

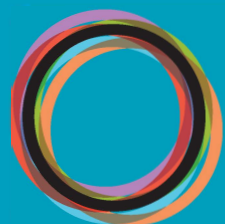


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ORCHESTRAS  
ORCHESTRES | CANADA

2017  
2018 **ANNUAL  
REPORT**

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*Orchestras Canada helps orchestras achieve together what they cannot accomplish alone, serving Canadian orchestras in both official languages, through research, knowledge-sharing, convening and advocacy.*

*Our over 130 members and associates across Canada include professional, semi-professional, community, youth and training orchestras.*

[www.orchestrascanada.org](http://www.orchestrascanada.org)

## Message from Board President Gilles Choquet

A year of change and significant steps forward towards our vision at Orchestras Canada!

This year we welcomed a new board member: Karen Wilkinson (Member of the Board of Directors, Kitchener-Waterloo Symphony), who brings a wealth of financial management experience to the role of treasurer.



Our board meetings throughout the year have continued to be constructive, and have encouraged thorough exchange on important issues for orchestras in this country.

We continued to organize effective telephone and web conferences with various government granting bodies, and have been pleased with the results achieved by orchestras who have renewed funding from the Canada Council for the Arts as part of multi-year agreements. These conversations have also created opportunities for us to take further concrete actions to better equip ourselves during the next renewal period.

Katherine Carleton's professional development through her enrolment in Wilfrid Laurier University's Master of Arts program has given us the tools to review Orchestras Canada's staffing structure, and to add communications expertise to the team. I am pleased to welcome Nick Walshe in this new role.

As part of our 2017 National Conference in Montreal we organized a joint meeting with the International Federation of Musicians. This was our first collaboration with them, and a big step towards establishing more effective dialogue with our musicians. Particular thanks must go to Marie-Josée Desrochers (Orchestre symphonique de Montréal) and the National Conference Committee for their excellent work.

In February, we held our first ever Orchestras Day on Parliament Hill in Ottawa. In addition to the number of MPs, ministers and senators present, what struck me most was the warmth and enthusiasm that our elected leaders have for Canadian orchestras. It was a unique opportunity to engage in dialogue with decision makers of all political views, and to present our concerns and questions to them. The coming years will offer us the chance to further promote our interests and aspirations, and to sow the seeds planted at this event.

Our in-house team continues to provide efficient and effective support to OC's members and board of directors. Thank you!

I would also like to thank the members of the OC board of directors for their dedication. The presidency has been a great challenge for me, and I've been thoroughly grateful for all I've been able to learn from each board member.

I am finishing my third and final year as president of the OC board of directors, and the years to come promise to be even more exciting and full of challenges and changes. Orchestras Canada is a highly successful association, and is essential for the development of Canadian orchestras. I finish my presidency with a great deal of satisfaction. This experience was a source of achievement and pleasure for me. I invite you to invest some of your precious time in this organization and to benefit in return for the hours invested.

I appreciate the support you have all given me throughout my six years on the OC board. I wish all the best to Orchestras Canada, because orchestras matter.

# Message from OC Executive Director

## Katherine Carleton



At our last Annual General Meeting, we introduced Orchestras Canada's new mission statement as part of our new Strategic Plan. In case you need a reminder: *Orchestras Canada helps orchestras achieve together what they cannot accomplish alone, serving Canadian orchestras in both official languages, through research, knowledge-sharing, convening, and advocacy.* It's been a busy year on all four fronts.

### Research

I'm, as always, grateful to OC's statistician C. Stephen Smith for his continued work on our Comparative Report. In 2017-18, Steve collected data from 72 orchestras for the "main" report, including the overwhelming majority of Canadian orchestras with annual revenues over \$50,000; and for the first time, he undertook a mini-report on the finances and reach of smaller-budget orchestras, with the goal of helping us better understand these distinctive groups. Steve's work helps OC understand and communicate the situation and needs of Canadian orchestras, and I know that many of you place a high value on it as well. While the detailed data is only available to participants, the summary reports are [available on OC's website](#).

With the help of the Canada Council's Leadership for Change program, we engaged consultants Soraya Peerbaye and Parmela Attariwala to take a look at Canadian orchestras' work in inclusion, diversity, equity, and accessibility. They presented initial findings from this research at our conference in Calgary and May, and we're anticipating a final report at the end of June 2018. I'm excited at the challenges that their research presents for OC and for orchestras, and see their work as vital to our progress. You can hear their presentation [from our National Conference here](#).

