

• *Lisboa* •
2016 Annual Report





Table of Contents

<i>2 A Message from the Chair of the Board</i>	<i>12 Canada Council for the Arts Michael Measures Prize</i>
<i>3 A Message from the Executive Director</i>	<i>13 Award Winners</i>
<i>4 About NYO Canada</i>	<i>14 2016 Summer in Review</i>
<i>5 Maestro Perry So</i>	<i>17 Board of Directors & Staff</i>
<i>6 Faculty</i>	<i>18 Supporters</i>
<i>8 2016 Orchestra</i>	<i>20 Donors</i>
<i>10 RBC Foundation Emerging Composer</i>	<i>22 Statement of Operations</i>
<i>11 NYO Canada Commissioned Composer</i>	<i>23 2016 Financial Statements</i>

A Message from the Chair of the Board

2016 will be remembered as a banner year for NYO Canada, as the Orchestra performed in Europe for the first time in over a decade, and the Government of Canada announced a special allocation of funding to support our selection as a Canada 150 Signature Project. We are so proud to have been selected as one of just 40 nationwide to receive this special honour, highlighting the outstanding national regard we have achieved from some of the top cultural voices in the country, not to mention the strength of our brand.

From the tour itself to the student scholarships, awards of excellence, training institute and full complement of educational programs, we have achieved one of the most extraordinarily comprehensive training experiences to be found anywhere in the world. We would like to thank our many visionary supporters, including Wilfrid Laurier University, TD Bank Group, Air Canada, the SOCAN Foundation, the Ontario Trillium Foundation, Classical 96.3, RBC Foundation, BMO Financial Group, VIA Rail, Yamaha Canada, Bousfields Inc., and Tom's Place - to name just a few.

I would also like to express our sincere gratitude to the Government of Canada, the Department of Canadian Heritage, the Canada Council for the Arts, the Ontario Trillium Foundation and the Ontario Arts Council for their generous and ongoing support of NYO Canada.

Even the smallest donations amount to a sizable contribution to our organization. We thank our individual donors at all levels for their steadfast support, the foundation upon which NYO Canada has thrived since 1960.

Finally, I would like to thank our staff for their daily work in developing the next generation of Canadian musicians. To my fellow board of directors volunteers, I would also like to extend my thanks for your many outstanding contributions.

While we have much to look forward to in 2017, please enjoy the highlights of what has truly been a banner year in the 56-year history of NYO Canada.



Todd Buchanan
Chair, Board of Directors



A Message from the Executive Director

This will be remembered as a year of growth and magic in the history of NYO Canada, highlighted by a spectacular tour spanning Europe and three Canadian cities. I am so proud of our incredible reception in Europe and of the announcement in August that we will be a Canada 150 Signature Project, a true national honour for our community.

The 2016 program kicked off with our Summer Training Institute at Wilfrid Laurier University on June 19th, which included a return visit from the Formosa Quartet and another successful NYO Canada Chamber Music Festival. We were gratified that more than 75 of our 500 applicants were NYO alumni from the past 5 years, highlighting what a great experience the Institute truly is.

This tour was our first visit to Europe in over a decade, as we performed in Portugal at the second annual LisBon International MusicFest. After 8 magnificent concerts, the Orchestra concluded its tour at Montreal's Maison symphonique, where the Honourable Mélanie Joly, Minister of Canadian Heritage, announced that NYO Canada would be the recipient of a significant grant to celebrate the upcoming sesquicentennial.

It has been a growth year in every sense of the word, including our balance sheet. We have experienced a general increase in private sector contributions, headlined by an unexpected highlight of a special \$486,000 gift of royalties from the James Stewart Estate, which exceeded anything we had previously anticipated. With these funds, we now have over \$1,000,000 in our investment account in short-term investments, GICs and high interest savings accounts. These monies have been set aside and can be made available to us should we have any unexpected expenses related to the Canada 150 activities.

At the same time as we experienced an increase in giving, we experienced a decline in concert revenue due to our international tour, and a decline in rental income as two tenants moved out, so we are grateful for these extra funds. We are delighted to welcome the Women's Musical Club of Toronto as our new tenant at the end of March, and thus we expect rental revenues to remain stable through the coming year.

On the expense side, we had a more ambitious tour than ever before, and therefore expenses increased. However, we also acquired some vitally-needed new assets: computers; office furniture; musical equipment (cello chairs); and a violin bow.

As this year draws to a close, I would like to thank our board, staff, production team, and of course Maestro Perry So for their tireless dedication. I also want to thank the Government of Canada, the Department of Canadian Heritage, the Ontario Trillium Foundation, the Canada Council for the Arts, the Ontario Arts Council, and the numerous foundations, corporations, sponsors, and individual supporters that make the magic happen for NYO and for Canada.



Barbara Smith
Executive Director





About NYO Canada

Created in 1960 by noted conductor Walter Susskind, NYO Canada has enjoyed an iconic reputation as Canada's orchestral finishing school, providing the most comprehensive and in-depth training program available to the country's best young classical musicians for more than fifty years.

Each year, NYO Canada auditions over 500 gifted musicians between the ages of 16 and 28 for 90 to 100 coveted positions in the orchestra. Travelling from all across the country, these students converge on the campus of Wilfrid Laurier University for our tuition-free Summer Training Institute which includes: a two-week chamber music program; a three- to four-week orchestral program; workshops and lectures spanning topics from business skills, repertoire analysis, and career development to injury prevention and musicians' health. During this time students also have the opportunity to train and perform with a world-class faculty and conductor. After the training institute, our students and staff embark on the TD Tour, performing nationally, and sometimes internationally, in prestigious concert halls.

During this whirlwind summer, students experience exponential musical growth, develop great connections professionally and personally, and each receive a \$1,000 scholarship, thanks to NYO's generous supporters.

NYO Canada alumni represent us across Canada and the world; almost 40 percent of Canadian orchestral musicians are alumni of NYO Canada! Employed in some of the top orchestras including the Toronto Symphony Orchestra, the Montreal Symphony Orchestra, the Canadian Opera Company, and the National Ballet, there is no question that NYO provides musicians with the training and tools necessary to further their dreams of becoming professional classical musicians.

Maestro Perry So



In the 2015-16 season, conductor Perry So makes his debut with the Houston, New Jersey, Grand Rapids, Sarasota, Omaha, Shanghai and Guangzhou Symphony Orchestras, and will return to the Tenerife Symphony Orchestra, Cape Town Philharmonic, the Round Top Festival, and the Orquesta Sinfónica del Principado de Asturias. This season he gives three world premieres, and his wide-ranging programs include works by composers as varied as Rameau, Beethoven, Schumann, Schoenberg, Chen Qigang and Guillaume Connesson.

An inaugural Dudamel Conducting Fellow of the Los Angeles Philharmonic, he received the First and Special Prizes at the Fifth International Prokofiev Conducting Competition in St Petersburg. His recording of Barber and Korngold's Violin Concertos with violinist Alexander Gilman and the Cape Town Philharmonic Orchestra was awarded the Diapason d'Or in January 2012.

Recent highlights include debuts with the Cleveland Orchestra, the China Philharmonic, the Residentie Orkest in the Hague, and the Israel and Vancouver Symphony Orchestras. The latter he took over with five days' notice, and was immediately reinvited for the following season.

