



ORCHESTRAS
ORCHESTRES | CANADA



2015|2016
ANNUAL REPORT



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Orchestras Canada is the united national voice of Canadian orchestras: a focal point for industry intelligence and collective action.

We serve over 170 professional, semi-professional, volunteer, youth and training orchestras in every Canadian province.

Cover photos: Orchestre symphonique de Montréal (Kent Nagano, Music Director); Hamilton Philharmonic Orchestra (Leslie Newman, principal flute); Winnipeg Symphony Orchestra (Sistema Winnipeg); and the Kitchener-Waterloo Chamber Orchestra.

Message from Board President Gilles Choquet

Last year was an exciting and productive year at Orchestras Canada.

We welcomed three new board members: Tanya Derksen, Marc Stevens and Shannon Whidden, and very quickly engaged them on our Strategic Planning Committee. Their insights have been invaluable in the shaping of our new Strategic Framework.



One of my first actions as chair was to change the format of our Board meetings by implementing consent agendas, to allow more time for constructive and creative exchanges about important issues between Board members.

We have increased our reliance on committees, including a National Conference Committee (chaired by Marie-Josée Desrochers of the Orchestre symphonique de Montréal), which delivered a creative and stimulating National Conference in Kitchener-Waterloo in April 2016.

Governance has become a major preoccupation at OC. A few weeks after our September 2015 AGM, we received our Certificate of Continuance from Industry Canada, confirming OC's transition from provincial to federation jurisdiction. Thus, with the September 2016 AGM, we will be electing the first Board of Directors under the new General Operating By-Law, originally approved by the membership in November 2014. I wish to thank Thérèse Boutin, past chair of OC (2011-2013), who graciously accepted to chair our new Governance Committee, overseeing not only the development of a Governance Framework for the association but also the recruitment of the new Board. Mme Boutin and the Board members involved have more than delivered on their mandate, with in-depth and well-structured recommendations.

Trudy Schroeder, my predecessor as President, chaired the Advocacy Committee, which has continued its excellent work in 2015-16. Notable activities included OC's successful efforts to educate government officials on the challenges that the Temporary Foreign Workers Program presented to orchestras seeking to engage highly-qualified artists for long-term contracts; our efforts to ensure that the new Government of Canada understood the importance of following through on its commitment to double the funding of the arts through the Canada Council; and our ongoing monitoring of the evolution of granting programs and priorities at the Canada Council for the Arts.

I'd also like to take a few words to thank Katherine Carleton and Sarah Thomson who have been supportive, resourceful and excellent partners for all of the committees and Board members. The challenges were real, and their responses were prompt and sensitive.

I want as well to mention the excellent support, involvement and time invested by all Board members. I have felt privileged to be supported throughout the year by my colleagues on the Board. I am most appreciative for their support and commitment to the mission and work of Orchestras Canada. A particular word of thanks to retiring members Angela Birdsell for her thorough contribution to the succession planning; Lisa Hamel for her excellent work as Treasurer; and Annemarie Petrov for her exceptional strategic perspectives. I'm delighted to say that Annemarie will remain on the Strategic Planning Committee as an external advisor.

Orchestras Canada will continue to adapt to changes and challenges. We will work to remain a source of inspiration for our members and help them accomplish collectively what they cannot achieve independently.

I thank all members and staff for giving me the opportunity to contribute to Orchestras Canada. I look forward to another year of exciting and productive contribution to Canadian orchestras.

Message from OC Executive Director Katherine Carleton



I invariably suffer from writer's block when preparing my annual report to the members of Orchestras Canada. I diagnose two root causes:

1. I have a short attention span; composing something that's longer than 140 characters is a struggle; and
2. It's infinitely more fun to dream up, then start to do, the new things!

Still, if I can identify themes and learnings from the past year that inform our current and future plans, it's time well spent.

2015-16 was a predictably busy and productive year at Orchestras Canada.

