



# Annual Report 2023-24



# Kingston Symphony Association

## Annual General Meeting

Thursday, November 28, 2024 | 4:30 p.m.  
Online via Zoom

### Agenda

1. Filing proof of Notice of Meeting
2. Approval of Minutes of previous Annual General Meeting, Wednesday, November 29, 2023
3. President's Report
4. Audit Committee
5. Auditor's Report
6. Appointment of Auditors
7. Music Director's Report
8. Committee Reports
  - a. Development Committee
  - b. Program Committee
9. Constituent Organization Reports
  - a. Kingston Choral Society
  - b. Kingston Community Strings
  - c. Kingston Symphony Orchestra Committee
  - d. Kingston Symphony Volunteers
  - e. Kingston Youth Orchestra
10. General Manager's Report
11. Election of Directors
12. Other Business
13. Adjournment



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# Minutes: Kingston Symphony Association Annual General Meeting

Wednesday, November 29, 2023 | 4 p.m. | Virtual Meeting via Zoom

President Luca Andolfatto called the meeting to order at 4:05 p.m. Twenty-seven people were in attendance. Andrea Haughton, General Manager of the Kingston Symphony Association (KSA), welcomed everyone to the meeting and showed members how they could vote through the polling options and how they could ask questions through the chat function on Zoom. Andrea then turned the meeting back over to Luca.

## 1. Filing Proof of Notice of Meeting

Members were notified of the meeting by email or phone and listings were published online beginning on Wednesday, November 15, 2023 in the Kingston Whig-Standard and on the KSA's website.

## 2. Approval of Minutes of Previous Annual Meeting, Thursday, November 24, 2022

Moved by Kathy Beers, seconded by Robert Thomas that the minutes of the KSA's Annual General Meeting on Thursday, November 24, 2022 be approved. Carried.

## 3. President's Report

Luca Andolfatto referred to his report, which was included in the package of materials distributed to those who registered for the meeting. He highlighted various points and said that he is optimistic, but knows that there are many challenges ahead. Having financial sustainability is key to the future of the KSA. He is encouraged by the work that the Board of Directors has already completed with Rob Wood of 8020Info Inc. on a new strategic plan. Luca thanked our donors, volunteers, musicians, and staff for their dedication and support over the last season.

## 4. Audit Committee

Valerie Gravelle, chair of the Audit Committee, said that they had met with Colleen Lawrie of Wilkinson & Company LLP to review the audited financial statements for the 2022-2023 fiscal year. At the conclusion of the review, Wilkinson & Company provided the expected qualified opinion common to not-for-profit organizations that the financial statements present the financial position of the KSA as at May 31, 2023. At its virtual meeting on Monday, November 20, 2023, the Board of Directors approved the audited financial statements for submission to the members at the Annual General Meeting.

## 5. Auditor's Report

Jon Dessau, Treasurer, presented the statements for the 2022-2023 season which were prepared by Wilkinson & Company LLP. Jon referred to his report that included a brief summary of the audited financial statements. The 2022-2023 season welcomed our return to a full schedule of live concert activities and this is well reflected in the financial statements, with the steep increase in ticket revenue as well as in artistic and production costs. The KSA had anticipated that costs would increase faster than earned revenue and donations, and budgeted for a transfer of \$191,000 from the prior years' accumulated surplus. This also helped to compensate for some grant revenue that was received and recorded to revenue in 2021-2022, but was only expensed for its intended use in 2022-2023. Income from investments and distributions from the endowments funds was significantly lower than in previous years, as a result of unrealized losses in a rising interest rate environment. The underlying book value of the funds remains steady and the income stream is expected to be recouped in future years. The pressure of inflation on costs was higher than anticipated, and the cost-of-living challenges in our community is reflected in the somewhat lower than hoped for volume of donations, and as a result at year end the deficit increased from the planned \$191,000 to \$226,000.

On the administrative side some cost savings were realized, some of this was due to late filling of two open staff positions. With a new Director of Development in place the KSA looks forward to ramping up our community engagement activities and strengthening our fundraising outcomes. Overall, the continued strong support of our generous patrons must be recognized, and we also continue to receive many federal, provincial, and municipal grants.

Robert Thomas asked if it was possible to provide a comparison of this year's results with one that was pre-pandemic. Jon went back to 2019 and he said that the full season, specifically with donations received, is comparable and in pattern with what was achieved in 2022-2023.

Jon Dessau moved to accept the Auditor's Report as presented. Seconded by Bernice Huisman. Carried.

## 6. Appointment of Auditors

Moved by Jon Dessau, seconded by Charles Simonds that Wilkinson & Company LLP be reappointed as auditors for the 2023-2024 season. Carried.

## 7. Music Director's Report

Evan Mitchell asked that his report stand as written. He reiterated Luca Andolfatto's message of being optimistic, but there are substantial challenges ahead that are unique to the times we are currently living. Evan thanked the musicians for an excellent season. He said it was wonderful to have a full orchestra back on stage, free of distancing and physical barriers.

## 8. Committee Reports

### a. Development

Geoff Hendry asked for his report to stand as written. He thanked everyone who has made a donation and supported our organization by volunteering.

### b. Program

Bibi Henson, chair, asked that the Program Committee report stand as written. She thanked the committee as well as Evan Mitchell and Andrea Haughton for their work and support during her first year as chair. Bibi said that the new season is underway and the concerts have been well received so far.

## 9. Constituent Organization Reports

### a. Kingston Choral Society

Stephen Hunt asked that his report stand as written. He said that they are looking forward to an upcoming performance of Handel's Messiah as well as singing in three performances of Candlelight Christmas.

### b. Kingston Community Strings

Stephen Yates asked to have his report stand as written. He said that their first concert this season was standing room only.

### c. Kingston Symphony Orchestra

Mike Verner, member of the Orchestra Committee, asked for his report to stand. On behalf of the musicians, he thanked the Board of Directors, donors, and volunteers and said that they would not be here without them.

### d. Kingston Symphony Volunteers

Kathy Beers, Chair of the Volunteers, asked to have her report stand as written. She said the amount raised at the fall sales this season have exceeded that of the previous year.

### e. Kingston Youth Orchestra/Youth Strings/A-Strings

Susan Johnston, General Manager of the Kingston Youth Orchestra, Youth Strings, and A-Strings, asked for her report to stand as written. She said that the ensembles had a concert the previous night and that the members did well and that they had a good audience in attendance.

## 10. General Manager's Report

Andrea Haughton, General Manager, asked that her report stand as written. She introduced two new staff members, Cassie Chen - Administrative Coordinator and Elena Baker - Director of Development. She thanked Evan Mitchell, members of the Board of Directors and Kingston Symphony Volunteers, Kingston Symphony musicians, and the KSA staff for their support.

## 11. Election of Directors

Bernice Huisman, Secretary, presented her report. She said that there were no new Directors up for nomination and no other nominations had been received. She listed the returning Directors as well as the Special Advisors.

Moved by Bernice Huisman that the election of directors be approved. Seconded by Jon Dessau. Carried.

## 12. Other Business

None.