His passion for working with young musicians has taken him to the Australian Youth Orchestra, the Round Top Festival, the Manhattan School of Music, the Hong Kong Academy for the Performing Arts, and the Yale School of Music. He has assisted Edo de Waart, Esa-Pekka Salonen, Gustavo Dudamel, Lorin Maazel, and John Adams. Born in Hong Kong, Perry So studied Comparative Literature at Yale University and currently lives in New Haven, Connecticut.

NYO Canada Faculty

Conductor

Perry So

Inaugural Dudamel Conducting Fellow, Los Angeles Philharmonic
Conductor, various ensembles

RBC Foundation Emerging Composer

Christopher Goddard

NYO Canada Commissioned Composer

Chris Meyer

Violin

Marie Bérard*

Concertmaster, Canadian Opera Company Orchestra
Faculty, Glenn Gould School (RCM)

Mark Fewer (St. Lawrence String Quartet)

Soloist, Chamber Musician
Associate Professor, McGill University

Wayne Lee (Formosa Quartet)

Soloist, Chamber Musician
Assistant Teacher, The Juilliard School

Jasmine Lin (Formosa Quartet)

Soloist, Chamber Musician
Faculty, Roosevelt University

Stephen Sitarski

Concertmaster, Hamilton Philharmonic Orchestra
Faculty, Wilfrid Laurier University, Glenn Gould School (RCM)

Mark Skazinetsky (Assistant Conductor)

Associate Concertmaster, Toronto Symphony Orchestra
Faculty, University of Toronto, Glenn Gould School (RCM)
Conductor, various ensembles

Viola

Che-Yen Chen (Formosa Quartet)

Soloist, Chamber Musician
Former Principal Viola, San Diego Symphony
Faculty, California State University, USC Thornton

Neal Gripp*

Principal Viola, Orchestre symphonique de Montréal
Faculty, Université de Montréal

Cello

David Hetherington *

Assistant Principal Cello, Toronto Symphony Orchestra (Retired)
Faculty, Glenn Gould School (RCM)

Deborah Pae (Formosa Quartet)

Soloist, Chamber Musician
Associated Artist, Queen Elisabeth Music Chapel
Professor of Cello, Eastern Michigan University

Double Bass

Ed Tait*

Former Assistant Principal Bass, Toronto Symphony Orchestra
Faculty, University of Toronto, York University

Jeremy McCoy*

Assistant Principal Bass, Metropolitan Opera Orchestra
Faculty, Manhattan School of Music, Columbia University

Flute

Carolyn Christie*

Second Flute, Orchestre Symphonique de Montréal (retired)
Associate Professor, McGill University

Piccolo

Camille Watts*

Flute and Piccolo, Toronto Symphony Orchestra
Faculty, University of Toronto

Oboe

Sarah Jeffrey*

Principal Oboe, Toronto Symphony Orchestra
Faculty, University of Toronto, Glenn Gould School (RCM)

Beth Orson

Assistant Principal Oboe and English Horn, Vancouver Symphony Orchestra
Faculty, University of British Columbia, Vancouver Academy of Music

Clarinet

Alain Desgagné

Associate Clarinet, Orchestre symphonique de Montréal
Faculty, McGill University

Kimball Sykes*

Principal Clarinet, National Arts Centre Orchestra
Faculty, University of Ottawa



Bassoon

Mathieu Harel

Associate Principal Bassoon, Orchestre symphonique de Montréal
Professor, Conservatoire de musique de Montréal, McGill University

Kathleen McLean

Former Associate Principal Bassoon, Toronto Symphony Orchestra
Associate Professor, Indiana University

Horn

Gabriel Radford*

Third Horn, Toronto Symphony Orchestra
Faculty, University of Toronto

Jamie Sommerville *

Principal Horn, Boston Symphony Orchestra
Faculty, New England Conservatory, Boston University

Trumpet

Larry Larson

Principal Trumpet, Kitchener-Waterloo Symphony
Faculty, Wilfrid Laurier University

Low Brass

Nick Atkinson

Principal Tuba, National Arts Centre Orchestra

Sasha Johnson*

Principal Tuba, National Ballet of Canada Orchestra
Faculty, Glenn Gould School (RCM), McGill University

Percussion

Aiyun Huang

Soloist, Chamber Musician
Associate Professor and Chair of Percussion Area, McGill University

John Rudolph

Principal Percussion, Toronto Symphony Orchestra
Faculty, University of Toronto

Ryan Scott

Principal Percussionist, The Esprit Orchestra
Artistic Director, Continuum Contemporary Music

Harp

Caroline Lizotte*

Second/Interim Principal Harp, 2002, 2012, Orchestre symphonique de Montréal
Professor of Harp, Université de Montréal
Associate Composer, Canadian Music Centre

Keyboard

Gregory Oh

Artistic Director, Open Ears Festival
Resident Artist, Soulpepper Theatre
Sessional Lecturer, University of Toronto

Guest Lecturer

Tom Allen*

Host of Shift, CBC Radio 2

Injury Prevention

Dr. Marshall Chasin

Director of Research and Chief Audiologist, Musicians' Clinics of Canada

Dr. John Chong

Medical Director, Musicians' Clinics of Canada
President, Performing Arts Medicine Association

Kathleen Gahagan, M. Sc. O.T.

Occupational Therapist
Member, Performing Arts Medicine Association

Dr. John McMillan

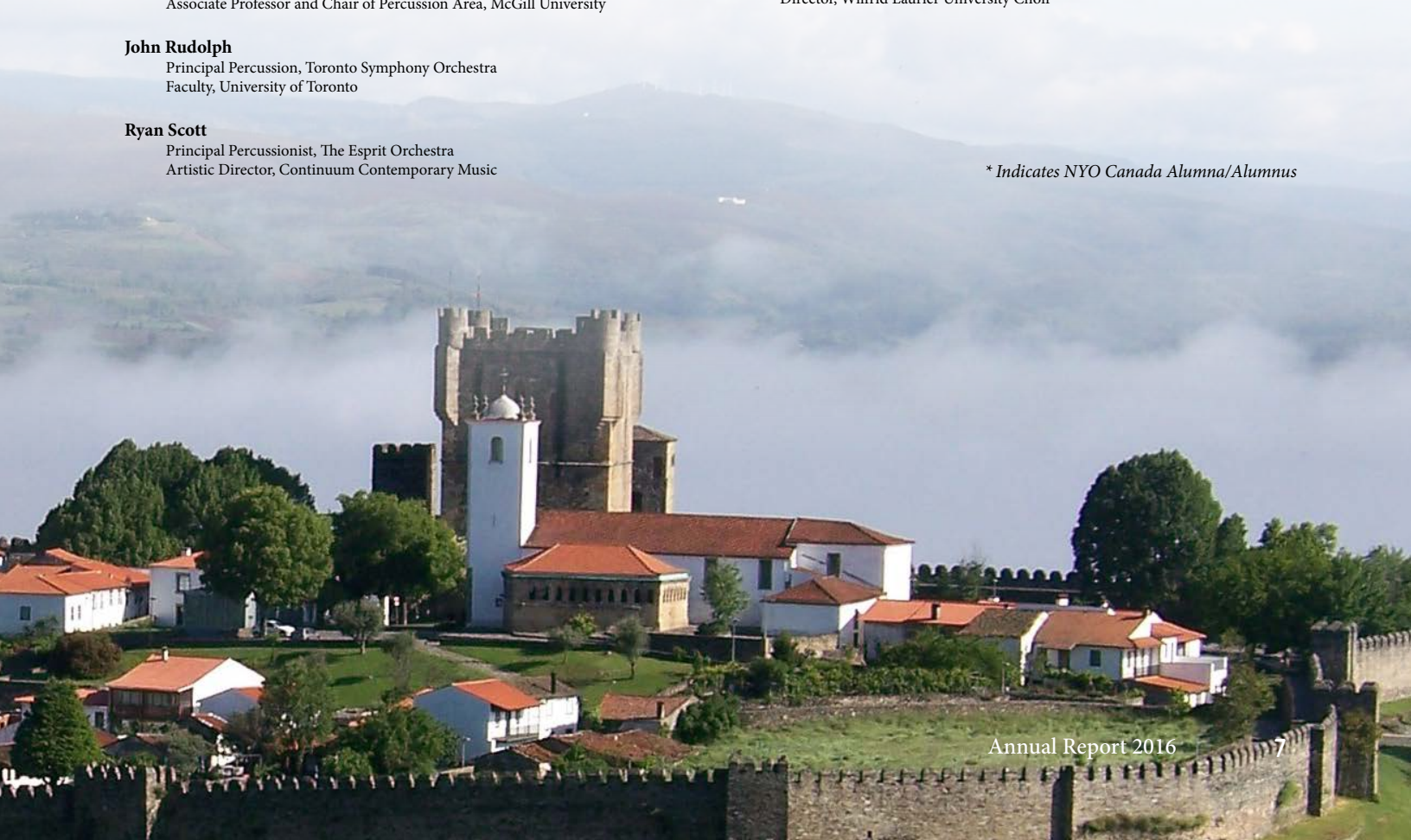
Associate Physician, Musicians' Clinics of Canada

