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**ANNUAL REPORT**

Thunder Bay Symphony Orchestra

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# TABLE OF CONTENTS

<b>01</b>	President's Report	Page 01
-----------	--------------------	---------

---

<b>02</b>	Treasurer's Report	Page 03
-----------	--------------------	---------

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<b>03</b>	Financial Highlights	Page 05
-----------	----------------------	---------

---

<b>04</b>	Music Director's Report	Page 06
-----------	-------------------------	---------

---

<b>05</b>	Executive Director's Report	Page 08
-----------	-----------------------------	---------

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<b>06</b>	Nominating Committee Report	Page 10
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Appendix A: Minutes of Last AGM

Appendix B: Governance Review Committee Report

## 01

# President's Report

Linda Penner, President of the Board

## Discovering Possibilities

I'm pleased to be delivering my report after the launch of our current season which opened as it is meant to - by our tour west renewing our connections with friends and supporters in the region and reaching out to people LIVE! An opportunity that has been denied to us for over two years. As the TBSO looks forward to reclaiming our full potential, we look forward to our audiences receiving the full power that live music and a full orchestra has to offer.

Let us review...

It has been an honour to hold the position of TBSO President for the 2021-2022 season where challenges and restrictions became opportunities for exploration, developing new skills while honing old and discovering masterful possibilities.

I am most grateful for the high level of expertise and unwavering support from my colleagues on the Board – the Executive Committee – Treasurer Ted Davis, Secretary Andrea Sears, and Past President Paul Inksetter along with other Board members – Nancy Campbell, Lori Della Vedova, Shy-Anne Hovorka, and Robert Perrier.

Thank you to our Executive Director/General Manager Ryleigh Dupuis; our multiple conductors under the capable leadership of Music Director Paul Haas; our musicians, our staff (at times one and the same), and our steadfast community of supporters who continue to maintain us and make our annual returns possible.

From each of you – your individual and collective efforts, your expert insights, positive influence and unflagging energy contributed to us remaining a healthy organization that developed timely and appropriate responses for the circumstances we found ourselves in and we celebrated repeated successes. Feats astounding, and inspirational!

It had been 588 days since our last live concert was held at the TBCA on Mar 12, 2020, when we returned to a live performance at Hilldale on October 21, 2021. It was reported as 'music that was simply splendid, sweet music to our ears.' And another remarked, 'why go to Vienna or anywhere else when you can enjoy such a gift in Thunder Bay? ... the sounds of nature (the lark) were like a meditation, an offering of peace for the soul – something we all search for.'



Another exhilarating, monumental sound with palpating impact moving audience members to tears came from the TBS Chorus in the performance of Zadok the Priest. The list of performances and special circumstances was diverse in nature (family, educational, Indigenous, pops) and numerous in number. Particularly noteworthy and worth celebrating is that we are increasingly performing music beyond the classical traditions as included in the Noondaagotoon! concert, adding richness to our experiences. We are indeed fortunate.

We have been challenged to change, and change we have – growing skills we may never have imagined. We've acquired a confidence to embrace that which is needed – as in streaming concerts and chamber concerts.

While welcoming new talent and skills within the organization, particularly within the orchestra, but also to the board where Andrea Sears conscientiously and expertly embraced the position as Secretary; we also bid a fond farewell to others. Two long serving musicians have retired. Penelope Clarke and Madonna Lee served in areas well beyond that of their performance position.

Led by THE ARTS FIRM INC. consulting firm and engaging almost every sector of our community, the 2021/22 season saw us initiate conversations through a cross-sectoral Working Group, review numerous and exhaustive research tools, search widely diverse information sources, along with holding a Board Strategic Planning session that should soon see us realizing a new organizational compass - Business Plan.

Thank you to the Governance Review Committee expertly shepherded by Robert Perrier and supported by Nancy Campbell that has researched, reviewed and re-written the 1992 TBSO Constitution to bring it into compliance with the current (October 19, 2021) Ontario's Not-for-Profit Corporations Act (ONCA). We are pleased to present it to the membership today.