I've long been enthusiastic about the potential application of big data to orchestras, and have been delighted to participate as a member of the Advisory Committee of the Pôle sur les données massives en culture, an initiative of Montreal's Quartier des Spectacles partnership, now seeking to expand its work beyond Montreal. You can [read more about this new research hub here](#).

I also served on the Advisory Committee for the Cultural Human Resources Council's *2017 National Compensation Study for Managerial and Administrative Positions in Not-for-Profit Arts Organizations*. You can find the final version of [the 2017 report, here](#).

### Knowledge-sharing

OC has a natural role to play in giving orchestra constituents access to the information they need to do their work more easily. While we are still hard at work refining our newsletter,

social media and on-line community building strategies, we've helped share some important content over the past year.

Following the release of our draft "Inclusion, Diversity, Equity, and Accessibility Manifesto" at our Montreal conference in May 2017, we worked with your feedback and finalized the **"IDEA Declaration" for Canadian orchestras** in September 2017. A number of orchestras have now adopted the Declaration, and we look forward to its continued evolution.

I've been pleased to represent orchestras on a new national advisory committee, convened by the Cultural Human Resources Council, intended to foster respectful workplaces in the arts. As they become available, we'll be making the resources developed by CHRC and key consultants available to OC members and constituents.

### **Convening**

In 2017-18, OC convened stakeholders from member and associate orchestras at our national conference in Montreal in May 2017, and regional meetings in Toronto, North Bay and Montreal. I was happy to use the opportunities created by others, including Classical:Next in Rotterdam, the Organization of Canadian Symphony Musicians in Ottawa/Gatineau, and ArtsPond in Toronto to connect with more of you throughout the year.

### **Advocacy**

Advocacy has been an abiding preoccupation of Orchestras Canada for many years, and this year, we focused on better articulating orchestras' roles in their communities. We delivered this message in briefs filed with provincial and federal Standing Committees, during OC's inaugural Orchestras Day on Parliament Hill, in meetings with senior leadership at the Canada Council for the Arts, and in our communications with elected officials. We are proud to carry this message forward, and welcome your participation in this work, whether on the local, regional or national level.

Advocacy is not just about government relations, though. It can also be about celebrating the people and organizations who make our community great. In July, I was delighted to represent our Betty Webster Award committee at the presentation of the 2017 Award to Ardyth Brott, the highly-accomplished Executive Director of the Brott Music Festival and National Academy Orchestra.

None of this would have happened without considerable support (moral AND financial) from the Canada Council for the Arts, the Ontario Arts Council, our member and associate orchestras, and corporate and individual donors. Your investment's impact was heightened because of the many people who have devoted themselves to our association's work.

Many of these amazing people are on our Board of Directors. At our most recent meeting, we bid a fond farewell to three people who have played a key role in OC's work over the past many years, and I'd like to salute them here:

Our outgoing President, Gilles Choquet of the Orchestre symphonique de Longueuil, who has been an inspiring and visionary leader, as well as a great coach. Gilles, I hope you'll continue to take my phone calls!

Our outgoing Secretary, Leanne Davis of the Vancouver Symphony Orchestra, who has brought not only a depth of knowledge about fund development, but also deep and practical insight into human nature.

Our departing Director, Matthew Jones, formerly of the Timmins Symphony Orchestra and at time of writing integral to the Kitchener-Waterloo Symphony Youth Orchestra, the Kitchener-Waterloo Chamber Orchestra and the Etobicoke Philharmonic. Matthew has brought to the OC board all the things you'd hope that an inspiring conductor would, and more: analysis, enthusiasm, commitment, realism, and the willingness to take the lead.

Our departing Audit Committee chair, Réal Coulombe, who as an external voice led this committee with elegance, combining piercing insights with a light touch.

I'd also like to salute OC's staff and consultant team in 2017-18. They are gifted, committed people who do more than I hope you'll ever find out to keep OC on course. They include OC's Administrator, Sarah Thomson; public affairs advisor Micheline McKay; book-keeper Christine Mustard of Young Associates; job board administrator Krista Wodelet; and our 2017 summer students, Emma Cullen, Yuang Chen and Matilda Armstrong. My heartfelt thanks to them.

# Report from OC Treasurer Karen Wilkinson

**For the year ended March 31, 2018**

As I am completing my first year as the Treasurer of OC, I am pleased to provide this report to the members of OC. During the year, the Board of Directors met regularly with Katherine Carleton to review current financial results, projections, and budgets for future fiscal periods to ensure that the organization was progressing as planned.