During the year, we have:

Created opportunities for convening and knowledge-sharing

In 2015-16, OC

- Organized Canadian orchestra delegations to two prestigious international classical music conferences in Europe: IAMA Helsinki and Classical : Next in Rotterdam, both with the invaluable assistance of the Canada Council for the Arts. Classical : Next 2015 also saw the debut of a new calling card for OC: a digital download card featuring short performances by 19 Canadian orchestras!
- Presented, with the invaluable support of the Vancouver Symphony and VSO School of Music team, a well-received national conference in Vancouver in June.
- Hosted a one-day workshop for smaller budget Ontario orchestras in Oakville in January, in partnership with the Halton-Mississauga Youth Orchestra, and with the input of a top-notch organizing committee, and the generous involvement of presenters from the Hamilton Philharmonic, Kitchener-Waterloo Symphony, and the Windsor Symphony.
- Hosted a half day meeting of Quebec orchestra managers in Montreal, organized by Marie-Pierre Rolland of the Orchestre symphonique de Laval and OC board chair Gilles Choquet, and hosted by the Quebec regional office of the Canadian Music Centre.

Engaged in research

In 2015-16, we

- Published the eleventh annual edition of our Comparative Report, with detailed data made available to participating orchestras, and summary reports available to non-participants via our website. This project is a labour of love for our treasured consultant C. Stephen Smith, and I know that you will join me in thanking him for all he brings to this project. He is as excited by your successes as you are and I am – and that’s saying a lot.
- Continued our efforts to identify research partners who can help us shed more light on the situation and needs of Canadian orchestras, and their efforts to stay vibrant and resilient. We were delighted to learn of the publication of Tara McGrath and Renaud Legoux’s analysis of Canadian orchestra data (provided by Orchestras Canada) in the Journal of Cultural Economic, and are continually on the hunt for other researchers who can shed light on your work.

Advocated on behalf of Canadian orchestras

In 2015-16, we

- Helped to secure Labour Market Impact Assessment exemptions for key creative personnel in Canadian orchestras – and if you haven’t read the letter OC received from federal Minister John McCallum about the impact of our work in this area, I urge you to do so. You can find it on our website, here: <http://orchestrascanada.org/about/advocacy/>
- Celebrated, with the rest of the arts community, the greatly increased federal investment in the arts through the Canada Council and the Department of Canadian Heritage, announced in the federal budget in late March 2016.
- Participated in numerous pre-budget and policy-related consultation processes.

We worked hard on these initiatives, we made common cause with partners across the country, we had excellent counsel from government relations advisor Micheline McKay, and our efforts were well-supported by OC’s own advocacy committee, chaired by Trudy Schroeder.

Strengthened Orchestras Canada

In 2015-16, we

- Embarked on a new strategic planning exercise that has inspired fresh ways of thinking about OC’s impact and capacity, and inspired us to look at ever-closer collaborations with our member and associate orchestras, and other arts partners.
- Worked through the governance and operational implications of our new Operating Bylaws—a process which proved much more interesting than it sounds, thanks to the insight and energy of Interim Governance Chair Thérèse Boutin.

- Recruited, oriented, and been inspired by three new board members: Tanya Derksen (Regina Symphony); Marc Stevens (National Arts Centre Orchestra); and Shannon Whidden (formerly, Thunder Bay Symphony Orchestra).
- Moved to a spacious, yet low-cost office in downtown Peterborough;
- Implemented a new database that is helping streamline our processes and extend our reach;
- Engaged summer student Cole Armitage (whose position was supported by both the Ontario Ministry of Tourism, Culture, and Sport's Summer Experience Program and the federal Canada Summer Jobs program) to undertake a comprehensive review of OC's digital communications and resource sharing efforts. Cole's insights and efforts were invaluable to us, and we are grateful to the funders for making his work possible.

As I detail our work in 2015-16, it's clear to me that none of this work would have happened had OC not enjoyed considerable support from the Canada Council and Ontario Arts Council, our member and associate orchestras, and corporate and individual donors. Their investment – your investment – went that much further because of the many people who have devoted themselves to our association's work. I'd particularly like to highlight the contributions of our knowledgeable and generous directors, including board president Gilles Choquet, whose vision, energy, and genuine delight in casting the right people in the right roles has made this year's work such a pleasure; and OC's administrator, Sarah Thomson, whose gentle yet unrelenting work behind the scenes has greatly strengthened our effectiveness. I would also like to salute departing board members Angela Birdsell, Lisa Hamel, and Annemarie Petrov, each of whom have made great contributions to our work on your behalf this year.