Our volunteer base is simply awe-inspiring – found in every corner of our community – being composed largely of current and past chorus members. And then our volunteer extraordinaire – Johan Terpstra – who is currently in his 50th year of expertly facilitating the Fruit and Cheese Fundraising for the TBSO! Now that is impressive!

Our community's largesse, coupled with the generosity of different levels of government, makes this our 7th consecutive year of a surplus budget. And, we remain debt-free. (Details to follow in our Treasurer's Report)

Dear supporters committed to our community, committed to our TBSO, we acknowledge you; we celebrate you! Your generosity and passion inspire us and allows us to bring powerful, live, symphonic and innovative performances to you – our audience!

I thank you!

Linda Penner  
TBSO President



# 02

# Treasurer's Report

Ted Davis, TBSO Treasurer

## The Future Will Continue to Present New Challenges

Once again, I am pleased to report that the Thunder Bay Symphony Orchestra Association Inc. was able to record an operating surplus for the fiscal year ended June 30, 2022 in the amount of \$37,700. This is the seventh consecutive year the TBSO has been able to report an operating surplus. Much of the credit is due to the dedicated musicians, the administration team, the funders and of course the donors to the TBSO to have accomplished such a feat in these tumultuous times.

On June 30, 2015 the TBSO had accumulated deficits in the amount of \$461,111, fast forward seven years later TBSO has accumulated surpluses of \$315,405. This significant improvement in our financial health is due to consecutive years of operating surpluses in the cumulative amount of \$776,516. During these seven years the TBSO has been able to responsibly deal with significant challenges, we have experienced revenues from ticket sales decrease from \$425,527 in 2014/2015 to \$20,444 for fiscal 2020/21 and now in fiscal 2021/22 we saw a slight increase in performance revenues to \$96,190. Total expenditures in 2015 by the TBSO amounted to \$1,857,787, in fiscal 2021/22 total expenditures were \$ 1,784,139., a decrease of 4%. Good work team!

Thunder Bay Symphony Orchestra Association Inc. was able to secure additional support during the year from Ontario Trillium Foundation and Northern Ontario Heritage Fund. These two organizations contributed \$290,043. This resulted in total grant income of \$1,034,923, an increase of 6.6% over the previous year.

The support we receive from individual community members is again overwhelming. Donations this year amounted to \$358,502. We are eternally grateful for the support we receive from our community and we thank each one of our donors, we exist because of you.

You will see from a review of the audited financial statements we were able to place with the Thunder Bay Community Foundation Endowment Fund \$46,498, these funds will be matched by the government.

The TBSO recognizes that the world in which we operate has changed and will continue to present new challenges. To navigate these changing times, the organization has undertaken a strategic planning exercise based on client surveys and an in-depth analysis of the operating world in which we perform. We continue to develop our strategic and business plans to ensure we will meet the demands of the marketplace and continue to thrive well into the future.

Let there be no doubt that the future will continue to present new challenges, yet we can take comfort in the ongoing support and dedication from our administrative staff and musicians. We are well positioned to emerge from this pandemic better than ever and fortunately we now have the financial strength to do so.

I would like to thank our auditors, BDO Canada LLP, the Board of Directors of the TBSO, the members of the TBSO Finance Committee and the administrative team of the TBSO. I am especially grateful to Brittany Crocker and Ryleigh Dupuis for their hard work and dedication in preparing annual audit working papers for BDO Canada LLP and for the preparation of monthly financial statements in a timely fashion. I would like to thank Brittany and Ryleigh for their work with the Finance Committee in developing the numerous financial impact analyses regarding this pandemic and its potential impact on the Thunder Bay Symphony Orchestra Association Inc.

I look forward to working with the musicians, the administration team, and the Board of the TBSO during our current fiscal year as we go forward and reinvent ourselves post pandemic. I have great confidence that we will continue to develop innovative musical presentations for our patrons considering all possible venues while remaining fiscally responsible.