## 13. Adjournment

Moved by Valerie Gravelle that the meeting adjourn at 4:35 p.m.

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Andrea Haughton,  
*General Manager*

Date

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Luca Andolfatto,  
*President*

Date



# President's Report

Hello everyone. I have seen the term, one more turn around the sun to describe birthdays, etc. It seems appropriate here to use it as we find ourselves one year further down the road. This year's report will follow the same messaging that I reported last season. Our Board of Directors and the KSA still finds itself in a precarious financial time. Our costs for continuing to operate are steadily increasing and our revenue is not keeping pace. That said, we are ever optimistic as we have renewed energy and hope in our Development Committee and the great work they are doing with Elena Baker as Director of Development. I am sure many of you have now had some interaction with her. We are working to better strategize and become better, and more focused at our fundraising efforts to ensure we can continue to be here.



Our season has essentially just begun, and the reports are more than positive about the concerts, attendance, and the overall quality of the program!

We are again in negotiations with the Kingston Symphony. Our contract was a one-year extension given timing and other factors. So now we are trying to solidify a longer-term contract that will provide stability for all. As always it is a balance between fiscal diligence and ensuring a reasonable outcome for all parties. I hope with more dialogue we can come to an agreement that is a win-win for all of us.

I want to acknowledge the members of our Board of Directors and their commitment to helping us navigate these interesting times. We went through the process of developing a new Strategic Plan. With this now in place and the key pillars that we need to focus on, we hope that we can stay true to the process and help steward the KSA to sustainability. Again, a shout out to those participating on the Development Committee, and added thanks as this is a critical time in our history and your efforts and initiatives will be needed.

Our constituent groups are reporting good successes and an active concert schedule. I encourage all of you to try to take some of them in.

Our volunteers continue to rise above and beyond in their fundraising efforts. At the most recent donor event I spoke about how they truly are the backbone of our organization. They tirelessly, and continually put the KSA first, and day in and day out work diligently to support the cause. I will also acknowledge here the passing of our dear friend and long-time volunteer, and supporter of the KSA, David Notman. A true friend, person and wonderful human being, who gave all his time and himself to the KSA. Andrea has mine and all our deepest condolences. We will all miss him.

Andrea Haughton, given the schedule she has had, continues to move the KSA forward. She and our staff are plugged in and keep the ball rolling so to speak. With grant applications, donor outreach, coordinating concerts, etc. it is a never-ending job and we would not be here or be functioning without their contributions and dedication.

As noted, we are in challenging financial times. We have a steep hill to climb in terms of trying to find alternative fundraising models and a wider outreach to our members and community to grow and strengthen our financial base. Of course, we could not operate at any level without those who donate, subscribe, and attend our concerts. We are always grateful for your contributions. We are fortunate we have some reserves we can draw from. A safety net from previous benefactors. However, we also know that these reserves are there for a reason. For our rainy days, if you will. These certainly are times when they are needed, and we are grateful for them. But it underscores again the need for furthering our donations and finding ways to attract new financial streams to our cause.

On a final note, I do know we have incredible, dedicated, wonderful people involved with this organization. I know that together, we will ensure our success in the weeks, months, and years to come!

**Luca Andolfatto** | President



# Audit Committee Report

On Tuesday, November 19, 2024, the Kingston Symphony Association Audit Committee met virtually with Wilkinson & Company LLP, the Kingston Symphony Association's auditors, to review the consolidated financial statements of the KSA for the year ending May 31, 2024. The KSA Audit Committee included me, Jon Dessau, Mara Shaw, and Kathy Beers while Wilkinson was represented by Colleen Lawrie. Andrea Haughton, KSA General Manager, was also in attendance.

In addition to the KSA, the financials for the Kingston Choral Society, Kingston Community Strings, and Kingston Symphony Volunteers, and Kingston Youth Orchestra were included in the audit.

At the conclusion of the review, Wilkinson's provided the expected qualified opinion common to not-for-profit organizations that the financial statements fairly present the financial position of the KSA as of Friday, May 31, 2024.

At its virtual meeting on Thursday, November 21, 2024, the Board of Directors approved the audited financial statements for submission to the members at the Annual General Meeting.

Valerie Gravelle | Chair



# Treasurer's Report

Total revenue from general operations were at \$1,100,757 and expenditures at \$1,122,391, both slightly below what was budgeted. Including the constituent organizations (Kingston Choral Society, Kingston Community Strings, Kingston Youth Orchestra, and Kingston Symphony Volunteers) the deficit that was covered from accumulated reserves was \$29,751 compared to \$216,356 the previous year. Our overall accumulated surplus position remains healthy at \$894,780.

The financial details show that 2023-2024 was close to a normal season as experienced before the pandemic. Donation income is up from \$235,000 to \$406,000, reflecting renewed opportunities for fundraising and the outstanding effort and toil by the Kingston Symphony Volunteers. Their contribution was up \$30,000 to a total of \$90,000, individual donations increased \$25,000 to \$141,000, and estate donations by \$85,000 to \$95,000. However, the pressure of inflation and general economic uncertainty is certainly felt; fixed and variable costs are increasing and individual donations remain lower than we would expect from pre-pandemic experience, reflecting continuing cost-of-living challenges in our community.

Grants and public funding are also harder to come by, and in particular the Canada Council for the Arts grant was \$50,000 lower than the previous year at \$82,000, while overall fewer grant applications were successful this year. The additional funds of \$50,000 received in 2022-2023 was a special digital project grant for our second season of Harmon in Space. On the positive side financial markets recovered, and accordingly investment income (realized and unrealized) and endowment distributions were up \$81,773 to a total of \$141,228.

On the administrative side costs and salaries were held to the budget. The Director of Development position was filled early in the season, and we look forward to building upon this year's progress in increasing ongoing donation income. The continued strong support of our generous patrons must be applauded. It is the key to maintaining the scope and quality of symphonic music we are enjoying in Kingston.

Our internally restricted funds (\$491,314 in total) remain available for their intended special projects as outlined in the financial statements in note 2c. Schedules D, E, F, and G to the financial statements detail the financial activities of the four constituent organizations.

Please join me in thanking our auditors at Wilkinson and Company LLP, and the volunteers on the Audit Committee, Valerie Gravelle (Chair), Mara Shaw, and Kathy Beers for their time and the thought they put into preparing and analyzing our financials.

The Kingston Symphony Association is in a stable financial position for the 2024-2025 season, though challenges remain as mentioned above. Our General Manager Andrea Houghton, her team on the staff of the KSA, the many dedicated volunteers, and all the musicians are to be congratulated for achieving this outcome.