Report from OC Treasurer Lisa Hamel

For the year ended March 31, 2016

Orchestras Canada/Orchestres Canada (OC) completed the March 31, 2016 fiscal year with an operating surplus of \$14,111. Additionally, the Board approved use of Designated Net Assets for strategic initiatives totaling \$9,895 resulting in an overall net surplus of \$4,216.

During the year, the Board of Directors met regularly with Katherine Carleton to review current financial results, projections, and budgets for future fiscal periods.

Statement of Financial Position

OC continues to maintain a strong financial position with cash and short-term investments totaling just over \$154,000 which is comparable in total to balances held at the end of the prior fiscal year. 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 and at June 30, 2016, deferred grants have decreased by \$15,671.

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 2015 the Board approved travel bursaries to the national meeting totaling \$4,895 and funds for the implementation of a new database system, totaling \$5,000 which was charged to Designated Net Assets.

Statement of Operations

Revenue

Overall, revenues have decreased by \$43,512 (10%). The operating grant from the Canada Council remained unchanged from 2015 while the Ontario Arts Council grant decreased by \$7,345 (10%) (see note 7). Funding for special projects declined by a net of \$25,701 between fiscal 2015 and 2016, due in part to the end of a three-year Ontario Trillium Foundation grant in fiscal 2015. Membership revenue decreased by \$2,899 (3%) with membership fees from orchestras, and individuals both decreasing while memberships from organizations remained at essentially the same level as in fiscal 2015. Total Fundraising at \$28,694 remained essentially unchanged from the prior year (see note 9).

Expense

Overall expenses have decreased by \$79,101 (17%). Reductions occurred in all areas of spending with the exception of Personnel expenses which increased by \$24,112 (17%), due to the fact that OC's core staff team of two people was at full strength for all twelve months of the fiscal year.

Networking and Outreach Expenses decreased by \$51,245 (49%), reflecting the end of the Ontario Trillium Foundation grant and related activities.

Professional fees decreased by \$7,824, as the legal work relating to OC's change from provincial to federal jurisdiction was completed in 2015 with no additional costs in 2016.

General

Pennylegion Chung LLP served as OC's auditors for the 2016 year. Phil Cowperthwaite of Cowperthwaite Mehta the 2015 auditors, serves as a Senior advisor to Pennylegion Chung LLP. OC's 2016 financial statements received a standard audit opinion from the auditors.

**ORCHESTRAS CANADA /
ORCHESTRES CANADA**

FINANCIAL STATEMENTS

MARCH 31, 2016

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, 2016, 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, 2016, 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.

Other Matter

The financial statements of Orchestras Canada / Orchestres Canada as at and for the year ended March 31, 2015 were audited by another auditor who expressed an unqualified opinion on those financial statements on August 17, 2015.



Chartered Professional Accountants
Licensed Public Accountants

August 18, 2016
Toronto, Ontario

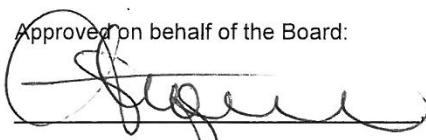
ORCHESTRAS CANADA / ORCHESTRES CANADA

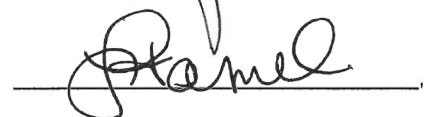
STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2016

	2016	2015
ASSETS		
Current assets		
Cash	\$ 94,692	\$ 105,397
Guaranteed investment certificates (notes 2 and 3)	60,023	45,000
Amounts receivable	19,548	10,647
HST recoverable	-	3,672
Prepaid expenses	<u>6,061</u>	<u>14,160</u>
	<u>\$ 180,324</u>	<u>\$ 178,876</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 11,021	\$ 3,361
Payroll source deductions payable	4,032	-
HST payable	1,211	-
Deferred contributions (note 5)	<u>33,995</u>	<u>49,666</u>
	<u>50,259</u>	<u>53,027</u>
Net assets		
Designated (note 6)	41,972	47,651
Unrestricted	<u>88,093</u>	<u>78,198</u>
	<u>130,065</u>	<u>125,849</u>
	<u>\$ 180,324</u>	<u>\$ 178,876</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, 2016