Ted Davis  
TBSO Treasurer



# Financial Highlights



03

	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>Ticket sales</b>	102,489	20,444	403,464	395,465
<b>Donations</b>	358,502	429,198	490,347	398,959
<b>Fundraising</b>	141,453	153,381	152,236	162,386
<b>Sponsorship</b>	45,000	34,000	54,650	65,425
<b>Government Support</b>	1,034,923	968,507	741,409	718,917
<b>Donated Services</b>	136,799	145,455	177,880	190,080
<b>Tour Revenues</b>	8,456	-	36,308	101,493
<b>Other</b>	2,672	-	1,113	4,782
	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
<b>Total Revenue</b>	1,821,839	1,751,135	2,057,407	2,179,705
<b>Total Expenses</b>	1,784,139	1,435,488	1,891,070	2,022,083
<b>Net Surplus</b>	37,700	315,647	166,337	157,622
<b>Accumulated Surplus (Deficit)</b>	315,405	277,705	(37,942)	(204,279)

## 04

# Music Director's Report

Paul Haas, Music Director

## A Genuine and Heartfelt Expression

2021/22 was another season to remember. From my perspective as Music Director of the Thunder Bay Symphony Orchestra, the past year was both challenging and filled with opportunity. Challenging in that we faced numerous roadblocks when it came to performing live and presenting concerts with a full orchestra, and full of opportunities in that we were tasked with constantly reinventing ourselves in new and interesting ways. The musicians dug deep and responded to every obstacle with boundless flexibility, allowing us to move through this past season with grace. Despite limitations and restrictions, we streamed chamber performances from a variety of local venues and recorded a number of education concerts. We were able to present some of our regular season offerings in Hilldale Church as well as one of our benchmark shows of the season, Noondaagotoon! and a Pops concert featuring Steven Page in the TBCA. The TBSO is one of three orchestras I lead throughout the year. Of the three, the TBSO is the most unique – in size, and scope, and geography – and provides incredible inspiration for creative expression. What a gift.

What makes this season particularly interesting is that despite careful planning of concerts and programs, things landed very far from where they started. What resulted was a genuine and heartfelt expression. There is a sense of purpose that comes out of an undoing. And there is beauty in that. There is a deep and powerful resonance with art that is responding to the world in real time. It is alive. It is magic. I personally found myself reflecting on what we were and had been experiencing and looking for voices that would speak to what I saw and felt. Some of the highlights for me included *Mother and Child* by William Grant Still, *Chokfi'* by Jerrod Impichchaachaaha' Tate, and Louise Farrenc's *Symphony no. 3*.

All of our musicians stood out on our streamed chamber concerts that featured some truly remarkable programming. Our Family Day Stories delighted young audiences with Berio's *Opus Number Zoo* and Milhaud's *La cheminée du roi René*, while our valentine concert, *Love is in the Air*, gave us classics from Ravel mixed with new pieces like *Strum* by Jessie Montgomery and *Umoja* by Valerie Coleman. We were able to feature TBSO musicians as soloists in our live concerts and they did not disappoint. Notably, Madonna Lee's celebratory performance of Ina Boyle's violin concerto, Kristy Tucker's masterful performance of Mozart's *Bassoon Concerto*, Chris Stork's transcendent presentation of Vask's *Lonely Angel*, and Patrick Horn's soulful rendition of my own composition, *Souflé Van*. I have appreciated the opportunity to share in the creative spirit of this season, learning and collaborating with my colleagues. To thank the members of the Artistic Advisory Committee for their passion and energy is not enough, but suffice it to say my gratitude is immense.

As this season closed we said goodbye to Principal Flute player Penelope Clarke and Section Violin Madonna Lee. Both women have been cornerstones of the TBSO, and their departures are both bittersweet and keenly felt. We wish them well and miss them deeply. I offer a very heartfelt thank you to our Librarian James Moat, Tour Manager Damian Rivers-Moore, our Personnel Manager Erik Hongisto, our Operations Manager Martin Blanchet, and our Education Coordinator E-Chen Hsu, each of whom not only adapted to the challenges of this season but greatly contributed to its success. On a personal note, I want to thank our Board President, Linda Penner, for all she has done to support both myself and the TBSO; she is truly a mighty wind in the sails of the TBSO. In addition, I want to single out our Executive Director Ryleigh Dupuis, who has met obstacle after obstacle and found ways to transform the majority of them into opportunities for the TBSO. She is an inspiring partner. Finally, a heartfelt thank you to the members of the Executive Committee and Board, and to the fine TBSO administrative team.