Madrigals

Lee Willingham

Associate Professor, Wilfrid Laurier University
Director, Wilfrid Laurier University Choir

* Indicates NYO Canada Alumna/Alumnus



MYO Canada Orchestra 2016



Violin

Blythe Allers	BC
Ethan Balakrishnan	ON
Jeanne-Sophie Baron	QC
Nate Bomans	BC
Marie-Claire Cardinal	QC
Yuchen Dai	ON
Naomi Dumas	QC
Katelyn Emery	ON
Joanna Gorska	ON
Danielle Greene	NL
Alexia Hlynialuk	ON
Russell Kim	BC
Alisa Klebanov	ON
Dorothy Lin	ON
Catherine Mailloux	QC
Claire Motyer	ON
Rafael Piesiur	AB
Camille Poirier-Lachance	QC
Rebecca Ruthven	BC
Roxanne Sicard	QC
Yeganeh Sotudehnia	ON
Aur�lie Th�riaault Brillon	ON
Teresa Wang	ON
Eleanor Yu	ON
Richard Zheng	QC

Viola

Sarah de Niverville	NB
Carolyn Farnand	ON
Jean-Renaud Labrecque	QC
Michael Langford	QC
Zach Levin	NS
Allan Liu	ON
Jonah Poplove	ON
John Sellick	MB
Toby Winarto	ON
Ellis Yuen-Rapati	NS

Cello

Ethan Allers	BC
Adam Caulfield	AB
Hannah Craig	ON
Daniel Hass	ON
Jasmine Long	ON
Bryce Penny	ON
Fiona Robson	ON
Jacqueline Rogers	ON
Aiden Russell	ON
Tate Zawadiuk	BC

Double Bass

Ben du Toit	ON
Chantel Leung	ON
Jordan Miller	ON
Gabriel Rioux	QC
Freddy Speer	ON
Samuel-San Vachon	QC
John VanDuzer	ON

Flute

Allison Miller	SK
Benjamin Morency	QC
Lucy Song	QC
Eric Kavcic	ON

Oboe

Ron Cohen Mann	BC
Katrina Kwantes	AB
Glenda Lindgren	SK
Jonathan Werk	ON

Clarinet

Eric Braley	QC
Seok Hee Jang	BC
Ludovik Lesage-Hinse	QC
Pier Martel-Harvey	QC

Bassoon

Gabe Azzie	ON
Christopher Kostyshyn	SK
Sebastien Malette	ON
Nicolas Richard	NB

Horn

Mark Constantine	NL
Breanne Jamieson	AB
Collin Lloyd	BC
Taran Plamondon	AB
Florence Rousseau	QC

Trumpet

Jonathan Elliotson	ON
Lisa Hartl	ON
Ujjawal Madan	ON
Miles Thomsen	MB

Trombone

Brayden Friesen	AB
Bruno Laurence Joyal	QC
Lucas O'Fee	BC

Bass Trombone

Sam Kaplan	BC
------------	----

Tuba

Malcolm Kellett-Cooke	AB
-----------------------	----

Percussion

Alex Artale	ON
Andrew Bell	ON
Joel Houghtby	ON
Matt Moore	ON
Josh Wynnyk	ON

Harp

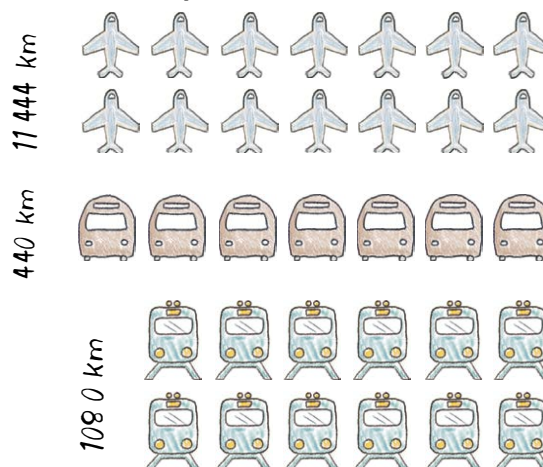
Justine Azar	QC
Matthieu Dupont	BC

Keyboard

Anna Wang	BC
-----------	----

NYO Canada Orchestra 2016 At a Glance

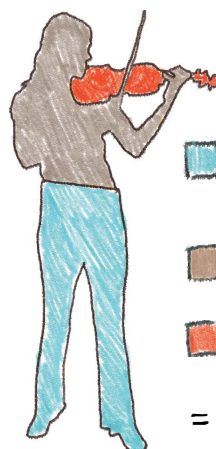
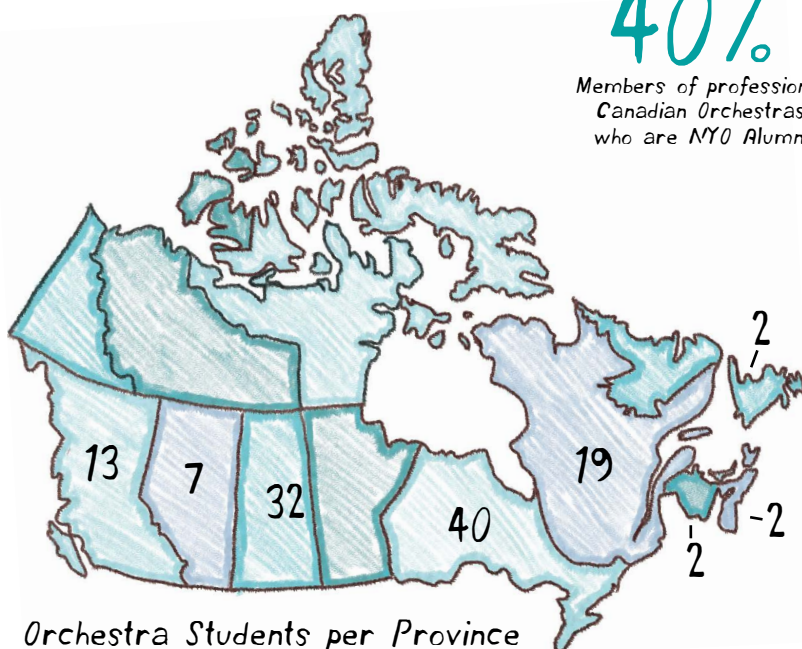
Hours Travelled by Plane, Bus, and Train