**Jon Dessau** | Treasurer

**KINGSTON SYMPHONY ASSOCIATION**  
**FINANCIAL STATEMENTS**  
**AS AT MAY 31, 2024**



**KINGSTON SYMPHONY ASSOCIATION**  
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**AS AT MAY 31, 2024**

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## **INDEPENDENT AUDITOR'S REPORT**

To the Members of  
Kingston Symphony Association

### **Qualified Opinion**

We have audited the financial statements of Kingston Symphony Association (the "Association"), which comprise the statement of financial position as at May 31, 2024, and the statements of changes in net assets, revenue and expenditures and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at May 31, 2024, and the results of its operations and its cash flows in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Qualified Opinion**

In common with many charitable organizations, the Association derives revenue from donations, fundraising events and membership fees, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Association and we were not able to determine whether, as at and for the years ended May 31, 2024 and May 31, 2023, any adjustments might be necessary to donations, fundraising events and membership fees revenue, excess of revenues over expenditures, assets and net assets.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the 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.

In preparing these financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association, or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

## INDEPENDENT AUDITOR'S REPORT (Cont'd)

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Wilkinson & Company LLP*


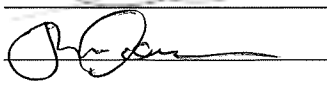
KINGSTON, Canada  
November 21, 2024

Chartered Professional Accountants  
Licensed Public Accountants

## WILKINSON & COMPANY LLP - CHARTERED PROFESSIONAL ACCOUNTANTS



**KINGSTON SYMPHONY ASSOCIATION  
STATEMENT OF FINANCIAL POSITION  
AS AT MAY 31, 2024**

	2024 Total \$	2023 Total \$
<b>ASSETS</b>		
<b>CURRENT - Schedule A</b>		
Cash - operating	98,319	164,665
Cash - fundraising	3,884	12,014
Accounts receivable	229,077	116,541
Due from other funds	491,927	491,927
Prepaid expenses	8,435	5,520
Short-term investments - Note 3	179,591	271,322
	1,011,233	1,061,989
<b>LONG-TERM INVESTMENTS - Note 4</b>	456,546	403,082
<b>TANGIBLE CAPITAL ASSETS - Note 5</b>	18,660	18,660
	1,486,439	1,483,731
<b>LIABILITIES</b>		
<b>CURRENT - Schedule A</b>		
Accounts payable and accrued liabilities	44,471	64,227
Bank loan - Note 6	47,999	
Government remittances payable	7,262	3,046
Due to other funds	491,927	491,927
	591,659	559,200
<b>NET ASSETS</b>		
<b>UNRESTRICTED SURPLUS</b>	332,779	354,413
<b>INTERNALLY RESTRICTED SURPLUS</b>	491,314	491,314
<b>GENERAL FUND SURPLUS - VOLUNTEER COMMITTEE</b>	2,478	17,248
<b>MUSIC AWARDS RESERVE FUND SURPLUS (DEFICIT)</b>	613	613
<b>GENERAL FUND SURPLUS - KINGSTON CHORAL SOCIETY</b>	42,762	37,879
<b>GENERAL FUND SURPLUS - KINGSTON COMMUNITY STRINGS</b>	7,044	4,023
<b>GENERAL FUND SURPLUS - KINGSTON YOUTH ORCHESTRA</b>	17,790	19,041
	894,780	924,531
<b>APPROVED ON BEHALF OF THE BOARD</b>		
 Director		
 Director		
	1,486,439	1,483,731

The accompanying notes form an integral part of these financial statements

KINGSTON SYMPHONY ASSOCIATION  
STATEMENT OF NET ASSETS  
AS AT MAY 31, 2024

	2024							2023
	General Operations		Volunteer Committee		Kingston Choral Society	Kingston Community Strings	Kingston Youth Orchestra	
	Unrestricted Fund \$	Internally Restricted Fund \$	General Fund \$	Music Award Reserve Fund \$	General Fund \$	General Fund \$	General Fund \$	Total \$
FUND BALANCES - BEGINNING OF YEAR	354,413	491,314	17,248	613	37,879	4,023	19,041	924,531
EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE) FOR YEAR	(21,634)		(9,748)	(5,022)	4,883	3,021	(1,251)	(29,751)
INTERNALLY RESTRICTED SPECIAL PROJECTS FUND EXPENDITURES								
INTERFUND TRANSFER - Note 7			(5,022)	5,022				
FUND BALANCES - END OF YEAR	332,779	491,314	2,478	613	42,762	7,044	17,790	894,780

The accompanying notes form an integral part of these financial statements



**KINGSTON SYMPHONY ASSOCIATION  
STATEMENT OF REVENUE AND EXPENDITURES  
FOR THE YEAR ENDED MAY 31, 2024**

	2024 \$	2023 \$
<b>REVENUE - Schedule B</b>		
Earned	264,829	236,094
Donations	406,119	234,966
Grants	223,637	318,560
Fundraising events	64,944	50,405
Investment income	65,141	813
Endowment funds interest and distribution	76,087	58,642
	<b>1,100,757</b>	<b>899,480</b>
<b>EXPENDITURES - Schedule C</b>		
Artistic	614,827	688,014
Production	191,819	186,700
Publicity and promotion	42,731	39,642
Administration	273,014	211,407
	<b>1,122,391</b>	<b>1,125,763</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES BEFORE UNDERNOTED</b>	<b>(21,634)</b>	<b>(226,283)</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE) FOR VOLUNTEER COMMITTEE - SCHEDULE D</b>	<b>(14,770)</b>	<b>862</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES FOR KINGSTON CHORAL SOCIETY - SCHEDULE E</b>	<b>4,883</b>	<b>2,689</b>
<b>EXCESS OF EXPENDITURES OVER REVENUE FOR KINGSTON COMMUNITY STRINGS - SCHEDULE F</b>	<b>3,021</b>	<b>939</b>
<b>EXCESS OF EXPENDITURES OVER REVENUE FOR KINGSTON YOUTH ORCHESTRA - SCHEDULE G</b>	<b>(1,251)</b>	<b>5,437</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE) FOR YEAR</b>	<b>(29,751)</b>	<b>(216,356)</b>

The accompanying notes form an integral part of these financial statements



**KINGSTON SYMPHONY ASSOCIATION  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MAY 31, 2024**

	2024 \$	2023 \$
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures (expenditures over revenue) for year	(29,751)	(216,356)
Adjustment for items which do not affect cash -		
Unrealized gain on investments	(47,982)	28,954
	(77,733)	(187,402)
Net change in non-cash working capital balances related to operations - Note 9	(130,991)	55,013
<b>CASH FLOWS USED IN OPERATING ACTIVITIES</b>	<b>(208,724)</b>	<b>(132,389)</b>
<b>INVESTING AND FINANCING ACTIVITIES</b>		
Decrease (increase) of short-term investments	91,731	(6,540)
Increase in long-term investments	(5,482)	(19,848)
Internally Restricted Special Projects Fund expenditures		(6,209)
<b>CASH FLOWS PROVIDED FROM (USED IN) INVESTING AND FINANCING ACTIVITIES</b>	<b>86,249</b>	<b>(32,597)</b>
<b>FINANCING ACTIVITIES</b>		
Increase in bank term loan payable	47,999	
<b>CASH FLOWS PROVIDED FROM FINANCING ACTIVITIES</b>	<b>47,999</b>	
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS FOR YEAR</b>	<b>(74,476)</b>	<b>(164,986)</b>
<b>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</b>	<b>176,679</b>	<b>341,665</b>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<b>102,203</b>	<b>176,679</b>
<b>REPRESENTED BY:</b>		
Cash - operating	98,319	164,665
Cash - fundraising	3,884	12,014
	<b>102,203</b>	<b>176,679</b>

The accompanying notes form an integral part of these financial statements

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**1. NATURE OF OPERATIONS**

Kingston Symphony Association is incorporated in Ontario as an Association without share capital and is a registered charity for income tax purposes. Its stated mission is to produce and promote professional quality programs of instrumental and choral music for the education, enjoyment and enrichment of audiences in the Greater Kingston Area. Under the Kingston Symphony Association's by-laws, it is comprised of five constituent organizations: Kingston Symphony Orchestra, Kingston Symphony Volunteers ("Volunteer Committee"), Kingston Choral Society, Kingston Community Strings, and Kingston Youth Orchestra.