I have said this before, and I will say it again now: there are not enough adjectives to describe the enormous respect I have for our extraordinary musicians. Our 62nd performing season is now underway, and we are thrilled to be back in front of live audiences. The joy of playing live music for a full audience is truly a feeling like no other. I am grateful to experience it here with the TBSO.

Paul Haas  
TBSO Music Director



## 05

# Executive Director's Report

Ryleigh Dupuis Executive Director/General Manager

## The TBSO is a Community

The 2021-2022 season was another year of adapting. Adapting to ever-changing restrictions. Adapting to recording. Adapting to smaller audiences – then larger audiences. Adapting to new venues and new types of music. Adapting to the needs of our audiences. And most importantly adapting our perspective. The value of the collaborative spirit of the entire organization, particularly the musicians, cannot be overstated. They adapted and adjusted to new and unfamiliar ways of performing and once again presented a season of outstanding concerts. There was an embrace of the uncertainty of the season that enabled us to really speak to the moment in which we found ourselves.

The season was another example of programming thoughtfully and collaboratively conceived by a representative group of musicians interwoven with the work of our Music Director, Paul Haas. Metrics are nearly impossible to identify, though it can be noted that we presented 42 digital programs, 21 of which were in front of live audiences. We performed for 21,862 people overall and created educational opportunities for 22,764 students in our region. In terms of government funding, we maintained our City of Thunder Bay, Canada Council for The Arts, and Ontario Arts Council funding at the same levels and secured additional core grant funding from the Ontario Trillium Foundation in the amount of \$250,000. We also received small amounts of Provincial and Federal COVID relief funding and maximized the relief programs for rent and wage subsidies available to us.

Our staffing remained relatively consistent throughout the year with the exception of Krysta Piaskowski, our Front of House and Marketing Manager, departing. Her duties were taken on by Sara Kanutski who moved seamlessly into the role. Operations Manager, Martin Blanchet, and Personnel Manager, Erik Hongisto, continued in their roles with remarkable performances by each. Colleen Kennedy remained as Director of Development and Kristy Tucker took on the role of Development Officer allowing us to realize a significant year of grants and a number of impactful sponsorship relationships. Brittany Crocker is a gift to this organization. She is a stabilizing force in the role of Finance Administrator and is absolutely indispensable. Thank you to James Moat, Librarian, Damian Rivers-Moore, Tour Manager, and E-Chen Hsu, Education Coordinator, for ensuring we not only continued to play, but also expanded our scope and reach.





The TBSO is a community. I would say our volunteers are tireless, but they are not. Rather, they are tenacious. They come to concerts, organize fundraisers, make jam, and participate in special events that support every aspect of our organization with vigour. The Fruit and Cheese sales organized by Johan Terpstra and executed by an army of volunteers brought in a total of \$41,727. Preserve sales raised \$11,363, again, thanks to the oversight of Johan Terpstra. Overseen by Colleen Kennedy, Bingos raised \$23,554 in revenue. While we were once again unable to host the Dream Vacation Lottery, Lori Della Vedova has kept the dream alive. Food for Soul, headed up by our Board President, Linda Penner, remains a staple of our fundraising while allowing us to maintain strong partnerships with local businesses and staying connected to our community. There are not enough adjectives to describe the thanks each volunteer deserves, so I will offer a simple and sincere thank you.

The Musician Chair Sponsorship program continues to be a cornerstone of our fundraising endeavours. Under the direction of Linda Penner, we will continue to explore the potential of this program and expand its possibilities with a strategic fundraising plan.

The long-term stability of the TBSO continues to be of paramount importance. A significant amount of effort on the development and fundraising fronts helped us realize the \$37,000 surplus shown in the Treasurer's Report and the Auditor's Report and we plan to continue this trajectory. We are currently in a good financial position as we navigate this next season and onward.