			2016	2015
	Unrestricted	Designated (note 6)	Total	Total
Balance, beginning of year	\$ 78,198	\$ 47,651	\$ 125,849	\$ 152,013
Excess (deficiency) of revenue over expenses for the year	14,111	(9,895)	4,216	(26,164)
Transfer to designated net assets (note 6)	<u>(4,216)</u>	<u>4,216</u>	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 88,093</u>	<u>\$ 41,972</u>	<u>\$ 130,065</u>	<u>\$ 125,849</u>

see accompanying notes

ORCHESTRAS CANADA / ORCHESTRES CANADA

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2016

	2016	2015
REVENUE		
Grants (note 7)	\$ 235,988	\$ 269,034
Member and associate fees (note 8)	89,954	92,853
Fundraising (note 9)	28,694	28,545
National conference registrations	18,608	23,649
Job board	12,191	12,001
Investment income	8,365	8,223
Workshop fees	<u>4,266</u>	<u>7,273</u>
	<u>398,066</u>	<u>441,578</u>
EXPENSES		
Personnel	163,574	139,462
Networking and outreach	52,915	104,160
National conference	50,683	63,753
Public affairs	30,689	38,202
Office and general	28,149	28,150
Professional fees	24,564	32,388
Board meetings	14,280	24,698
Communications	12,230	16,985
Occupancy costs (note 11)	<u>6,871</u>	<u>15,258</u>
	<u>383,955</u>	<u>463,056</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS BEFORE STRATEGIC INITIATIVE EXPENSE	14,111	(21,478)
Strategic initiative expense (note 6)	<u>(9,895)</u>	<u>(4,686)</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR	<u>\$ 4,216</u>	<u>\$ (26,164)</u>

see accompanying notes

ORCHESTRAS CANADA / ORCHESTRES CANADA

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2016

	2016	2015
OPERATING ACTIVITIES		
Excess of revenue over expenses for the year	\$ 4,216	\$ (26,164)
Net change in non-cash working capital items (see below)	<u>102</u>	<u>11,788</u>
Net cash generated from (used for) operating activities	4,318	(14,376)
INVESTING ACTIVITIES		
Guaranteed investment certificates redeemed (purchased)	<u>(15,023)</u>	<u>106,186</u>
NET CASH GENERATED (USED) IN THE YEAR	(10,705)	91,810
Cash, beginning of year	<u>105,397</u>	<u>13,587</u>
CASH, END OF YEAR	<u>\$ 94,692</u>	<u>\$ 105,397</u>
Net change in non-cash working capital items:		
Decrease (increase) in current assets-		
Amounts receivable	\$ (8,902)	\$ 10,991
HST recoverable	3,672	(3,491)
Prepaid expenses	8,098	(12,735)
Increase (decrease) in current liabilities-		
Accounts payable and accrued liabilities	7,662	(7,834)
Payroll source deductions payable	4,032	-
HST payable	1,211	-
Deferred contributions	<u>(15,671)</u>	<u>24,857</u>
	<u>\$ 102</u>	<u>\$ 11,788</u>

see accompanying notes

ORCHESTRAS CANADA / ORCHESTRES CANADA

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2016

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 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 registration fees, sponsorships, 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

2. GUARANTEED INVESTMENT CERTIFICATES

Guaranteed investment certificates are issued by a major Canadian chartered bank, bear interest at a rate of 0.55% and mature between April and July 2016.

ORCHESTRAS CANADA / ORCHESTRES CANADA

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2016

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, 2016, none of the line of credit had been drawn down (none drawn down as at March 31, 2015).

4. FINANCIAL INSTRUMENTS AND RELATED FINANCIAL RISKS

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.