The Kingston Symphony Orchestra is a professional orchestra made up of approximately 45 musicians who are actively engaged performing with the Kingston Symphony Association and supporting its artistic mission.

The Volunteer Committee provides general and, especially, financial support to the Kingston Symphony Association and encourages the development of young musicians in the Kingston area. The Volunteer Committee provides merit awards each year to Kingston area young musicians. In recent years, the fundraising projects have been an Online Store, book fair and vinyl record sales.

The Kingston Choral Society is a mixed-voice choir who perform masterworks and contemporary music. The Kingston Choral Society also seeks out regional artists with which to collaborate, and routinely provides performing opportunities for developing artists from across the province of Ontario.

The Kingston Community Strings is a 40 to 50 member amateur string orchestra that plays a variety of string orchestral repertoire and performs concerts at various functions throughout the community.

The Kingston Youth Orchestra consists of the Youth Orchestra, Youth Strings, and A-Strings. The Youth Orchestra is made up of high school-aged musicians who seek a challenge and who are developing their ensemble skills. The Youth Strings is a feeder ensemble for the string section of the Youth Orchestra. The A-Strings is an introductory ensemble for young string musicians.

**2. ACCOUNTING POLICIES**

Outlined below are those accounting policies adopted by the Association considered to be particularly significant:

**(a) Basis of Accounting**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**2. ACCOUNTING POLICIES (Cont'd)**

**(b) Accounting Estimates**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Significant items subject to such estimates and assumptions include valuation of accounts receivable, deferred revenue and accounts payable. Actual results could differ from those estimates.

**(c) Fund Accounting**

The accompanying financial statements include the activities of the Association for which the Board of Directors is legally accountable. In order to properly reflect its activities, the Association maintains its accounts in accordance with the principles of "fund accounting" in order that limitations and restrictions placed on the use of available resources are observed. Under fund accounting, resources for various purposes are classified for accounting and reporting purposes into funds in accordance with activities or objectives specified. For financial reporting purposes, the Association has combined funds with similar characteristics into groups: General Operations Unrestricted Fund, General Operations Internally Restricted Fund, Volunteer Committee General Fund and Volunteer Committee Music Awards Fund.

The General Operations Internally Restricted Funds were established by the Board of Directors. These funds are as follows:

The Internally Restricted Development Fund relates to funds set aside by the organization to help support the goals of developing the organization outside of the regular operating activities.

The Internally Restricted Special Projects Fund is to be used to fund special projects on an application basis with limits of a maximum investment of \$20,000 annually.

The Internally Restricted Contingency Fund has been set up to protect the organization in the short term should they lose a portion of their current funding.

The Internally Restricted Undesignated Fund has been set up as a short term restricted fund as the organization plans for future projects.

The General Operations Unrestricted Fund accounts for the Association's program delivery and administrative activities financed by ticket sales, advertising, grants and fundraising income.

The Volunteer Committee General Fund accounts for the committee's program delivery and administrative activities financed by fundraising income.



**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**2. ACCOUNTING POLICIES (Cont'd)**

**(c) Fund Accounting (Cont'd)**

The Volunteer Committee Music Awards Reserve Fund (formerly the Allan-Jack Fund), acts solely as a reserve to ensure one final year of awards could be made in the case of the wind up of operations of the Volunteer Committee. No annual expenditures are charged to this fund.

The Kingston Choral Society General Fund accounts for the Kingston Choral Society's program delivery and administrative activities financed by donations, membership fees and ticket sales.

The Kingston Community Strings General Fund accounts for the Kingston Community Strings's program delivery and administrative activities financed by donations, membership fees and ticket sales.

The Kingston Youth Orchestra General Fund accounts for the Kingston Youth Orchestra's program delivery and administrative activities financed by donations, membership fees and ticket sales.

**(d) Revenue Recognition**

Donations and grants are reflected as revenue when received, unless they are specifically allocated to a period other than the current fiscal year. In the latter case, donations and grants are reflected as revenue when the related expenditures are incurred. Membership revenue is recognized as revenue in the period in which it is received. Ticket sales, advertising and fundraising revenue is recognized in the period in which the event took place.

Investment and endowment income includes dividend and interest income and realized and unrealized investment gains and losses. Unrealized gains and losses on investments are included in investment income in the statement of revenue and expenditures.

**(e) Government Assistance**

Government assistance in the form of tax credits and subsidies is recorded as revenue. Government assistance is recognized in the period where all conditions of the tax credits or subsidies are met.

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**2. ACCOUNTING POLICIES (Cont'd)**

**(f) Financial Instruments**

**(i) Measurement of Financial Instruments**

The Association initially measures its financial assets and liabilities at fair value adjusted by, in the case of financial instruments that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Association subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, accounts receivable and government assistance receivable. Financial assets measured at fair value include investments. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and government remittances payable.

**(ii) Impairment**

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recorded in net income. When events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized in net income up to the impairment amount previously recognized.

**(g) Donated Services**

The work of the Association is dependent on the voluntary services of many individuals and organizations. Since these services are not normally purchased by the Association and because of the difficulty of identifying a reliable basis for their value, donated services are not recognized in these financial statements.

**(h) Tangible Capital Assets and Amortization**

- (i) The music library is stated at cost as at April 30, 1983 and all subsequent additions to the library have been expensed.
- (ii) The percussion and other musical equipment is stated at cost, and is amortized over five years using the straight-line method.

**(i) Income Taxes**

The Association is exempt from paying income taxes, as it is a not-for-profit organization.

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**3. SHORT-TERM INVESTMENTS**

Short-term investments consist of the following:

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
General Operations		
Premium investment account	<b>5,438</b>	104,416
CI High interest savings fund F-NL	<b>168,079</b>	161,093
	<b>173,517</b>	265,509
Volunteer Committee		
4.25% Bank of Montreal GIC, maturing November 2024	<b>2,404</b>	2,369
Bank of Montreal Bond Fund	<b>1,778</b>	1,718
Bank of Montreal Dividend Fund	<b>1,892</b>	1,726
	<b>6,074</b>	5,813
Combined Total	<b>179,591</b>	271,322

**4. LONG-TERM INVESTMENTS**

The investments held at May 31, 2024 consist of mutual funds. Investments have been recorded at the fair market value as at May 31, 2024 and May 31, 2023.