## **Statement of Financial Position**

OC continues to maintain a strong financial position with cash and short-term investments totaling just over \$129,000. While down from the balance in the prior year, it is still a strong position. The organization typically aims to hold cash reserves approximating three months of working capital plus funds for strategic initiatives. Deferred contributions typically vary year-over-year depending on project activity and timing of cash receipts. At March 31, 2018 deferred contributions had decreased by \$28,800 over the previous year.

## **Designated Net Assets**

Designated Net Assets is a board-designated fund to be used for strategic initiatives determined to be beneficial to the organization's members for the expansion of the organization's temporary or permanent human resources, or any other strategic purpose that may be identified and approved by the Board of Directors from time to time. During 2018, the Board of Directors commissioned a communications audit from Bespoke Collective. This project was funded from the Designated Net Assets therefore reducing the balance to \$72,592 as of March 31, 2018.

## **Statement of Operations**

### **Revenue**

Year over year, revenues have decreased by approximately \$3,700. Operating grants from the Canada Council for the Arts and the Ontario Arts Council both increased from 2017 (see note 7). Funding for special projects declined by \$41,000 between fiscal 2017 and 2018, as some projects were not repeated. Membership revenue increased marginally in total with membership fees from orchestras and individuals decreasing slightly, and associate orchestras increasing compared to 2017. Total Fundraising at \$25,098 decreased from the prior year (see note 9).



## **Expense**

Overall expenses have decreased by \$18,205. Reductions occurred in areas such as personnel, national conference and networking and outreach, while Public Affairs, Office and Board Meetings showed some increase.

Networking and Outreach expenses decreased by approximately \$10,000, reflecting the reduction in special project funding and related activities.

## **General**

Pennylegion Chung LLP served as OC's auditors for the 2018 year. OC's 2018 financial statements received a standard audit opinion from the auditors.

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**ORCHESTRAS CANADA /  
ORCHESTRES CANADA**

**FINANCIAL STATEMENTS**

**MARCH 31, 2018**

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## INDEPENDENT AUDITOR'S REPORT

To the Members,  
Orchestras Canada / Orchestres Canada

We have audited the accompanying financial statements of Orchestras Canada / Orchestres Canada, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Orchestras Canada / Orchestres Canada as at March 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Professional Accountants  
Licensed Public Accountants

May 29, 2018  
Toronto, Ontario

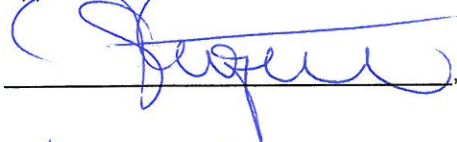
# ORCHESTRAS CANADA / ORCHESTRES CANADA

## STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2018

	2018	2017
<b>ASSETS</b>		
Current assets		
Cash	\$ 84,315	\$ 94,134
Guaranteed investment certificates (notes 2 and 3)	45,000	65,000
Amounts receivable	11,998	28,167
HST recoverable	3,831	-
Prepaid expenses	<u>20,297</u>	<u>8,070</u>
	<u>\$ 165,441</u>	<u>\$ 195,371</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities		
Accounts payable and accrued liabilities	\$ 8,769	\$ 6,223
Payroll source deductions payable	3,323	3,995
Deferred contributions (note 5)	8,722	37,500
Deferred conference fees	<u>13,536</u>	<u>15,575</u>
	<u>34,350</u>	<u>63,293</u>
Net assets		
Designated (note 6)	72,592	90,106
Unrestricted	<u>58,499</u>	<u>41,972</u>
	<u>131,091</u>	<u>132,078</u>
	<u>\$ 165,441</u>	<u>\$ 195,371</u>

Approved on behalf of the Board:

