine this fact to be troubling for a donor who has spent his entire professional career in the world of economics and finance. But Dr. William R. Waters is neither an ordinary donor nor a typical financial guru.

A case in point is a historically significant viola donated earlier this year to the TSO by Dr. Waters and his wife, Phyllis, who are long-time subscribers and patrons. Dr. Waters recognizes that the very best gifts keep on giving in a multitude of ways.

The Amati viola, currently valued at \$4.2 million, was made in 1703 by Hieronymus II, the last member of the storied Amati family of stringed-instrument makers in Cremona, Italy. It spent much of its life unseen and unheard—"asleep," as the experts would say—in the care of an aristocratic family. But thanks to this extraordinary gift made by Dr. Waters, Amati's creation has been given a voice once again.

Dr. Waters first loaned the instrument to the TSO in 2006, knowing that by placing this remarkable instrument in the hands of a gifted musician such as Teng Li, who holds the TSO Principal Viola chair, funded by David and Renette Berman, thousands of classical music fans in Toronto and around the world would be able to share in its beauty for generations to come.

In addition to delighting audiences, the instrument has inspired Teng to stretch and grow as an artist. "This viola has a remarkable and unique sound colour," she says. "It practically has its own soul when I play it. It just knows what to do."

Dr. Waters has said he appreciates organizations that are "genuinely supportive of the soul." The sound of a master-crafted instrument in the hands of a virtuoso player is the full expression of soul brought to life.

***"The tone of Teng's viola
is remarkable."***

—MUSICAL TORONTO

DEVELOPMENT COMMITTEE REPORT



What does it mean when we say “This is your Toronto Symphony Orchestra”?

Every year, thousands of volunteers and donors—as well as audience members, students, teachers, community leaders, companies, foundations, and all levels of government—make vital contributions, both to address the immediate needs of the TSO and to ensure the future vitality of the music we create.

The Orchestra would not exist without the communities that support it.

And the 2015/16 season saw that support blossom and grow to a greater level. Fundraising revenues from all sources reached \$10.87 million in the fiscal year ended June 30, 2016. In 2015/16, the number of donors also increased by 15% over the previous season. And significant contributions to the TSO reached a record 20-year high—an achievement made possible by increased participation in all donor categories; the bequest of a portion of the proceeds from the sale of Integral House; the donation of a 1703 Amati viola; and strong, continued support from the Toronto Symphony Foundation.

Among the many extraordinary initiatives that occurred in 2015/16 was the Opening Night Gala, co-chaired by Board members Renette Berman and Trish Moran. In addition, a variety of special projects were successfully completed by the Toronto Symphony Volunteer Committee, the Young Leadership Council and the Impresarios Club, the Maestros’ Club Ambassadors, and the TSO Golf Classic Committee, along with other special-event committees. A number of generous patrons personally hosted fundraisers as well.

The TSO again acknowledges 2015/16 Season Presenting Sponsor BMO Financial Group for its ongoing support. The Renette and David Berman Family Foundation is also gratefully recognized as the TSO’s 2015/16 Season Patron for its philanthropic vision and passion for what the TSO can become, both in Toronto and around the world. Thanks to our major corporate sponsors is also sincerely extended: Air Canada, Economical Insurance, Steinway Piano Gallery, TD Financial Group, RBC Wealth Management, and Scotiabank.

Finally, on behalf of the Development Committee, and the broader TSO organization, I would like to express our gratitude to all our donors, supporters, and volunteers for your unwavering hard work and dedication. The sustained efforts of all of these communities demonstrate the vibrancy of your Orchestra and the brightness of the TSO’s future.

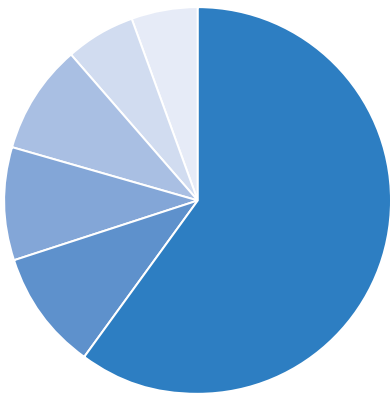
Sincerely,

Peter Levitt
Chair, Development Committee

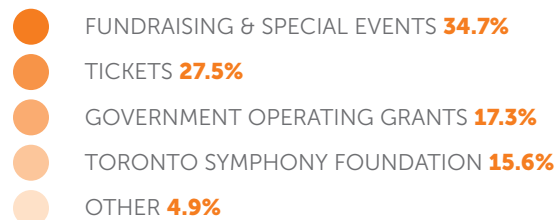
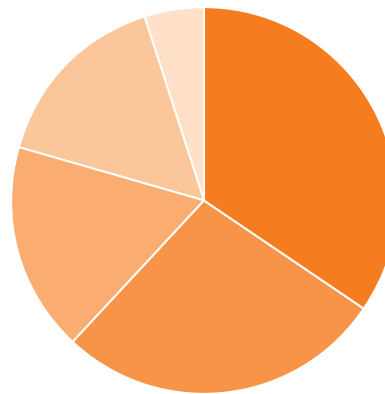
TSO FUNDRAISING