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
General Operations		
Fidelity Asset Allocation Private Pool Series F-NL	<b>210,534</b>	190,447
Fidelity Asset Allocation Canadian Equity Private Pool Series F-NL	<b>246,012</b>	212,635
Total	<b>456,546</b>	403,082

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**5. TANGIBLE CAPITAL ASSETS**

	<b>2024</b>		<b>2023</b>	
	<b>Cost</b>	<b>Accumulated</b>	<b>Cost</b>	<b>Accumulated</b>
	<b>\$</b>	<b>amortization</b>	<b>\$</b>	<b>amortization</b>
		<b>\$</b>		<b>\$</b>
Music library	<b>18,660</b>		18,660	
Percussion and other musical equipment	<b>18,081</b>	<b>18,081</b>	18,081	18,081
	<b>36,741</b>	<b>18,081</b>	36,741	18,081
Cost less accumulated amortization	<b>\$ 18,660</b>		<b>\$ 18,660</b>	

**6. CREDIT FACILITIES**

The Association has an unsecured revolving demand loan with a limit of \$100,000 and bearing interest at the bank's prime lending rate plus 1.00%. The loan revolves in increments of \$1,000, with borrowings expected to fluctuate. As at May 31, 2024, the balance on the line of credit was \$48,000 (2023 - \$Nil).

The Association has credit facilities for a credit card with a limit of \$10,000 and bearing interest at 19.99%. As at May 31, 2024, the balance on the line of credit was \$2,160 (2023 - \$Nil).

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**7. INTERFUND TRANSFERS**

The net revenues resulting from the work completed by the Volunteer Committee have been allocated to the General Fund and the Music Awards Reserve Fund as based on the breakdown appearing on Schedule D. The Volunteer Committee has approved the interfund transfer of music awards from the Volunteer Committee General Fund to the Music Award Reserve Fund to cover music award expenditures.

As the purpose of the Volunteer Committee is to give general and, especially, financial support to the Kingston Symphony Association, the Volunteer Committee passes on a portion of the net proceeds of its fundraising projects to the General Operations. The amounts have been presented as revenue for the General Operations and an expenditure for the Volunteer Committee.

The General Operations incurs music director and conductor expenditures on behalf of the Kingston Youth Orchestra. The Kingston Youth Orchestra passes on a portion of revenue to the General Operations. The amounts have been presented as revenue for the General Operations and an expenditure for the Kingston Youth Orchestra.

**8. ENDOWMENT FUNDS**

The Kingston Symphony Association provides opportunities for donors to participate in two endowment funds that are administered by independent third parties. Donors who participate in either of these funds are required to designate their choice in writing and the Association forwards the funds to the applicable agency. These agencies are as follows:

**(a) Ontario Arts Foundation**

The Ontario Arts Foundation created The Kingston Symphony Association Arts Endowment Fund whereby donations from the Kingston Symphony Association would be matched by the Ontario Arts Foundation. The Kingston Symphony Association is entitled to receive interest earned on these funds. As at May 31, 2024, the balance of these funds amounted to \$695,481. Under a similar matching program, The Ontario Arts Foundation holds funds through the Canadian Heritage Fund for the Kingston Symphony Association in the amount of \$174,374.

**(b) The Community Foundation of Kingston and Area**

As at May 31, 2024, the balance of the funds held through the Community Foundation for Kingston and Area for the Kingston Symphony Association amounted to \$1,188,205.



**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**9. NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES RELATED TO OPERATIONS**

Cash provided from (used in) non-cash working capital is compiled as follows:

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
<b>(INCREASE) DECREASE IN CURRENT ASSETS</b>		
Accounts receivable	<b>(112,536)</b>	93,994
Prepaid expenses	<b>(2,915)</b>	3,122
	<b>(115,451)</b>	97,116
<b>INCREASE (DECREASE) IN CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	<b>(19,756)</b>	24,877
Government remittances payable	<b>4,216</b>	(3,055)
Deferred revenue		(63,925)
	<b>(15,540)</b>	(42,103)
<b>NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES RELATED TO OPERATIONS</b>	<b>(130,991)</b>	55,013

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**10. COMMITMENT**

The Association leases a premises at a monthly rent of \$1,750 plus HST from January 1, 2023 until the end of December 31, 2024. The lease expires December 31, 2024.

The Association leases premises for the primary use of storing musical instruments and for projects completed by the Volunteer Committee. The previous lease expired on February 28, 2020 and the premises continues to be leased on a month to month basis in the amount of \$2,583 plus HST.

Effective March 2020, the Association entered into a five year lease for a photocopier in the annual amount of \$1,548 plus HST, paid quarterly.

**11. BUDGET**

The budget amounts, as presented for comparison purposes, are not subject to audit and are those approved by the Board of Directors on June 15, 2023.

**12. FINANCIAL INSTRUMENTS**

The fair value of the Association's cash, accounts receivable, government assistance receivable, investments, and accounts payable and accrued liabilities approximate their carrying amounts due to the immediate and short-term nature of these financial instruments.

The Association has a comprehensive risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The risks that arise from transacting financial instruments include market risk, liquidity risk, and credit risk.

**(a) Market Risk:**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: interest rate risk, currency risk, and equity risk.

**(i) Interest Rate Risk:**

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Association has financial assets subject to fixed interest rates as disclosed in Note 3 and financial liabilities subject to variable interest rates, as disclosed in Note 6 and, accordingly, is subject to this risk.

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**12. FINANCIAL INSTRUMENTS (Cont'd)**

**(ii) Currency Risk:**

Currency risk relates to the Association operating in different currencies and converting non-Canadian earnings at different points in time at different foreign exchange levels when adverse changes in foreign currency exchange rates occur.

The Association does not transact in foreign currencies, and, accordingly, is not subject to this risk.

**(iii) Equity Risk:**

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets.

The Association does have equity investments as disclosed in Note 3, and, accordingly, is subject to this risk.

**(b) Liquidity Risk:**

Liquidity risk is the risk that the Association will not be able to meet all cash outflow obligations as they come due.

The Association's exposure to liquidity risk is dependent on the receipt of funds from its operations.

**(c) Credit Risk:**

Credit risk is the risk of financial loss to the Association if a debtor fails to make payments of interest and principal when due.

The Association is exposed to credit risk in the event of non-performance by clients in connection with its accounts receivable. The Association does not obtain collateral or other security to support the accounts receivable subject to credit risk but mitigates this risk by dealing only with what management believes to be financially sound counterparties and, accordingly, does not anticipate significant loss for non-performance.

There have been no significant changes from the previous period in the exposure to risk or policies, procedures and methods used to measure the risks.

**KINGSTON SYMPHONY ASSOCIATION  
NOTES TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MAY 31, 2024**

**13. CAPITAL DISCLOSURE**

The Association's objectives with respect to capital management are to maintain a minimum capital base that allows the Association to continue with and execute its overall purpose as outlined in the fund balances accounting policy in Note 2. The Association's Board of Directors performs periodic reviews of the Association's capital needs to ensure they remain consistent with the risk tolerance that is acceptable to the Association.