We remain in uncertain times. This season and the next, in particular, will be more difficult to predict than ever before. I have said this in my previous report, but it bears repeating: we cannot ignore the impact of audience hesitancy as we move forward. Now is the time to be prudent and ensure we are moving safely toward a strong future. Succession planning and human capacity limitations are significant challenges. The operational requirements of long-term sustainable growth require us to attract and retain administrative personnel that match the calibre of the music and musicians. By creating new opportunities in the arts in our region we can develop a strong community of creators and innovators. As we navigate a post-pandemic world and move into a very uncertain future, it is critical that we engrain adaptability and flexibility into our organizational culture. We do not know what the future holds, and we should endeavour to not only keep up with changes in our industry and community, but be leaders in change.

I would like to thank our Board President, Linda Penner, for her tireless dedication to the ongoing success of our organization, our Treasurer, Ted Davis, for his unfailing commitment to our fiscal health and wellbeing as well as his invaluable insight and candour, our Executive Committee for their ongoing stewardship of the TBSO, our Board of Directors, particularly the Governance Review Committee led by Robert Perrier, for all of their selfless contributions, and our staff and musicians for being completely committed to the success of our organization. In addition, I thank our volunteers, sponsors, and donors who have given so generously and worked so determinedly over the years to ensure the TBSO's continued success.

Ryleigh Dupuis  
Executive Director and General Manager



# 06

## Nominating Committee Report

Paul Inksetter, Past President & Chair of Nominating Committee

### Nominations for Board of Directors for 2022-2023:

The role of the Board of Directors is sound governance of the organization, charting its strategic direction and ensuring that it remains true to its vision and mandate “to maintain and nurture, within a viable economic framework, a professional regional orchestra of artistic integrity and excellence...”.

All the nominees put to you today have established their eligibility and willingness to serve as Directors on the Board. These Directors will hold office until the next Annual General Meeting of the Association. Under our bylaws, the Board may by resolution add additional members during the year, whose appointment must be ratified at the next Annual General Meeting.

I am pleased to recommend for consideration and approval by the Members present the following slate of nominees for the position of Director on the Board of the Thunder Bay Symphony Orchestra Association:

### Current and Returning Board Directors:

Nancy Campbell  
Ted Davis  
Lori Della Vedova  
Shy-Anne Hovorka  
Paul Inksetter  
Linda Penner  
Robert Perrier  
Andrea Sears

### Recommended New Directors to join the Board in 2022:

Carol Pollard

**Ex-officio Members (Non-voting):**

Executive Director/General Manager Ryleigh Dupuis  
Music Director Paul Haas

**Representatives to the Board of Directors (Ex-Officio, non voting):**

Two Musician representatives, chosen by the orchestra musicians.  
Thunder Bay Symphony Chorus representative, chosen by the choristers.  
Thunder Bay Community Auditorium representative, chosen by the TBCA Board of Directors.  
Thunder Bay Symphony Youth Orchestra representative, chosen by the TBSYO Board of Directors.  
Volunteer Fundraising representative: Johan Terpstra.

**Current Directors Retiring from the Board:**

All incumbent Board members have chosen to return for another year as Directors.

**Brief Biography: New Board Nominee:**

Carol Pollard comes to us with a strong background in corporate governance, finance and board governance experience. She had a long career in finance with the City of Thunder Bay, and now works with KBM Resource Group in Thunder Bay. She has extensive board experience with St. Andrew's Soup Kitchen (Dew Drop Inn), Thunder Bay Art Gallery, Alzheimer Society of Thunder Bay, TBayTel, as well as volunteer experience with Habitat for Humanity, Christmas Cheer, the United Way of Thunder Bay and many other not-for-profit and charitable organizations. Carol holds the ICD.D professional certification as a Board Director.

Carol is also a fiercely competitive athlete, and – most important of all – she is a regular concert goer, a lover of symphonic music and a supporter of our beloved symphony. We welcome her to our Board!

Respectfully submitted  
Past President & Chair of Nominating Committee  
Paul Inksetter





807-626-TBSO (8276)



P.O. Box 29192, Thunder Bay, ON P7B 6P9



[www.tbso.ca](http://www.tbso.ca)



[info@tbso.ca](mailto:info@tbso.ca)



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