	2015/16 \$	2014/15 \$
Individuals		
Major Gifts & Bequests	6,542,948	4,123,269
Friends & General Gifts	1,031,327	1,118,685
Maestro's Club	978,092	945,042
Touring	-	1,903,256
Corporations & Foundations		
Corporations & Foundations	653,049	623,487
Sponsorships	578,600	766,334
Annual Fundraising for TSO Operations		
	9,784,016	9,480,073
Special Events & Projects		
	1,085,437	572,907

TSO FUNDRAISING



TSO REVENUE



STATEMENT OF OPERATIONS

	YEAR ENDED JUNE 30, 2016 \$	YEAR ENDED JUNE 30, 2015 \$
Revenues		
Fundraising	9,784,016	9,480,073
Tickets	8,609,388	8,886,481
Government Operating Grants	5,415,958	5,435,130
Toronto Symphony Foundation	4,895,000	2,261,000
Fundraising Special Events	1,085,437	572,907
Other	1,066,454	987,312
Education	277,390	365,845
Toronto Symphony Volunteer Committee	150,000	100,000
	31,283,643	28,088,748
Expenses		
Production	18,356,886	16,629,282
Marketing	4,581,330	4,112,486
Administration	4,423,614	3,166,461
Fundraising	1,544,422	1,645,996
Touring	880,755	1,912,101
Fundraising Special Events	443,685	272,316
Interest	221,411	214,325
	30,452,103	27,952,967
Excess of revenue over expenses for the year	831,540	135,781

TORONTO SYMPHONY FOUNDATION FUND BALANCES

	MARCH 31, 2016 \$	MARCH 31, 2015 \$
General Fund	3,897,919	3,918,878
Restricted Fund	2,059,443	2,209,942
Endowment Fund	26,173,905	28,084,616
	32,131,267	34,213,436

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 2016 fiscal year on June 30, with a surplus of \$831,540. Revenues from fundraising increased as a result of a growth in new donors and increased contributions across donor categories. Expenditures in Production, Marketing, Finance & Administration also rose due to necessary operational investments and one-time charges.

Rags Davloor
Treasurer

2015/16 TORONTO SYMPHONY FOUNDATION TRUSTEES

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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 that 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 2016 fiscal year ended June 30, 2016, the TSF provided a distribution of \$4.9 million (\$2.4 million during the TSF's year ended March 31, 2016). Since its inception, the TSF has provided approximately \$38 million to the TSO in annual distributions.

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

TORONTO SYMPHONY VOLUNTEER COMMITTEE REPORT

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

Under the leadership of Co-Presidents Joanne Colbourne and Debra Walker, and in partnership with a dedicated Board and 175 members, the TSVC made a gift to the TSO of \$150,000 for the TSO's 2015/16 season. The gift comprised a \$112,000 operating gift and a \$38,000 gift in support of tuition-free enrolment for the Toronto Symphony Youth Orchestra (TSYO). The TSVC is delighted to support the TSYO and this life-enriching initiative. These gifts were the result of fundraising events organized throughout the year.

The TSVC fundraisers during the 2015/16 season were the 2015 Scotiabank Toronto Waterfront Marathon Charity Challenge, the 25th anniversary of the Fine Wine Auction, the Art Auction, the annual Bridge event, and a lecture.

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

Throughout 2015/16, the 93rd year of the TSVC, members continued to devote much time to supporting the TSO's education programs, Morning with the Toronto Symphony Orchestra, and Young People's Concerts.

2015/16 TORONTO SYMPHONY VOLUNTEER COMMITTEE BOARD



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The Benefactors' Circle recognizes the extraordinary philanthropic commitment of our donors whose cumulative giving totals \$500,000 or more since 1985.

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The Founders Club recognizes the visionary leadership of our donors who are making annual gifts of \$100,000 or more. Founders Club donors are key investors in the TSO's current and future success.

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The Music Director's Circle recognizes the generosity of our donors who are making significant and loyal contributions to the TSO's operations and activities.

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