**14. COMPARATIVE FIGURES**

In order to conform with the financial statement presentation adopted for the current year, certain elements of the comparative figures have been regrouped.

KINGSTON SYMPHONY ASSOCIATION  
SCHEDULE OF FINANCIAL POSITION  
AS AT MAY 31, 2024

	2024							2023
	General Operations		Volunteer Committee		Kingston Choral Society	Kingston Community Strings	Kingston Youth Orchestra	
	Unrestricted Fund \$	Internally Restricted Fund \$	General Fund \$	Music Award Reserve Fund \$	General Fund \$	General Fund \$	General Fund \$	Total \$
								Total \$
ASSETS								
CURRENT								
Cash - operating	15,740		7,481		46,562	8,045	20,491	98,319
Cash - fundraising	3,884							3,884
Accounts receivable	228,577					500		229,077
Due from other funds		491,314		613				491,927
Prepaid expenses	8,435							8,435
Short-term investments - Note 3	173,517		6,074					179,591
	430,153	491,314	13,555	613	46,562	8,545	20,491	1,011,233
LONG-TERM INVESTMENTS - Note 4	456,546							456,546
TANGIBLE CAPITAL ASSETS - Note 5	18,660							18,660
	905,359	491,314	13,555	613	46,562	8,545	20,491	1,486,439
LIABILITIES								
CURRENT								
Accounts payable and accrued liabilities	39,471		1,500		1,800	500	1,200	44,471
Government remittances payable	7,262							7,262
Due to other funds	477,848		9,577		2,000	1,001	1,501	491,927
Bank loan	47,999							47,999
	572,580		11,077		3,800	1,501	2,701	591,659
NET ASSETS								
FUND BALANCES	332,779	491,314	2,478	613	42,762	7,044	17,790	894,780
	905,359	491,314	13,555	613	46,562	8,545	20,491	1,486,439



**SCHEDULE B**

**KINGSTON SYMPHONY ASSOCIATION  
SCHEDULE OF REVENUE  
GENERAL OPERATIONS  
FOR THE YEAR ENDED MAY 31, 2024**

	2024		2023
	Budget (Note 11)	Actual	Actual
	\$	\$	\$
<b>Earned revenue</b>			
Ticket sales - subscription and single	252,500	254,113	235,439
Program advertising	15,000	3,881	
School Concerts	6,000	6,704	
Other		131	655
	273,500	264,829	236,094
<b>Donations</b>			
Corporate sponsors and donors	50,000	20,250	
Individual donors	175,000	140,897	124,760
Estates	90,000	95,242	10,000
Foundations and endowment	60,000	52,330	32,806
Kingston Youth Orchestra - Note 7	7,400	7,400	7,400
Volunteer Committee - Note 7	90,000	90,000	60,000
	472,400	406,119	234,966
<b>Grants</b>			
Canada Council for the Arts	82,000	82,000	132,000
Ontario Arts Council	66,787	66,787	68,150
Ontario Trillium Foundation			38,100
City of Kingston	71,250	71,250	75,639
Canada Summer Jobs	4,800	3,600	4,671
Other	40,000		
	264,837	223,637	318,560
<b>Fundraising events</b>			
Nevada	6,500	2,937	5,290
Bingo	45,000	56,036	41,704
Coins for Concerts			281
Beat Beethoven			3,130
Other	10,000	5,971	
	61,500	64,944	50,405
<b>Investment income</b>	10,000	65,141	813
<b>Endowment funds interest and distribution - Note 8</b>	85,000	76,087	58,642
	95,000	141,228	59,455
<b>TOTAL REVENUE</b>	<b>1,167,237</b>	<b>1,100,757</b>	<b>899,480</b>

**SCHEDULE C**

**KINGSTON SYMPHONY ASSOCIATION  
SCHEDULE OF EXPENDITURES  
GENERAL OPERATIONS  
FOR THE YEAR ENDED MAY 31, 2024**

	2024		2023
	Budget (Note 11)	Actual	Actual
	\$	\$	\$
<b>Artistic</b>			
Guest artists and travel	60,000	40,832	74,836
Music director and conductors	86,900	88,937	88,857
Orchestra	404,985	397,448	434,071
Orchestra travel	54,000	39,389	57,956
Guest artist/Orchestra accommodation	19,500	48,221	32,294
	625,385	614,827	688,014
<b>Production</b>			
Box office management and CIF ticket charge	30,000	26,628	20,040
Equipment maintenance, moving and rental	13,000	14,286	11,286
Hall rental and storage	91,000	89,504	94,654
Music purchase, rental and royalties	6,000	8,979	2,910
Production personnel	74,200	52,422	55,903
Special concerts and fees	4,500		1,907
	218,700	191,819	186,700
<b>Publicity and promotion</b>			
Advertising, publicity and promotion	35,000	30,723	29,547
Beat Beethoven			976
Concert programs and brochures	10,000	10,883	6,851
Nevada	3,000	1,125	2,268
	48,000	42,731	39,642
<b>Administration</b>			
Administrative salaries and benefits	207,425	213,880	157,537
Insurance	7,500	7,379	7,659
Office rent and utilities	24,050	22,301	21,859
Office supplies and other	18,250	11,681	5,142
Professional fees	16,000	17,773	19,210
	273,225	273,014	211,407
<b>TOTAL EXPENDITURES</b>	<b>1,165,310</b>	<b>1,122,391</b>	<b>1,125,763</b>

**SCHEDULE D**

**KINGSTON SYMPHONY ASSOCIATION  
SCHEDULE OF REVENUE AND EXPENDITURES  
VOLUNTEER COMMITTEE  
FOR THE YEAR ENDED MAY 31, 2024**

	<b>2024</b>		<b>2023</b>
	<b>General Fund</b>	<b>Music Awards Reserve Fund</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>REVENUE</b>			
Fundraising			
Book fair	37,140		30,793
All Things Christmas	12,358		10,788
Online Store			971
Vinyl Record Sale	36,858		33,864
Investment income (loss)		261	150
	<b>86,356</b>	<b>261</b>	<b>76,566</b>
<b>EXPENDITURES</b>			
Administration	2,525		3,368
Donation to General Operations - Note 7	90,000		60,000
Fundraising			
Book Fair	500		3,192
Online Auction			148
Music Lovers House Tour			170
Vinyl Record Sale	1,064		
All Things Christmas	628		540
Online Store			1,096
Music awards - Note 7		5,283	5,283
Professional fees	1,387		1,907
	<b>96,104</b>	<b>5,283</b>	<b>75,704</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE) FOR YEAR</b>	<b>(9,748)</b>	<b>(5,022)</b>	<b>862</b>