It is management's opinion that the organization's financial instruments are not exposed to significant financial risks and that existing cash balances and cash flows generated from operations are sufficient to meet the organization's financial liabilities. Fluctuations in market interest rates do not affect future cash flows from the organization's guaranteed investment certificates.

5. DEFERRED CONTRIBUTIONS

	2016	2015
The following funding has been deferred at year end:		
Canada Council for the Arts	\$ 20,000	\$ 34,500
Ontario Arts Council	-	5,679
Other	<u>13,995</u>	<u>9,487</u>
Deferred contributions, end of year	<u>\$ 33,995</u>	<u>\$ 49,666</u>

Continuity of deferred contributions for the year is as follows:

Deferred contributions, beginning of year	\$ 49,666	\$ 24,809
Add cash received from grants	220,317	293,891
Less grant revenue recognized (note 7)	<u>(235,988)</u>	<u>(269,034)</u>
Deferred contributions, end of year	<u>\$ 33,995</u>	<u>\$ 49,666</u>

6. DESIGNATED NET ASSETS

The Board of Directors of the organization has designated net assets of \$41,972 as at March 31, 2016 for future strategic initiatives and to provide for unexpected financial contingencies (\$47,651 designated as at March 31, 2015). Expenditure of these funds requires prior approval by the Board of Directors.

During the year, the organization spent \$9,895 on strategic initiatives including travel bursaries (\$4,686 spent in 2015).

ORCHESTRAS CANADA / ORCHESTRES CANADA

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2016

7. GRANT REVENUE

Grant revenue recognized in the year was as follows:

	2016	2015
Canada Council for the Arts		
Operating	\$ 100,000	\$ 100,000
Projects	51,700	15,000
Ontario Arts Council		
Operating	68,100	75,445
Other	5,679	4,321
Government of Canada		
Canadian Heritage	4,718	-
Employment and Social Development Canada	2,916	-
Province of Ontario, Ministry of Culture	2,875	2,959
Ontario Trillium Foundation	-	71,309
	<u>\$ 235,988</u>	<u>\$ 269,034</u>

8. MEMBER AND ASSOCIATE FEES

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

	2016	2015
Orchestras	\$ 76,654	\$ 78,828
Organizations	12,025	12,000
Individuals	<u>1,275</u>	<u>2,025</u>
	<u>\$ 89,954</u>	<u>\$ 92,853</u>

9. FUNDRAISING

Fundraising revenue is composed of the following:

	2016	2015
Individuals	\$ 20,944	\$ 18,995
Corporations	<u>7,750</u>	<u>9,550</u>
	<u>\$ 28,694</u>	<u>\$ 28,545</u>

ORCHESTRAS CANADA / ORCHESTRES CANADA

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2016

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 Culture 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, 2016 was \$168,057 (\$176,468 as at March 31, 2015). 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 \$7,693 from the Orchestras Canada Arts Endowment Fund (\$7,266 in 2015)

11. LEASE COMMITMENT

The organization leases office space in Peterborough, Ontario. Minimum payments under the terms of the lease, which expires February 29, 2019, are as follows:

2017	7,850
2018	8,450
2019	8,250

Message from interim Governance Committee Chair Thérèse Boutin

Over the past year, the committee has worked on the nominations aspect of the Governance Committee's mandate in order to fulfill the requisites of OC's General Operating By-Law.

Members of the Committee were Thérèse Boutin, interim chair, Annemarie Petrov, Leanne Davis, and Katherine Carleton.



Here are some highlights of our work:

- Based on the work of past governance committees, the requirements of our strategic plan, and our new bylaws, the committee built a matrix of skills and requirements of directors.
- The call for nominations for 2016-17 was disseminated throughout the Canadian orchestral world and generated 10 letters of interest.
- As Chair, and on the recommendation of the Committee, I interviewed all 10 candidates and had discussions with all members of the current Board.
- Once the 11 people on the proposed slate were identified, I did a second round of discussions to assign committee responsibilities.