 \_\_\_\_\_, Director

 \_\_\_\_\_, Director

see accompanying notes

**ORCHESTRAS CANADA / ORCHESTRES CANADA****STATEMENT OF CHANGES IN NET ASSETS****FOR THE YEAR ENDED MARCH 31, 2018**

	<b>2018</b>		<b>2017</b>	
	Unrestricted	Designated (note 6)	Total	Total
Balance, beginning of year	\$ 41,972	\$ 90,106	\$ 132,078	\$ 130,065
Excess of revenue over expenses for the year	<u>16,527</u>	<u>(17,514)</u>	<u>(987)</u>	<u>2,013</u>
Balance, end of year	<u>\$ 58,499</u>	<u>\$ 72,592</u>	<u>\$ 131,091</u>	<u>\$ 132,078</u>

see accompanying notes

# ORCHESTRAS CANADA / ORCHESTRES CANADA

## STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2018

	2018	2017
<b>REVENUE</b>		
Grants (note 7)	\$ 237,258	\$ 243,988
Member and associate fees (note 8)	89,314	87,865
National conference registrations	35,108	25,563
Fundraising (note 9)	25,098	28,737
Job board	14,196	13,786
Investment income (note 10)	8,837	9,237
Workshop fees	<u>7</u>	<u>4,333</u>
	<u>409,818</u>	<u>413,509</u>
<b>EXPENSES</b>		
Personnel	162,315	171,104
National conference	70,917	109,739
Public affairs	59,151	32,917
Office and general	32,870	29,555
Board meetings	23,893	21,143
Professional fees	18,520	17,558
Communications	10,842	5,079
Networking and outreach	7,926	17,753
Occupancy costs (note 11)	<u>6,857</u>	<u>6,648</u>
	<u>393,291</u>	<u>411,496</u>
<b>EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS BEFORE STRATEGIC INITIATIVE EXPENSE</b>	16,527	2,013
Strategic initiative expense (note 6)	<u>(17,514)</u>	<u>-</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<u>\$ (987)</u>	<u>\$ 2,013</u>

see accompanying notes

# ORCHESTRAS CANADA / ORCHESTRES CANADA

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2018

	2018	2017
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses for the year	\$ (987)	\$ 2,013
Net change in non-cash working capital items (see below)	<u>(28,832)</u>	<u>2,406</u>
Net cash generated from (used for) operating activities	(29,819)	4,419
<b>INVESTING ACTIVITIES</b>		
Guaranteed investment certificates redeemed (purchased)	<u>20,000</u>	<u>(4,977)</u>
<b>NET CASH DECREASE IN THE YEAR</b>	(9,819)	(558)
Cash, beginning of year	<u>94,134</u>	<u>94,692</u>
<b>CASH, END OF YEAR</b>	<u>\$ 84,315</u>	<u>\$ 94,134</u>

Net change in non-cash working capital items:

Decrease (increase) in current assets-		
Amounts receivable	\$ 16,169	\$ (8,618)
HST recoverable	(3,831)	-
Prepaid expenses	(12,227)	(2,009)
Increase (decrease) in current liabilities-		
Accounts payable and accrued liabilities	2,546	(4,799)
Payroll source deductions payable	(672)	(37)
HST payable	-	(1,211)
Deferred contributions	(28,778)	17,500
Deferred conference fees	<u>(2,039)</u>	<u>1,580</u>
	<u>\$ (28,832)</u>	<u>\$ 2,406</u>

see accompanying notes

# ORCHESTRAS CANADA / ORCHESTRES CANADA

## NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2018

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Orchestras Canada / Orchestres Canada (the organization) is continued under the Canada Not-for-profit Corporations Act. The organization is exempt from income tax in Canada as a registered charitable organization under the Income Tax Act (Canada).

The organization provides an infrastructure of information, communication, education and support to the Canadian orchestral community. Its membership includes professional, community and youth orchestras, chamber ensembles, musicians and conductors, as well as many organizations and individuals who believe in promoting orchestral music as a unique part of Canadian heritage.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Management is responsible for the preparation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations. Outlined below are those policies considered particularly significant:

#### **Revenue recognition**

The principal sources of revenue and recognition of these revenues for financial statement purposes are as follows:

##### *Contributions*

The organization follows the deferral method of revenue recognition for contributions.

Externally restricted contributions, including grants, sponsorships and restricted donations, related to current expenses are recognized as revenue in the current year. Externally restricted contributions received in the year for expenses to be incurred in the following year are recorded as deferred contributions. Externally restricted contributions related to the purchase of capital assets are recorded as revenue in the same period, and on the same basis, as the related capital assets are amortized. Unrestricted contributions are recorded when received.

##### *Contributed materials and services*

Contributed materials and services which are normally purchased by the organization are not recorded in the accounts.

##### *Member and associate fees*

Member and associate fees are recognized as revenue in the year to which they apply.

##### *Fees for service*

Fee for service revenue including conference registration fees, workshops fees and job board, is recognized when services are delivered.

##### *Fundraising*

Fundraising revenue is recognized when the activity takes place.