= 12,964 km on Tour

40%

Members of professional Canadian Orchestras who are NYO Alumni



\$6,000 Summer Training Institute, Room & Board

\$5,000 TD National Tour & Recording

\$1,000 NYO Canada Scholarship

= \$12,000 Per Student

90

students

21.38

Average Age



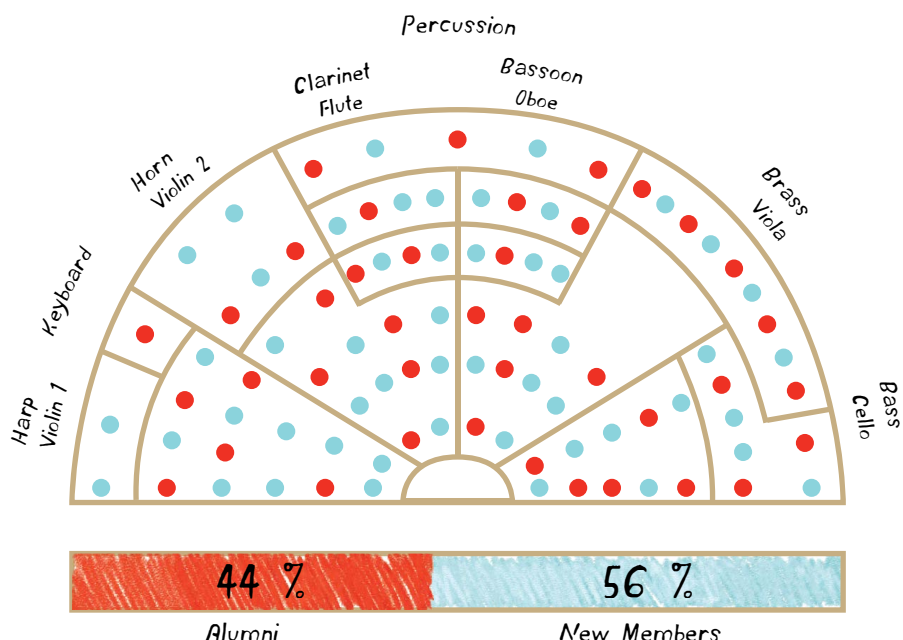
Female



Male

1:2.3

Faculty Per Students



RBC Foundation Emerging Composer



Christopher Goddard is a composer and pianist currently based in Montreal. As a composer, he has written for a wide variety of ensembles and soloists, including most recently AndPlay Duo, the Guidonian Hand, TAK Ensemble, and the Nouvel Ensemble Moderne (NEM). He was selected to participate in the 2014 Wellesley Composers Conference, the NEM's 2012 International Forum for Composers (Montreal), and the 2011 National Arts Centre Young Composers Program (Ottawa), and has received four SOCAN Foundation Young Composer Awards. As a performer and advocate of contemporary music, he recently completed the contemporary performance program at the Manhattan School of Music, where he played with TACTUS ensemble and studied under Christopher Oldfather and Anthony de Mare. Recent performances took place with Columbia Composers, the Wet Ink Ensemble, Ensemble Moto Perpetuo, Ottawa New Music Creators and the Lucerne Festival Academy. He is currently pursuing a Doctorate in composition with Professor John Rea at McGill University.



RBC
Emerging Artists
Project



Canada Council
for the Arts

Conseil des arts
du Canada

FOUNDATION
SOCAN
FOUNDATION

NYO Canada would like to acknowledge the support received from the RBC Foundation for the funding of this commissioned work, and SOCAN Foundation who enabled mentorship for both Emerging and Commissioned Composers by NYO Faculty. With the assistance of organizations such as SOCAN Foundation and the RBC Foundation, we are able to continue to support and engage emerging young artists in Canada.



NYO Canada Commissioned Composer



Chris Meyer began his musical career rather late, only taking up the piano as a teenager after his parents brought home a very enticing synthesizer. Despite a subsequent immersion in music, higher learning led Chris to a degree in physics from the University of Toronto. Between labs and lectures he taught himself the foundations of music by studying harmony, counterpoint, orchestration, and classical music's greatest hits; however, his real training as a composer began after university and in an unusual way – as an apprentice in the “musical workshop” of Toronto composer Ronald Royer.

Chris' music has focused largely on the symphony orchestra, with performances by the Mississauga Symphony, the Scarborough Philharmonic, the Georgian Bay Symphony, the Huronia Symphony, and the International Symphony Orchestra of Sarnia and Port Huron. In February 2011, Chris won the “Baroque Idol” new music competition held by the Aradia Ensemble. Chris served as the composer in residence for the Stratford Symphony Orchestra from 2010-15 where he has had the great fortune to present many new compositions, the latest being an oratorio based on a World War I love story, *Our Murray*. Most recently, Chris had his composition *Reflection and Resolution* performed by the Toronto Symphony Orchestra.



Canada Council
for the Arts

Conseil des arts
du Canada



The Canada Council for the Arts Michael Measures Prize



Canada Council
for the Arts

Conseil des arts
du Canada



This year's winner of the Michael Measures Prize, valued at \$25,000 and awarded annually through the Canada Council for the Arts, is cellist Daniel Hass.

A native of Tel Aviv, Israel, Daniel has received training at the Israel Conservatory, The Royal Conservatory of Music in Toronto, and the New England Conservatory in Boston, where he studied with Paul Katz. Since the fall of 2015, Daniel has been studying at the Juilliard School under the tutelage of Joel Krosnick, and is a proud recipient of a Kovner Fellowship.

In both Israel and Canada, Daniel has had the chance to play with a number of orchestras, including the Ashdod Chamber Orchestra, the Israel Camerata Orchestra, the Toronto Sinfonietta, and in 2012 he made his debut with the Toronto Symphony Orchestra playing the Lalo cello concerto. Daniel frequently participates in international masterclasses, and has played for prominent cello pedagogues such as Gary Hoffman, Frans Helmerson, Ralph Kirshbaum, Janos Starker, Leon Fleisher, and others. A member of the Perlman Music Program community, Daniel has played numerous concerts under the baton of Itzhak Perlman.

Daniel plays on a 1914 Eugenio Degani Cello on loan to him by a private donor.

As the prize winner and solo performing artist of the 2016 TD Tour, Daniel was invited by our generous donor, Tom's Place, to visit its flagship store in Toronto to dress the part. Daniel was given the choice of a specially-tailored suit to wear as he performed his chosen concerto, Bloch's Schelomo for Solo Cello and Orchestra, in Canada and Portugal. A thank you to Tom's Place for their continued support of the Toronto Concert and the exciting opportunities provided to NYO's deserving award-winners.



Established 1958
Tom's
Place

We'll suit you.