**SCHEDULE E**

**KINGSTON SYMPHONY ASSOCIATION  
SCHEDULE OF REVENUES AND EXPENDITURES  
KINGSTON CHORAL SOCIETY  
FOR THE YEAR ENDED MAY 31, 2024**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUE</b>		
Donations	<b>4,996</b>	1,674
Investment income	<b>19</b>	17
Membership fees	<b>21,950</b>	17,220
Ticket sales - subscription and single	<b>27,027</b>	29,410
Grants - Other		5,079
	<b>53,992</b>	53,400
<b>EXPENDITURES</b>		
Advertising, publicity and promotion	<b>8,154</b>	4,884
Music director and conductors	<b>17,490</b>	17,500
Guest artists	<b>963</b>	630
Hall rental	<b>5,875</b>	4,800
Fundraising expense		4,107
Office supplies and other	<b>1,264</b>	464
Rehearsal expense	<b>1,483</b>	886
Principal players	<b>5,445</b>	7,763
Production personnel	<b>6,635</b>	7,877
Professional fees	<b>1,800</b>	1,500
Travel and accommodation		300
	<b>49,109</b>	50,711
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>4,883</b>	2,689

**SCHEDULE F**

**KINGSTON SYMPHONY ASSOCIATION  
SCHEDULE OF REVENUES AND EXPENDITURES  
KINGSTON COMMUNITY STRINGS  
FOR THE YEAR ENDED MAY 31, 2024**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUE</b>		
Ticket Sales	<b>11,651</b>	3,357
Membership fees	<b>3,900</b>	3,975
Other	<b>1,422</b>	1,226
	<b>16,973</b>	8,558
<b>EXPENDITURES</b>		
Music director and conductors	<b>2,500</b>	2,500
Fundraising and planned giving	<b>300</b>	200
Hall rental	<b>7,588</b>	3,636
Music purchase, rental and royalties	<b>326</b>	574
Office supplies and other	<b>2,738</b>	209
Professional fees	<b>500</b>	500
	<b>13,952</b>	7,619
<b>EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE)</b>	<b>3,021</b>	939



**SCHEDULE G**

**KINGSTON SYMPHONY ASSOCIATION  
SCHEDULE OF REVENUES AND EXPENDITURES  
KINGSTON YOUTH ORCHESTRA  
FOR THE YEAR ENDED MAY 31, 2024**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUE</b>		
Donations	483	535
Membership fees	10,050	11,378
Other	425	2,677
Ticket sales - subscription and single	5,125	4,875
	<b>16,083</b>	<b>19,465</b>
<b>EXPENDITURES</b>		
Advertising, publicity and promotion	517	642
Donation to General Operations - Note 7	7,400	7,400
Hall rental	3,850	2,100
Office supplies and other	4,367	1,497
Orchestra		1,389
Professional fees	1,200	1,000
	<b>17,334</b>	<b>14,028</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>		
<b>(EXPENDITURES OVER REVENUE)</b>	<b>(1,251)</b>	<b>5,437</b>

# Music Director's Report

Looking back at my report for last year's Annual General Meeting, I've observed much truth in the old adage that "the more things change, the more they stay the same" which is largely to our benefit. We're still facing the same challenges as all orchestras did even before the pandemic, and now we are also staring down shifts in audience behaviour, hugely rising costs, and increasing challenges with funding from government sources, which is a problem likely to get quite a bit worse before it gets better.

It's all the more miraculous that we put on the season we did last year, which was probably our most ambitious to date. Wild Masterworks successes were had in the wake of an exploration of Bach with superstar pianist Matt Herskowitz, our tribute to Bramwell Tovey, a fierce strings-only program, several large scale Canadian works, and to finish off the season, a Tchaikovsky Festival. The orchestra is consistently reaching new artistic heights and for that to happen in the midst of this wild tectonic shift we're experiencing, I have to say, is absolutely the exception rather than the norm.

We've also had great success in diversifying our Pops audience, and opening ourselves up to some amazing new encounters as a result. Our Pops Series began with an in-house celebration of music of film, we had a majestic collaboration with Sarah Slean singing the Joni Mitchell catalogue, and our final Pops offering with Leo Pellegrino was honestly unlike anything I've ever experienced.

Our Family and Education concerts were also well attended, well received, and delightful experiences from the stage side of things. It was a joy to bring the second season of Harmon in Space to a live audience, especially considering that Harmon originally was a bit of a fighting stance against all of the isolation we were feeling in the midst of the pandemic. Many young people experienced the orchestra for the first time courtesy of Harmon the Hound, and that's something for which we can all be fiercely proud.

And we're continuing onward with an even more intensive season, unfolding right now, in front of us. There really is something special and unique going on with this orchestra at present, and it's absolutely to Kingston's immense benefit. The caveat is that it remains extraordinarily challenging to maintain even a simple season plan in these times. Orchestras everywhere are having problems, I am honestly frightened. Please continue to support and invest in us, it's absolutely crazy out there these days.

**Evan Mitchell** | Music Director

# Development Committee Report

The Kingston Symphony Association Development Committee in 2023-2024 was tasked with:

- Executing the Kingston Symphony Association Development Plan
- Recruiting, hiring, and training a new Director of Development

In July of 2023, the Kingston Symphony Association welcomed Elena Baker to the role of Director of Development. Over the past year, the committee has provided mentorship and support to Elena as she settled into her new position. The committee has also supported in-person events, launched new fundraising initiatives, and helped facilitate peer-to-peer gift requests.

This investment in hiring a Director of Development has already shown positive results in the first year, with a 26% increase in revenue through donations, sponsorship, and foundation grants. Overall, Andrea, Elena and the rest of the team have excelled in executing the Development Plan and have fostered a fundraising culture built on stewardship and relationship building.

## Individual Donors

In 2023-2024, a major focus of the Development Committee and staff was relaunching our donor stewardship program. Board members were present at all three donor appreciation events last season, which took place on November 16, 2023, March 20, 2024, and April 11, 2024. Staff also organized a season launch webinar for major donors, which took place on May 2, 2024. Throughout the season, board members were involved as greeters at Kingston Symphony concerts, providing additional opportunities for recognition. In May 2024, members of the Development Committee also assisted staff with making calls to lapsed donors.

## Grants & Foundations

In August 2023, the Kingston Symphony was able to secure a \$25,000 donation from the W.J. Henderson Foundation through a peer-to-peer ask facilitated by volunteers and staff. Staff were also able to secure gifts from the Gill Ratcliffe Foundation (\$3,000) and the Ontario Charitable Gaming Association (\$2,000). A grant of \$22,330 was received from the Community Services Recovery Fund, administered by the Community Foundation for Kingston & Area, to support the strategic planning work completed in 2023-2024.

## Sponsorships

In 2023-2024, staff were successful in securing a \$25,000 commitment from IG Private Wealth Management through sponsorship and donations to support five Masterworks Series concerts. With some consultation from the Development Committee, staff created an updated solicitation package created to increase sponsorship opportunities for the Kingston Symphony Association. As a result, staff were able to secure an additional sponsorship from Viner Kennedy Frederick Allan & Tobias LLP for \$1,250. In the fall of 2023, staff also created an updated advertising brochure and

solicited local businesses to purchase space in our concert programs. From January to April 2024, 12 local businesses participated in our advertising program, earning us \$3,881.