##### *Investment income*

Investment income is recognized as revenue when earned except for investment income earned on Ontario Arts Foundation funds, which are recognized when received.

### 2. GUARANTEED INVESTMENT CERTIFICATES

Guaranteed investment certificates are issued by a major Canadian chartered bank, bear interest at 0.85% and mature in April 2018.



# ORCHESTRAS CANADA / ORCHESTRES CANADA

## NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2018

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### 3. BANK LINE OF CREDIT

The organization has a business line of credit of \$45,000 which bears interest at prime + ¼%. The business line of credit is secured by the organization's guaranteed investment certificates. As at March 31, 2018, none of the line of credit had been drawn down (none drawn down as at March 31, 2017).

### 4. FINANCIAL INSTRUMENTS

The organization's financial instruments include cash, guaranteed investment certificates, amounts receivable, accounts payable and accrued liabilities. Guaranteed investment certificates are recorded at cost plus accrued interest income. Amounts receivable, accounts payable and accrued liabilities are initially recorded at fair value and are subsequently recorded net of any provisions for impairment in value.

### 5. DEFERRED CONTRIBUTIONS

	2018	2017
The following amounts have been deferred at year end:		
Canada Council for the Arts	<u>\$ 8,722</u>	<u>\$ 37,500</u>
Continuity of deferred contributions for the year is as follows:		
	2018	2017
Deferred contributions, beginning of year	\$ 37,500	\$ 20,000
Add cash received from grants	208,480	261,488
Less grant revenue recognized (note 7)	<u>(237,258)</u>	<u>(243,988)</u>
Deferred contributions, end of year	<u>\$ 8,722</u>	<u>\$ 37,500</u>

### 6. DESIGNATED NET ASSETS

The Board of Directors of the organization has designated net assets of \$72,592 as at March 31, 2018 for future strategic initiatives and to provide for unexpected financial contingencies (\$90,106 designated as at March 31, 2017). Use of these funds requires prior approval by the Board of Directors.

During the year, the organization spent \$17,514 on strategic initiatives (none spent in 2017).

# ORCHESTRAS CANADA / ORCHESTRES CANADA

## NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2018

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### 7. GRANT REVENUE

Grant revenue recognized in the year was as follows:

	2018	2017
Canada Council for the Arts		
Operating	\$ 126,000	\$ 100,000
Projects	28,778	70,000
Ontario Arts Council		
Operating	74,713	68,100
Government of Canada		
Employment and Social Development Canada	4,788	3,013
Province of Ontario,		
Ministry of Tourism, Culture and Sport	<u>2,979</u>	<u>2,875</u>
	<u>\$ 237,258</u>	<u>\$ 243,988</u>

### 8. MEMBER AND ASSOCIATE FEES

Member and associate fees earned in the year were as follows:

	2018	2017
Orchestras	\$ 76,164	\$ 76,865
Associate orchestras and organizations	13,000	10,400
Individuals	<u>150</u>	<u>600</u>
	<u>\$ 89,314</u>	<u>\$ 87,865</u>

### 9. FUNDRAISING

Fundraising revenue is composed of the following:

	2018	2017
Individuals	\$ 15,648	\$ 19,637
Corporations	<u>9,450</u>	<u>9,100</u>
	<u>\$ 25,098</u>	<u>\$ 28,737</u>

# ORCHESTRAS CANADA / ORCHESTRES CANADA

## NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2018

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### 10. ENDOWMENTS WITH THE ONTARIO ARTS FOUNDATION

The organization established the Orchestras Canada Arts Endowment Fund at the Ontario Arts Foundation (OAF) under the terms of the Arts Endowment Fund (AEF) Program. The AEF was a program of the Government of Ontario through the Ministry of Tourism, Culture and Sport and administered by the OAF.

The Orchestras Canada Arts Endowment Fund will be held in perpetuity for Orchestras Canada. The market value of the Orchestras Canada Arts Endowment Fund as at March 31, 2018 was \$177,084 (\$180,465 as at March 31, 2017). These funds held in trust are not reflected in these financial statements.

Orchestras Canada receives investment income from the Orchestras Canada Arts Endowment Fund to be used for operations. During the year, Orchestras Canada received investment income of \$8,216 from the Orchestras Canada Arts Endowment Fund (\$8,764 in 2017).

### 11. LEASE COMMITMENT

The organization leases office space in Peterborough, Ontario. Minimum annual payments under the terms of the lease, which expires February 28, 2019, are as follows:

2019	8,250
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## Message from OC Governance Committee Chair Tanya Derksen

Over the past year, the committee has continued the implementation of the governance and nominations mandate to fulfill the requisites of OC's General Operating By-Law.