Awards of Excellence

The Charles H. Ivey Foundation
Award of Excellence



Benjamin Morency, QC
(NYO '16, flute)

The S.M Blair Family Foundation
Award of Excellence



Ron Cohen Mann, BC
(NYO '11, '13, '16, oboe)

The Longinia Sauro
Award of Excellence



Roxanne Sicard, QC
(NYO '16, violin)

The Women's Musical Club
of Toronto Foundation
Award of Excellence



Danielle Greene, NL
(NYO '16, violin)

The Mary Margaret Webb Foundation Awards of Excellence



Collin Lloyd, BC
(NYO '15, '16, horn)



Josh Wynnyk, ON
(NYO '15, '16, percussion)



BMO Awards of Excellence

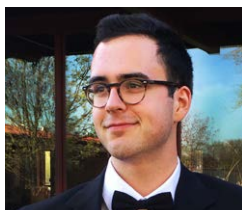
Lead Corporate Sponsor of NYO Canada's Awards of Excellence



Malcolm Kellett-Cooke, AB
(NYO '16, tuba)



Matt Moore, ON
(NYO '15, '16, percussion)



Lucas O'Fee, BC
(NYO '15, '16, trombone)



Teresa Wang, ON
(NYO '12, '13, '16, violin)



Tate Zawadiuk, BC
(NYO '15, cello)

Other Awards

The Air Canada
Audition Award



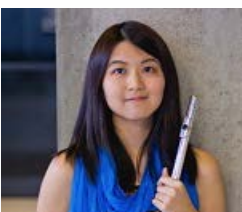
Carolyn Farnand, ON
(NYO '14, '15, '16, viola)

The Sharman King
Brass Award



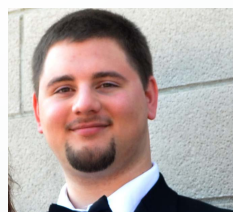
Jonathan Elliotson, ON
(NYO '16, trumpet)

The Payne-Lyon Prize
for Excellence in Flute



Lucy Song, QC
(NYO '15, '16, flute)

The Nick Atkinson
Brass Award



Miles Thomsen, MB
(NYO '15, '16, trumpet)

The Steve Sitarski
Leadership Award
Funded by Karen A. Wilkinson



Rebecca Ruthven, BC
(NYO '12, '13, '16, violin)

2016 Summer in Review



The landmark 2016 TD Tour saw the Orchestra performing in Europe for the first time in over a decade. The NYO Canada Summer Training Institute began on June 19th, with musicians from across Canada travelling to Wilfrid Laurier University and immediately diving into intensive chamber music training alongside world-renowned chamber musicians including the Formosa Quartet. The resulting NYO Canada Chamber Music Festival showcased diverse repertoire for anyone in the Kitchener-Waterloo community to enjoy.

After the chamber music portion, Conductor Perry So arrived for full orchestral rehearsals and brought his energy, expertise, and musical sensibility to the challenging and varied slate of repertoire, which included works by Prokofiev, Bernstein, Wagner, Adams, Bloch, and our two commissioned Canadian composers. Throughout the Institute, students benefited from comprehensive training which included one-on-one mental health and wellness consultations, osteopathy, hearing and injury prevention, and repertoire analysis.

On July 23, the 2016 TD Tour kicked off at the Elora Festival before heading to Lisbon, Portugal where the Orchestra was greeted by representatives of the LisBon International Youth MusicFest. Alongside exquisite chamber performances in exclusive historic venues across Lisbon, the Orchestra performed for enthusiastic audiences at the Belém Cultural Centre, the Carmo Convent, in neighboring Coimbra, and finally in Évora, where the final electric and magical performance filled the town square with hundreds of tourists and townspeople.

Between performances, students forged close bonds and became immersed in the culture of Europe's oldest city. Exhilarated from their trip, students returned for two outstanding final performances at Toronto's Koerner Hall and, for the first time, as part of OSM's *Virée classique* festival at Maison symphonique.

This year, NYO Canada has seen more engagement from donors than ever before, including at special fundraising events like Raise the Bar and the Scotiabank Race. Private support makes all of this possible, and plays a key role in supporting the next generation of orchestral musicians, not to mention the very foundation of the arts in Canada.



2017: A Canada 150 Signature Project

At the final concert of our 2016 TD Tour at Montreal's Maison symphonique, NYO Canada had the pleasure of welcoming the Honourable Mélanie Joly, Minister of Canadian Heritage, and Sylvain Corbeil, Senior Vice President, TD Commercial Banking, to announce the support for NYO Canada's 2017 Edges of Canada tour, a Canada 150 Signature Project. Details about our plans, including new collaborations and free concerts, are available at nyoc.org.



- Row 1 Summer Training Institute:** Students arrive at the Wilfrid Laurier University campus, are immersed in their chamber, orchestral, and professional training, and participate in extra-curriculars like NYO's running team "Molto Presto"
- Row 2 Chamber Music Festival:** Students perform with their peers and esteemed faculty for the Kitchener-Waterloo community, including the KW Chamber Music Society, during the second annual NYO Canada Chamber Music Festival
- Row 3 Tour Performances:** Students perform in exclusive, historic venues, including an ampitheatre in Coimbra, PT, and the Palace of Ajuda in Lisbon, PT, as well as in OSM's *Virée Classique* festival in Montreal
- Row 4 Exploring Portugal:** Sight-seeing highlights include the westernmost edge of Europe, the University of Coimbra, and the gorgeous Carmo Convent, where the Orchestra performs for a full house in the centre of Lisbon



Lisboa - Branding & Artwork

As a proud supporter of the arts in our country, NYO once again branded our tour with images from a Canadian artist. Jeff Jackson was commissioned to create new pieces to accompany our exciting summer in Lisbon, Portugal and his unique, lively, and colourful style perfectly complemented the Canadian and Portuguese segments of our tour.



Jeff attended architecture school at the University of Waterloo and the Ontario College of Art and Design. He has shown his work in galleries in Tokyo, Paris, Italy, New York, and Toronto. His work has appeared in *AZURE*, *The New Yorker*, the *New York Times*, and many other international publications. He has been commissioned to create paintings, murals, rugs and large art installations in Canada and the United States. Jeff has travelled to Europe, Africa, and Asia in recent years and has created a collection of works based on these trips.

The 2016 TD Tour Recording: Lisboa

Early in the planning for NYO Canada's 2016 recording, McGill University informed us of the likelihood that the McGill Multimedia Room would be closed for renovations during our proposed recording session.



The need to look for an alternate plan became a special opportunity to do something different with our recording. To that end, upon our return from Portugal, we spent two 12-hour days in Toronto's Koerner Hall recording our 2016 album. We brought in our team of recording professionals from Montreal, and with the sound and size of such a great venue, we had a lively space to record Prokofiev's 5th Symphony, Wagner's Overture to *Tannhäuser*, as well as new commissioned pieces from emerging Canadian composers Chris Goddard and Chris Meyer. Both Maestro Perry So and our 2016 Orchestra did a fantastic job of delivering a wonderful performance of selections from our repertoire, and NYO Canada's 2016 album *Lisboa* is available on all streaming services, iTunes, and on order from our website.