Orchestras Canada is deeply grateful to outgoing directors Annemarie Petrov, who will remain as advisor to the Strategic Planning Committee, Lisa Hamel, who has served with great distinction as OC Treasurer for a number of years, and Angela Birdsell, who did invaluable work on OC's succession plan. They have each served Orchestras Canada – and Canadian orchestras – superbly during their tenure on the board. Thank you!

The proposed slate of directors for 2016-17, with terms and proposed roles, is below:

NAME	ORCHESTRA	PROPOSED ROLE
Term : 3 years		
Carol KEHOE	Hamilton Philharmonic	Vice-President Chair, Governance
Tanya DERKSEN	Regina Symphony	Treasurer Member, Strategic Planning Member, Audit
Marc STEVENS	National Arts Centre Orchestra	Chair, Strategic Planning Member, Governance
Jennifer MACDONALD	Calgary Philharmonic	Member, Advocacy Member, Strategic Planning
Term : 2 years		
Gilles Choquet	Orchestre symphonique de Longueuil	President Member, Audit
Leanne DAVIS	Vancouver Symphony	Secretary of the Board Member, Governance
Matthew JONES	Kitchener-Waterloo Chamber Orchestra	Chair, Small Budget Orchestras Chair, Betty Webster Award
Shannon WHIDDEN	----	Member, Strategic Planning Member, Advocacy
Term : 1 year		
Marie-Josée DESROCHERS	Orchestre symphonique de Montréal	Chair, National Conference
Trudy SCHROEDER	Winnipeg Symphony	Chair, Advocacy
Bruce CRAIG	PEI Symphony	Member, Small Budget Orchestras Member, Advocacy

OC Directors 2015-16

Executive Committee

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

Annemarie Petrov (Vice-President)
Executive Director, Edmonton Symphony Orchestra (AB)

Lisa Hamel (Treasurer)

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

Elected Members

Angela Birdsell
President, Angela Birdsell Art & Culture (NB)

Tanya Derksen
Executive Director, Regina Symphony Orchestra (SK)

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

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

Trudy Schroeder
Executive Director, Winnipeg Symphony Orchestra (MB)

Marc Stevens
General Manager, National Arts Centre Orchestra / L'Orchestre du Centre national des Arts (ON)

Shannon Whidden
Executive Director, Thunder Bay Symphony Orchestra (ON)

OC Committees 2015-16

Advocacy

Trudy Schroeder, Winnipeg Symphony Orchestra (Chair)
Harry Swain, Victoria Symphony
Meghan Unterschultz, Edmonton Symphony Orchestra
Matthew Jones, Kitchener-Waterloo Chamber Orchestra
Shannon Whidden, Thunder Bay Symphony Orchestra
Angela Birdsell, Angela Birdsell Art & Culture
Micheline McKay, Toronto (ex officio)
Katherine Carleton, Peterborough (ex officio)

Governance

Thérèse Boutin, Trois-Rivières, (Interim Chair)
Annemarie Petrov, Edmonton Symphony Orchestra
Leanne Davis, Vancouver Symphony Orchestra
Katherine Carleton, Peterborough (ex officio)

Strategic Planning

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Marc Stevens, National Arts Centre Orchestra – L'Orchestre du Centre national des Arts
Tanya Derksen, Regina Symphony Orchestra
Shannon Whidden, Thunder Bay Symphony Orchestra
Lisa Hamel, Oakville
Katherine Carleton, Peterborough (ex officio)

National Conference

Marie-Josée Desrochers, Orchestre symphonique de Montréal (Chair)
David Postill, Toronto Symphony Orchestra
Michael Schurek, Edmonton Symphony Orchestra
Carol Kehoe, Hamilton Philharmonic Orchestra
Andrew Bennett, Kitchener-Waterloo Symphony
Marc Stevens, National Arts Centre Orchestra – L'Orchestre du Centre national des Arts
Katherine Carleton, Peterborough (ex officio)

Small Budget Orchestras

Matthew Jones, Kitchener-Waterloo Chamber Orchestra (Chair)
Ruth Levenstein, Strings Attached Orchestra
Joann Alho, Brantford Symphony Orchestra
Tim Hendrickson, Cathedral Bluffs Symphony Orchestra
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Group of 27

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