Members of the Committee are Tanya Derksen (chair), Leanne Davis, Karen Wilkinson and Katherine Carleton.

Here are some highlights of our work:

- The nominations process leading into the 2018-2019 year was focused on better reflecting the IDEA Declaration at the board level, ensuring a balance of skills based on the board matrix, and guaranteeing strong representation from our members across the country. The committee will put forward four new individuals at the 2018 AGM that we believe are strong candidates to continue fulfilling OC's mission and strategic plan.
- The committee created and distributed a Board Evaluation to all board members this year in order to collect a comprehensive survey of the effectiveness of the board and individual members. Collectively and individually, board members are confident in our role and responsibilities, engaged in the work of the OC board, and that we have a good balance of skills. The board continues to strive for increased diversity and higher engagement with members.
- The committee undertook the first significant review of the OC bylaws since moving from a provincial to a federally-incorporated not-for-profit organization. The proposed bylaw changes are the result, and they include a new definition of Organization members, a new membership class for elected Board directors, updating the AGM quorum requirements, and clarifying some administrative procedures and terminology.



As committee chair, I am deeply honoured to be working with such talented and passionate colleagues on this committee. Thank you to Leanne, Karen and Katherine for your expertise, thoughtfulness and feedback throughout the year. I'd also like to thank the departing board directors: Gilles Choquet, Leanne Davis, and Matthew Jones for their service; as well, I'd like to salute outgoing external Audit Committee chair, Réal Coulombe, for leading this committee with such distinction.

Five names are being put forward by the Governance Committee for election/re-election this year for a three-year term:

Daniel Bartholomew-Poyser, Artist in Residence and Community Ambassador,  
Symphony Nova Scotia  
Simon Gamache, Executive Director, I Musici de Montréal  
Cheryl McCallum, Manager, Community Sport Development, SaskSport Inc.  
Neil Middleton, Vice-President, Marketing & Sales, Vancouver Symphony Orchestra  
Shannon Whidden, Executive Director, Ottawa Youth Orchestra Academy

The proposed slate of directors for 2018-2019, including terms, is below:

<b>NAME</b>	<b>AFFILIATION</b>
<b>Year one of a three-year term</b>	
Daniel BARTHOLOMEW-POYSER	Symphony Nova Scotia
Simon GAMACHE	I Musici de Montréal
Cheryl MCCALLUM	Sask Sport Inc
Neil MIDDLETON	Vancouver Symphony Orchestra
Shannon WHIDDEN	Ottawa Youth Orchestra Academy
<b>Year two of a three-year term</b>	
Bruce CRAIG	Prince Edward Island Symphony Orchestra
Marie-Josée DESROCHERS	Orchestre symphonique de Montréal
Karen WILKINSON	Kitchener-Waterloo Symphony
<b>Year three of a three-year term</b>	
Tanya DERKSEN	Regina Symphony Orchestra
Jennifer MACDONALD	Calgary Philharmonic Orchestra
Marc STEVENS	National Arts Centre Orchestra

## **OC Directors 2017-18**

### **Elected Members / Executive Committee**

Gilles Choquet (President)  
Executive Director, Orchestre symphonique de Longueuil (QC)

Tanya Derksen (Vice-President)  
Executive Director, Regina Symphony Orchestra (SK)

Leanne Davis (Secretary)  
Vice President, Chief Development Officer, Vancouver Symphony Orchestra (BC)

Karen Wilkinson (Treasurer)  
Director, Kitchener-Waterloo Symphony (ON)

### **Elected Members**

Bruce Craig  
President, Prince Edward Island Symphony Orchestra (PE)

Marie-Josée Desrochers  
Chief Operating Officer, Orchestre symphonique de Montréal (QC)

Matthew Jones  
Music Director, Kitchener-Waterloo Chamber Orchestra (ON)

Jennifer MacDonald  
Director of Artistic Operations, Calgary Philharmonic Orchestra (AB)

Marc Stevens  
Acting Managing Director, National Arts Centre Orchestra (ON)

Shannon Whidden  
Executive Director, Ottawa Youth Orchestra Academy (ON)