Board of Directors

Todd Buchanan	Chair	Sharman King*	Member
Alan Convery	Secretary	Marina Kun	Member
Penelope Marrett	Treasurer	Kevin Latimer	Member
Jonathan Boulakia	Member	John K. McBride	Member
Yves Desjardins-Siciliano	Member	Randall Smallbone	Member
Donna Finley	Member	James Sommerville*	Member
Clare Gaudet	Member	Paul Tichauer	Member
James Hunter	Member	Daniel Tones*	Member
Gregory Irvine*	Member	Christian Wray	Member

NYO Canada Staff

Barbara Smith	Executive Director
Jonathan Welmers	Production and Tour Manager
Bo Lee	Operations Manager
Kate Eccles	Director of Philanthropy and Communications
Caroline Suri	Manager, Fund Development
Zoe Fine	Philanthropy Officer
Victoria Kotyck	Production and Visual Communications Officer
Blanche Israël	Manager, External Relations
Keer (Coco) Wang	Digital Media Specialist
Dan McKinnon	Manager, Marketing and Communications
Katherine Watson	Administrative Officer

Production Staff

David Popoff
Lauren Scobie
James Tizzard*

* Indicates NYO Canada Alumna / Alumnus

Supporters

NYO Canada gratefully acknowledges the following sponsors:

Government Support



National Audition and Tour Sponsor



Official Airline of NYO Canada



Lead Sponsor of NYO Canada's Emerging Composer-in-Residence Program



Emerging Composer-in-Residence Mentorship Program



Rail Travel provided by



*Canada Council for the Arts Michael Measures Prize
Sponsor of NYO Canada Commissioned Composer*



Canada Council
for the Arts

Conseil des arts
du Canada

Sponsor of the NYO Canada Chamber Music Festival



WILFRID LAURIER UNIVERSITY

LAURIER
Inspiring Lives.

Sponsor of the Toronto Concert



Sponsor of the Montreal Concert



ORCHESTRE
SYMPHONIQUE
DE MONTRÉAL



placedesarts.com

Sponsor of the 2016 Percussion Section



Lead Corporate Sponsor - Awards of Excellence



Media Sponsor of the 2016 TD Tour



Sponsor of the Toronto Pre-Concert Reception



Translation Sponsor



CHARLES FRAPPIER
& ASSOCIATES
Translation and Adaptation

Sponsor of the Musician's Health Workshop



Donors

NYO Canada is pleased to recognize the following generous donors for their cumulative support between November 1st, 2015 and October 31st, 2016.

Individual Giving

\$10,000 +

Marina Kun
Tim and Frances Price

Janet Sankey in memory of Douglas Barlow
Longinia Sauro

\$5,000 - \$9,999

Todd M. and Wendy Buchanan
Thomas G. and Mary Jane Heintzman

Barbara and Peter Smith
James and Jane Hunter

\$1,000 - \$4,999

Francis Asterie
Florence Barwell
Tom Beechy & Brian McBurney
Jonathan Boulakia
Joyce Buck
David and Valerie Christie
LCol Ted Cosstick
Donna S. Finley and Framework Partners
Hugh R. Franks
John Godfrey
Neal Gripp
Charles and Pauline Hannan
Richard and Gail Harington
David and Lee Hetherington
Dr. C.P. Huber

Greg and Sue Irvine
Dr. Elaine Keillor
Sharman King
Baird and (the late) Maria Knechtel
Kevin Latimer
John B. Lawson
Robin Long
Cynthia and John McBride
John & Esther McNeil
Frank Morphy
Mrs. Christian and Mr. Dan Morrison
John and Sarah Nagel
Janice Payne and Russell Lyon
Gabe Radford and Sarah Jeffrey
Julie Ranti

John Rudolph
Charles and Mary Shasky
John W. Sheppard
Randall and Sandra Smallbone
G.C. Smith
James Sommerville
Edda Stockton
Wendy Suen
Lisa Sutton
Paul and Eileen Tichauer
David L. Torrey
Vernon and Beryl Turner
Judith R. Wilder
Karen A. Wilkinson
Anonymous

\$500 - \$999

Adrienne Anderson
Bruce Burgess
John Caldwell
Carolyn Christie
Mark Fewer
David Fisher
Wendy Franks
Danelle Hames and Matt Law
HauptwerkConsultant.com

Terry Holowach
Robert Johnson
Dean and Leslie Kemper
Shouyi Ma
Racheal Mccaig
Lynne Milnes
Kathleen and Alex Nichol
David Oldham
Christian Perry

Angela Stirpe
Daniel Tones
Andrew Volpe
Camille Watts
The Welmers Family
Bob and Joan Wright
Anonymous (3)

Government, Corporations, Organizations, & Foundations

\$500,000 +

Department of Canadian Heritage

\$100,000 - \$499,999

The Estate of James D. Stewart

TD Bank Group

\$50,000 - \$99,999

Air Canada

Wilfrid Laurier University, Faculty of Music

Ontario Arts Council

\$10,000 - \$49,999

The Azrieli Foundation

Mary Margaret Webb Foundation

BMO Financial Group

Ontario Arts Foundation

Bousfields Inc.

The Ontario Trillium Foundation

Charles Frappier and Associates

RBC Foundation

The Leonard and Gabryela Osin Foundation

The S. M. Blair Family Foundation

\$1,000 - \$4,999

Aplus General Contractors Corp

The Marlies and Alan Clark Fund at the Hamilton

The Audrey S. Hellyer Charitable Foundation

Community Foundation

The Barraclough Foundation

The McLean Foundation

Canada Council for the Arts

Musicians' Clinics of Canada

The Chandisherry Foundation

Organization of Canadian Symphony Musicians

The Charles H. Ivey Foundation

Orchestre symphonique de Montreal

Classical 96.3 FM

The Patrick Hodgson Family Foundation

The Dalglish Family Foundation

Place des Arts

The Gail Asper Family Foundation

S&E Services Limited Partnership

Heathcliff Foundation

The Siludette O'Connor Memorial Foundation

The Henry White Kinnear Foundation

SOCAN Foundation

Ingredion Canada Inc.

The Strategic Charitable Giving Foundation Vira Curry Fund

IODE Canada

Tom's Place

Jackman Foundation

VIA Rail Canada

The Michael and Sonja Koerner Charitable Foundation

Winberg Foundation

The Lloyd Carr-Harris Foundation

The Women's Musical Club of Toronto Foundation

Long & McQuade

Yamaha Canada

\$500 - \$999

Kitchener-Waterloo Chamber Music Society

Musicians Association of Ottawa-Gatineau

Osler, Hoskin & Harcourt LLP

Reitmans (Canada) Limited

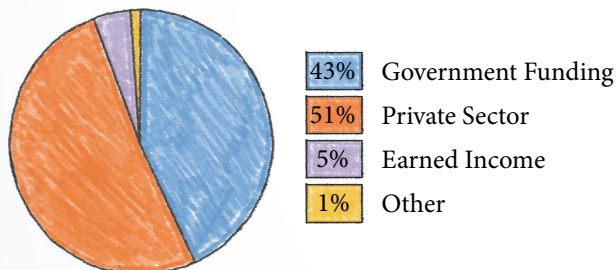
Vancouver Musician's Association, Local 145

Statement of Operations

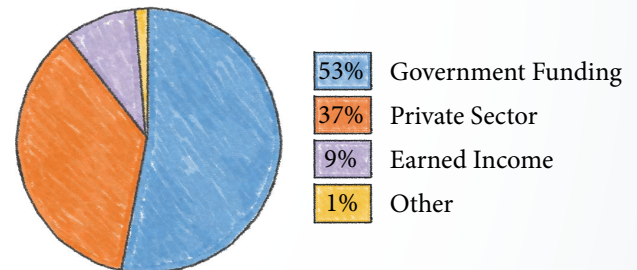
<i>2016 Revenue</i>	<i>2016</i>	<i>2015</i>	<i>Increase/Decrease</i>
Government Funding	\$ 918,513	\$ 911,990	+ \$ 6,523
Private Sector	\$ 1,090,053	\$ 622,884	+ \$ 467,169
Earned Income	\$ 97,423	\$ 153,593	- \$ 56,170
Other	\$ 26,835	\$ 26,491	+ \$ 344
Total	\$ 2,132,824	\$ 1,714,958	+ \$ 417,866

<i>2016 Expenses</i>	<i>2016</i>	<i>2015</i>	<i>Increase/Decrease</i>
Training Session	\$ 742,844	\$ 798,990	- \$ 56,146
Tour	\$ 511,893	\$ 376,384	+ \$ 135,509
Auditions	\$ 2,377	\$ 1,904	+ \$ 473
Administration	\$ 405,319	\$ 412,627	- \$ 7,308
Fundraising	\$ 178,565	\$ 175,136	+ \$ 3,429
Marketing	\$ 27,819	\$ 27,817	+ \$ 2
Amortization	\$ 10,330	\$ 7,160	+ \$ 3,170
Total	\$ 1,879,147	\$ 1,800,018	+ \$ 79,129

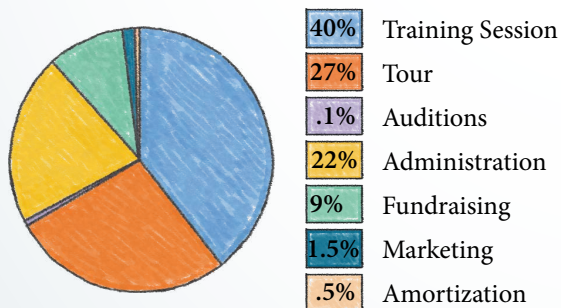
Revenue 2016



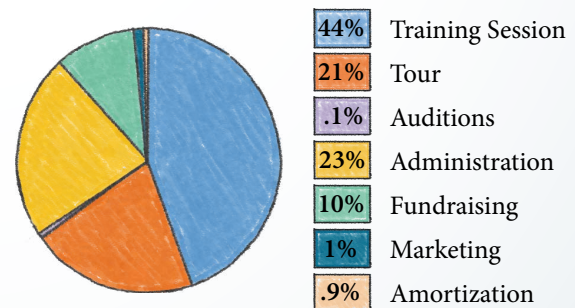
Revenue 2015



Expenses 2016



Expenses 2015



Please note: An anomaly in our fundraising year included a special one-time \$486,000 gift of royalties from the James Stewart Estate, which exceeded our anticipated goals. These funds have been set aside and restricted for future investment. A further anomaly on the expenditure side included a more ambitious tour than ever before, and the acquisition of some vitally-needed new assets: computers; office furniture; musical equipment (cello chairs); and a violin bow.

**NATIONAL YOUTH ORCHESTRA
ASSOCIATION OF CANADA**

FINANCIAL STATEMENTS

OCTOBER 31, 2016

INDEPENDENT AUDITOR'S REPORT

To the Members,
National Youth Orchestra Association of Canada

We have audited the accompanying financial statements of National Youth Orchestra Association of Canada which comprise the statement of financial position as at October 31, 2016, and the statements of operations and 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 entity'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 entity'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 qualified audit opinion.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the organization derives revenue from private sector contributions, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, verification of this revenue was limited to the amounts recorded in the records of the organization, and we were not able to determine whether any adjustments might be necessary to private sector contributions revenue, excess of revenue over expenses for the year, assets and net assets. Our audit opinion on the financial statements for the year ended October 31, 2016 was modified accordingly because of the possible effects of this limitation in scope.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of National Youth Orchestra Association of Canada as at October 31, 2016, and the results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Cowperthwaite Mehta

Chartered Accountants
Licensed Public Accountants

January 6, 2017
Toronto, Ontario

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA


STATEMENT OF FINANCIAL POSITION

AS AT OCTOBER 31, 2016

	2016	2015
ASSETS		
Current assets		
Cash	\$ 425,376	\$ 167,259
Short-term investments (note 3)	295,033	288,129
Accounts receivable (note 4)	19,697	55,434
Sales taxes recoverable	49,350	55,375
Prepaid expenses	<u>30,233</u>	<u>25,706</u>
	819,689	591,903
Furniture, fixtures and equipment (note 5)	<u>20,374</u>	<u>13,974</u>
	<u>\$ 840,063</u>	<u>\$ 605,877</u>
LIABILITIES AND FUND BALANCES		
Current liabilities		
Accounts payable and accrued liabilities	\$ 58,802	\$ 47,053
Prepaid application fees	8,725	10,750
Deferred contributions	10,183	
Deferred Canadian Heritage funding (note 6)	<u>196,097</u>	<u>235,495</u>
	<u>273,807</u>	<u>293,298</u>
Net assets		
Unrestricted	71,595	301,579
Designated (note 7)	486,000	
Restricted (note 7)	<u>8,661</u>	<u>11,000</u>
	<u>566,256</u>	<u>312,579</u>
	<u>\$ 840,063</u>	<u>\$ 605,877</u>

Approved on behalf of the Board:


_____, Director


_____, Director

see accompanying notes

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED OCTOBER 31, 2016

				2016	2015
	Unrestricted	Designated	Restricted	Total	Total
Net assets, beginning of year	\$ 301,579	\$ nil	\$ 11,000	\$ 312,579	\$ 397,639
Excess (deficiency) of revenue over expenses for the year	253,677			253,677	(85,060)
Board designated net assets (note 7)	(486,000)	486,000			
Restricted contributions (note 7)	<u>2,339</u>	<u></u>	<u>(2,339)</u>	<u></u>	<u></u>
Net assets, end of year	<u>\$ 71,595</u>	<u>\$ 486,000</u>	<u>\$ 8,661</u>	<u>\$ 566,256</u>	<u>\$ 312,579</u>

see accompanying notes

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED OCTOBER 31, 2016

	2016	2015
REVENUE		
Private sector contributions	\$ 1,090,053	\$ 622,884
Government funding (note 8)	918,513	911,990
Tuition and application fees	49,575	45,725
Concerts	31,550	69,644
Rental income	16,298	38,224
Investment income	15,452	14,252
Other	<u>11,383</u>	<u>12,239</u>
	<u>2,132,824</u>	<u>1,714,958</u>
EXPENSES		
Student training session	742,844	798,990
Tour	511,893	376,384
Administration and general	233,066	228,247
Fundraising	178,565	175,136
Occupancy	147,033	142,782
Concert publicity	27,819	27,817
Professional fees, accounting and audit	16,625	32,828
Interest and bank charges	8,595	8,770
Auditions	2,377	1,904
Amortization	<u>10,330</u>	<u>7,160</u>
	<u>1,879,147</u>	<u>1,800,018</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR	<u>\$ 253,677</u>	<u>\$ (85,060)</u>

see accompanying notes

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA

STATEMENT OF CASH FLOWS

FOR YEAR ENDED OCTOBER 31, 2016

	2016	2015
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses for the year	\$ 253,677	\$ (85,060)
Add back non-cash reserve: Amortization	10,330	7,160
Net change in non-cash working capital items:		
Decrease (increase) in accounts receivable	35,737	(45,619)
Decrease (increase) in sales taxes recoverable	6,025	(10,956)
Decrease (increase) in prepaid expenses	(4,527)	2,370
Increase (decrease) in accounts payable and accrued liabilities	11,749	(20,962)
Increase in deferred contributions	10,183	
Increase (decrease) in prepaid application fees	(2,025)	525
Increase (decrease) in deferred Canadian Heritage funding	<u>(39,398)</u>	<u>159,018</u>
Cash generated from operations	<u>281,751</u>	<u>6,476</u>
FINANCING ACTIVITIES		
Purchase of short-term investments	<u>(6,904)</u>	<u>(7,481)</u>
INVESTING ACTIVITIES		
Purchase of furniture, fixtures and equipment	<u>(16,730)</u>	<u>(3,920)</u>
NET INCREASE (DECREASE) IN CASH FOR THE YEAR	258,117	(4,925)
Cash, beginning of the year	<u>167,259</u>	<u>172,184</u>
CASH, END OF YEAR	<u>\$ 425,376</u>	<u>\$ 167,259</u>

see accompanying notes

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

OCTOBER 31, 2016

National Youth Orchestra Association of Canada (the "organization") is incorporated as a not-for-profit organization in Canada without share capital. The organization is exempt from income tax in Canada as a registered charitable organization under the Income Tax Act (Canada).