# OC Committees and Task Forces, 2017-18

## Advocacy

**Shannon Whidden**, Ottawa Youth Orchestra Academy/OC Director (Chair)  
**Andrew Bennett**, Kitchener-Waterloo Symphony  
**Bruce Craig**, Prince Edward Island Symphony/OC Director  
**Jean-R. Dupré**, Orchestre Métropolitain  
**Roberta Smith**, Toronto Symphony Orchestra  
**Harry Swain**, Victoria Symphony  
**Micheline McKay**, Micheline McKay and Associates (ex officio)

## Audit

**Réal Coulombe**, Orchestre symphonique de Longueuil (Chair)  
**Gilles Choquet**, Orchestre symphonique de Longueuil/OC Director  
**Karen Wilkinson**, Kitchener-Waterloo Symphony/OC Director

## Betty Webster Award 2017

**Matthew Jones**, Kitchener-Waterloo Chamber Orchestra/OC Director (Chair)  
**Bruce Craig**, Prince Edward Island Symphony/OC Director  
**Leanne Davis**, Vancouver Symphony Orchestra/OC Director  
**John Gomez**, Ottawa Youth Orchestra Academy  
**Barbara Scales**, Latitude 45 Artists Management

## Communications

**Marc Stevens**, National Arts Centre Orchestra/OC Director

**Heidi MacPhee**, Symphony Nova Scotia  
**Tim Crouch**, Tafelmusik Baroque Orchestra  
**Marie-Josée Desrochers**, Orchestre symphonique de Montréal/OC Director

## Governance

**Tanya Derksen**, Regina Symphony Orchestra/OC Director (Chair)  
**Leanne Davis**, Vancouver Symphony Orchestra/OC Director  
**Karen Wilkinson**, Kitchener-Waterloo Symphony/OC Director

## IDEA (Inclusion, Diversity, Equity, Accessibility)

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**Olga Mychajluk**, Kitchener-Waterloo Symphony  
**Simon Gamache**, I Musici de Montréal  
**Mark Turner**, Saskatoon Symphony Orchestra  
**Vicki Young**, Manitoba Chamber Orchestra

## National Conference 2017

**Marie-Josée Desrochers**, Orchestre symphonique de Montréal/OC Director (Chair)  
**Andrew Bennett**, Kitchener-Waterloo Symphony  
**Joël Brouillette**, I Musici de Montréal  
**Luc Chaput**, Orchestre Métropolitain  
**Camille Lambert-Chan**, Orchestre symphonique de Montréal  
**Réjean Tremblay**, Tafelmusik Baroque Orchestra  
**Mark Turner**, Saskatoon Symphony Orchestra

## **Small Budget Orchestras**

**Matthew Jones**, Kitchener-Waterloo  
Chamber Orchestra/OC Director (Chair)

**Bruce Craig**, Prince Edward Island  
Symphony/OC Director

## **Strategic Planning**

**Marc Stevens**, National Arts Centre  
Orchestra/OC Director (Chair)

**Tanya Derksen**, Regina Symphony  
Orchestra/OC Director

**Jennifer MacDonald**, Calgary  
Philharmonic Orchestra/OC Director

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# OC Members & Associates

## 2017-18

**Thank you for contributing your time and resources to the orchestral community through your OC participation and fees.**

### MEMBER ORCHESTRAS

*These are orchestras based in Canada that engage a significant number of professional musicians, have professional management, and present concerts to the public. OC Annual General Meeting attendance and voting privileges are reserved for Voting Member Orchestras.*