The organization is primarily a training body dedicated to perfecting the skills and talents of the best young Canadian musicians for careers as professional orchestral players, through short but intensive high-level summer session programs. The performing and touring function of the orchestra remains a vital and integral part of a broader professional instruction program.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The most significant accounting policies are as follows:

Financial instruments

Financial instruments include cash, short-term investments, accounts receivable and accounts payable and accrued liabilities. Cash and short-term investments, which include money market funds, are measured at fair value. All other financial instruments are recorded at cost.

Prepaid expenses

Prepaid expenses are recorded for goods and services that have been paid for but which will be received the following year. The balance at year end is composed of last months rent deposit, insurance, travel and other service contracts.

Furniture, fixtures and equipment

Furniture, fixtures and equipment are recorded at cost. Amortization is provided on a straight-line basis over their estimated useful lives as follows:

Furniture and fixtures	5 years straight-line basis
Musical instruments	5 years straight-line basis
Computer equipment	3 years straight-line basis

Revenue recognition

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

- i) The organization follows the deferral method of revenue recognition. Externally restricted funds, such as grants and restricted donations, related to current expenditures are recognized as revenue in the current year. Restricted funds received in the year for services or expenses to be incurred in the following year are recorded as deferred revenue. Restricted funds related to the purchase of furniture, fixtures and equipment are recorded as revenue in the same period the related furniture, fixtures and equipment are charged to operations.
- ii) Students are admitted to the National Youth Orchestra of Canada following successful completion of an audition process. All students pay an application fee to be eligible to audition for the orchestra. The audition fees are recognized in revenue in the audition period to which it relates.

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

OCTOBER 31, 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

iii) Unrestricted fundraising and donation revenue is recorded when funds are received.

iv) Concert and other revenue is recognized when earned.

Contributed goods and services

Donated materials and services which are normally purchased by the organization are not recorded in the accounts. Volunteers contribute their time to assist the organization in delivering its services. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

Use of estimates

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, revenues and expenses. Key areas of estimation, where management has made subjective judgments as a result of matters that are inherently uncertain, include certain accrued liabilities, and the estimation of useful lives of depreciable assets.

2. FINANCIAL RISKS

Financial instruments expose the organization to risks which may affect the cash flows of the organization. The following are those financial instruments considered particularly significant and their related financial risks :

- i) Accounts receivable are regularly monitored to minimize credit risk from uncollected revenue. The organization's losses from credit have been minimal.
- ii) Fluctuations in market interest rates do not result in significant interest rate risks affecting future cash flows from fixed rate guaranteed investment certificates and money market mutual funds.
- iii) The organization expects to meet its financial obligations for accounts payable and accrued liabilities through cash flows from operations.

3. SHORT-TERM INVESTMENTS

Short-term investments are composed of Canadian money market mutual funds issued by major Canadian chartered banks and brokerage firms.

4. ACCOUNTS RECEIVABLE

Accounts receivable is composed of the following:

	2016	2015
Scotiabank Toronto Waterfront Marathon	\$ 7,976	\$ 16,726
Concerts	2,500	10,588
Other	<u>9,221</u>	<u>28,120</u>
	<u>\$ 19,697</u>	<u>\$ 55,434</u>

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

OCTOBER 31, 2016

5. FURNITURE, FIXTURES AND EQUIPMENT

Furniture, fixtures and equipment, recorded at cost, are as follows:

	Cost	Accumulated Amortization	2016 Net	2015 Net
Computer equipment	\$ 21,423	\$ (15,701)	\$ 5,722	\$ 8,890
Musical instruments	<u>101,037</u>	<u>(86,385)</u>	<u>14,652</u>	<u>5,084</u>
	<u>\$ 122,460</u>	<u>\$ (102,086)</u>	<u>\$ 20,374</u>	<u>\$ 13,974</u>

6. DEFERRED CANADIAN HERITAGE FUNDING

Deferred Canadian Heritage funding is composed of the following grants:

	2016	2015
Arts Training	\$ 153,860	\$ 235,495
Canada's 150th anniversary tour	<u>42,237</u>	<u> </u>
	<u>\$ 196,097</u>	<u>\$ 235,495</u>

Continuity of the deferred Canadian Heritage funding for the year is as follows:

Deferred grants, beginning of year	\$ 235,495	\$ 76,477
Add contributions received in year	760,602	959,018
Less grants recognized in year	<u>(800,000)</u>	<u>(800,000)</u>
Deferred grants, end of year	<u>\$ 196,097</u>	<u>\$ 235,495</u>

7. DESIGNATED AND RESTRICTED NET ASSETS

Designated net assets

In 2016, the Board of Directors approved \$486,000 be held in a separate reserve for future music projects and acquisition of musical instruments not funded through normal operations.

Restricted net assets

The organization receives contributions that are restricted for specific purposes. The funds held at year end are to be used to purchase musical instruments and to provide scholarships and awards.

NATIONAL YOUTH ORCHESTRA ASSOCIATION OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

OCTOBER 31, 2016

8. GOVERNMENT FUNDING

Government funding recognized in the year are as follows:

	2016	2015
Canadian Heritage		
Arts Training	\$ 800,000	\$ 800,000
Canada's 150th anniversary tour	7,763	
Ontario Arts Council	80,750	80,750
Ontario Trillium Foundation	25,000	25,000
Canada Council for the Arts	5,000	3,600
Government of Canada - Services Canada		<u>2,640</u>
	<u>\$ 918,513</u>	<u>\$ 911,990</u>

9. ALLOCATION OF HUMAN RESOURCES EXPENSES

Human resources expenses of \$720,755 (\$736,443 in 2015) were allocated as follows:

	2016	2015
Student training session	\$ 317,150	\$ 353,655
Administration and general	149,850	133,157
Tour	104,098	114,848
Fundraising	<u>149,657</u>	<u>134,783</u>
	<u>\$ 720,755</u>	<u>\$ 736,443</u>

10. LEASE COMMITMENTS

The organization has a premises lease that expires in 2018. Lease commitments, including base rent plus an estimate for additional rent related to the organization's share of property taxes and utilities are as follows:

2017	\$ 147,000
2018	<u>36,750</u>
	<u>\$ 183,750</u>



Design: Victoria Kotyck

Font & Illustrations: Jeff Jackson

*Front Cover (L-R): Lisbon, Montreal/Lisbon,
Elora/Lisbon, Toronto/Lisbon*



NYO Canada

59 Adelaide Street East, Suite 500
Toronto, ON M5C 1K6

Charitable Registration Number:
10776 4557 RR0001

nyoc.org