Calgary Philharmonic Orchestra

Edmonton Symphony Orchestra

Hamilton Philharmonic Orchestra

I Musici de Montréal

Kamloops Symphony

Kingston Symphony

Kitchener-Waterloo Symphony

Lethbridge Symphony Orchestra

Manitoba Chamber Orchestra

Mississauga Symphony Orchestra

National Arts Centre Orchestra / Orchestre du Centre national des Arts

Newfoundland Symphony Orchestra

Niagara Symphony Orchestra

Okanagan Symphony Orchestra

Ontario Philharmonic

Orchestre Métropolitain

Orchestre symphonique de Drummondville

Orchestre symphonique de Laval

Orchestre symphonique de Longueuil

Orchestre symphonique de Montréal

Orchestre symphonique de Québec

Orchestre symphonique de Sherbrooke

Orchestre symphonique de Trois-Rivières

Orchestre symphonique du Saguenay-Lac-Saint-Jean

Ottawa Symphony Orchestra

Prince Edward Island Symphony Orchestra

Prince George Symphony Orchestra

Red Deer Symphony Orchestra

Regina Symphony Orchestra

Saskatoon Symphony Orchestra

Sinfonia de Lanaudière

Sinfonia Toronto

Sudbury Symphony Orchestra

Symphony New Brunswick

Symphony Nova Scotia

Tafelmusik

Thirteen Strings Chamber Orchestra

Thunder Bay Symphony Orchestra

Timmins Symphony Orchestra

Toronto Symphony Orchestra

Vancouver Island Symphony

Vancouver Symphony Orchestra

Victoria Symphony

Windsor Symphony Orchestra

Winnipeg Symphony Orchestra

## ASSOCIATE ORCHESTRAS

*These are smaller budget Canadian orchestras, which often blend local amateurs with supporting professional musicians.*

A Little Night Music Orchestra

Alberta Symphony Orchestra

Arion Baroque Orchestra

Brantford Symphony Orchestra

Calgary Civic Symphony

Cambridge Symphony Orchestra

Cathedral Bluffs Symphony Orchestra

Chebucto Symphony Orchestra

Chilliwack Symphony Orchestra

Concordia University Orchestra (Edmonton)

Counterpoint Community Orchestra

Cowichan Consort Orchestra & Choir

Deep River Symphony Orchestra

Dundas Valley Orchestra

Esprit Orchestra

Etobicoke Philharmonic Orchestra

Georgian Bay Symphony

Group of 27 Chamber Orchestra

Guelph Symphony Orchestra

International Symphony Orchestra

Kindred Spirits Orchestra

Kitchener-Waterloo Chamber Orchestra

Kitchener-Waterloo Community Orchestra

Les Violons du Roy

London Community Orchestra

London Symphonia

Milton Philharmonic Orchestra

North Bay Symphony Orchestra

North York Concert Orchestra

Oakville Chamber Orchestra

Oakville Symphony Orchestra

Orchestra Brevia

Orchestra Kingston

Orchestra Toronto

Orchestre philharmonique de la Relève du Québec

Orchestre symphonique de l'Estuaire

Ottawa Chamber Orchestra

Ottawa Pops Orchestra

Parkdale United Church Orchestra (Ottawa)

Pembroke Symphony Orchestra

Peterborough Symphony Orchestra

Quinte Symphony

Richmond Hill Philharmonic Orchestra

Rose Orchestra

Sault Symphony Orchestra

Scarborough Philharmonic Orchestra

Stratford Symphony Orchestra

Strings Attached Orchestra

Symphony of the Kootenays

Symphony on the Bay

Vancouver Philharmonic Orchestra

Victoria Chamber Orchestra

West Coast Symphony

## **ASSOCIATE YOUTH & TRAINING ORCHESTRAS**

*These are youth and training orchestras, giving young musicians rich orchestral experiences that may develop into musical careers or lifelong musical participation.*

Association des orchestres de jeunes du Québec:  
Orchestre des jeunes de Westmount  
Orchestre des jeunes du Québec maritime  
Orchestre des jeunes du Saguenay-Lac-Saint-Jean  
Orchestre symphonique des jeunes de Joliette  
Orchestre symphonique des jeunes de la Montérégie  
Orchestre symphonique des jeunes de Montréal  
Orchestre symphonique des jeunes de Sherbrooke  
Orchestre symphonique des jeunes du West Island

Calgary Youth Orchestra

Durham Youth Orchestra

Edmonton Youth Orchestra

Greater Victoria Youth Orchestra

Halton Mississauga Youth Orchestra

Hamilton Philharmonic Youth Orchestra

Kawartha Youth Orchestra

Kitchener-Waterloo Symphony Youth Orchestra

National Youth Orchestra of Canada

New Brunswick Youth Orchestra

Newfoundland Symphony Youth Orchestra

Nova Scotia Youth Orchestra

Ottawa Youth Orchestra Academy

Richmond Delta Youth Orchestra

Saskatoon Youth Orchestra

South Saskatchewan Youth Orchestra

Surrey Youth Orchestra

Thunder Bay Symphony Youth Orchestra

Timmins Youth Orchestra

Toronto Symphony Youth Orchestra

Vancouver Youth Symphony Orchestra

Winnipeg Youth Orchestra

## **ASSOCIATE ORGANIZATIONS**

*These can be music schools, artist managers, consultants, ensembles, presenters, publishers, volunteer committees, competitions and other associations or organizations with links to the Canadian orchestral field.*

Agence Station Bleue

Dean Artists Management

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Honens International Piano Competition

Mantini Sisters

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Vancouver Opera