## Events

On April 15, 2024, the Development Committee, under the leadership of Mara Shaw, organized a rum-tasting fundraising event. This initiative raised \$5,971. In 2025, the Board of Directors will organize a similar scotch-tasting event at the Renaissance Supper Club. On June 3 2024, the staff and board members organized the first in a planned series of awareness-raising events in condominiums throughout Kingston. The Kingston Symphony Association also received funds from Bingo and Nevada throughout the 2023-2024 season.

Donations	2023-24 Actual	2022-23 Actual	2021-22 Actual
Corporate Sponsorship	\$20,250	\$0	\$12,250
Individual Donations	\$140,897	\$124,760	\$198,516
Foundations	\$52,330	\$32,806	\$6,005
Volunteer Committee	\$90,000	\$60,000	\$45,000
Estates	\$95,242	\$10,000	\$0
<b>Total</b>	<b>\$398,719</b>	<b>\$227,566</b>	<b>\$261,771</b>

Fundraising Events	2023-24 Actual	2022-23 Actual	2021-22 Actual
Beat Beethoven	\$0	\$2,154	\$8,114
Bingo	\$56,036	\$41,704	\$15,942
Nevada	\$1,812	\$3,022	\$1,544
Other	\$5,971	\$281	\$11
<b>Total</b>	<b>\$63,819</b>	<b>\$47,161</b>	<b>\$25,611</b>

## Development Committee Membership

**Current members:** Geoff Hendry (Chair), Luca Andolfatto, Valerie Gravelle, Bibi Henson, Bernice Huisman, and Mara Shaw.

**Staff members:** Elena Baker and Andrea Haughton.

Thank you to Andrea Haughton, Elena Baker and the Development Committee for their commitment to the Kingston Symphony Association.

**Geoff Hendry** | Chair

# Program Committee Report

I am very pleased to have served as chair of the Program Committee again for the Kingston Symphony's 2023-2024 season. This year brought us many exciting concerts, and I would like to start by thanking the members of the committee who were a part of bringing this season to life. The committee this year included Director Charles Simonds, and orchestra members Katya Poplyansky, Julia McFarlane, Melissa Scott, and Cory van Allen. I would also like to highlight the dedication of our General Manager, Andrea Haughton, who works hard to ensure that all the moving parts of this organization run smoothly and seamlessly to secure a successful season every year and it's always a pleasure to be able to work with her. Finally, I would like to thank our wonderful Music Director, Evan Mitchell. Creating such diverse and exciting programs that captivate so many audiences of all ages is no easy task, and not only does he do this, but he also manages to do it with thoughtfulness and enthusiasm.

This year, the Kingston Symphony presented us with a varied selection of Pops and Family concerts, which featured the return of the beloved Harmon the Hound and Sarah Slean singing a tribute to Joni Mitchell. Leo Pellegrino and his baritone saxophone brought athletics and colour to the stage, and we were sent back in time to the cinematic universes of Casablanca, Star Wars, and more in the Lights, Camera, Music concert. We were also presented with Science at the Symphony, where audiences learned how the worlds of music and science overlap, and the Symphony was joined by the Kingston Choral Society for three evenings of cozy Candlelight Christmases! As always, the Kingston Symphony's Music Director Evan Mitchell went above and beyond to create fun, diverse programming for the Family and Pops concerts, and the Masterworks Series was no different. It began with a concert spotlighting Strauss, Lalo, and Dvorak, featuring cello soloist Rachel Mercer. Masterworks Two mixed romantic and contemporary composers and highlighted the strings in the orchestra with soloist Ian Whitman on double bass. The third in the series, guest conducted by Dina Gilbert, brought us the music of Rossini, Mendelssohn, and Brahms, and jazz pianist Matt Herskowitz put his own twist on the classic music of Johann Sebastian Bach for the fourth Masterworks concert. Soprano Rachel Krehm premiered Cecilia Livingston's song cycle Breath Alone, the orchestra premiered the live performance of John Estacio's Domestic Divertimento, which was written during the pandemic and Masterworks Five was completed with a riveting performance of Rachmaninoff's Symphony No. 2. For Masterworks Six, we celebrated the life and work of late conductor and composer Bramwell Tovey. The program also featured some of Tovey's favourite composers and pieces, which were In a Summer Garden by Frederick Delius and Elgar's Enigma Variations. Finally, the Tchaikovsky Festival closed the season with a bang, featuring Tchaikovsky's Symphonies No. 2 and No. 4.

The 2024-2025 season has already kicked off with two Masterworks concerts, an appearance from Harmon the Hound for the first concert in the Family Series, and a night of Sci-Fi music to open our Pops Series. The first Masterworks featured Hollywood classics from the 20th century and the second brought us Tchaikovsky's Romeo and Juliet and Austin Wintory's Traveler, which was performed in concert for the first time with the Isabel Voices. We are anticipating another exciting and inspiring season ahead and we hope you enjoy it!

**Bibi Henson** | Chair





## Kingston Choral Society Report

The Kingston Choral Society's 2023-2024 season was an artistic and financial success. The opening concert, Dan Forrest's Requiem for the Living, performed with Kingston Symphony instrumentalists, brought the house down, and we were flooded with positive comments post-concert, including: "exquisite", "transporting", "spectacular", "no words", "a gift"... "WOW WOW WOW – absolute perfection."

"The KCS is my favourite choir anyway, but that was impressive. The whole choir should be incredibly proud of themselves. As I walked out chatting to various people, they felt the same as I did."

"Ian Juby must have been ecstatic with this today. I decided to contribute to KCS today – I've always been meaning to because KCS is the best choir in town IMHO. I just want to make sure we have more concerts!"

"Glorious and heavenly. Thank you for this experience today."

"SUCH a remarkable event. It was so beautiful. And exciting! And moving. And sad. And inspiring. It reminded me how important the live experience is, and what a gift all the people who bring it to us."

Can't say fairer than that.

In early December 2023, Kingston Choral Society hosted a Sing-along Messiah, with Brian Jackson swinging the baton and keeping singers (from as far afield as BC) entertained with Messiah-themed stories. The evening was a blast, and added almost \$4,000 to the Kingston Choral Society coffers, and another \$1,000 to The Spire funds from the bar proceeds.

Kingston Choral Society thoroughly enjoyed the annual outing to the Isabel to add some choral additions to the Candlelight Christmas concert.

The final concert of the 2023-2024 season featured Vivaldi's Gloria, and again Kingston Choral Society was very happy with the Kingston Symphony instrumentalists who provided such excellent orchestral accompaniment. The concert raised a net profit of just over \$2,000. The net profit for the entire season, accounting for all operating expenses, and including donations was almost \$7,000.



The 2024-2025 season is as follows:

**Winter's Grace**

November 24, 2024  
2:30 p.m., The Spire

Exploring the glory & mystery of wintertime and all that it brings. The program includes Randall Thompson's *Frostiana*, *A Winter's Day* by Sarah Quartel, and music for Advent by Franz Biebl, Ola Gjeilo, and John Tavener.

**Messiah Sing-along**

November 29, 2024  
7:30 p.m., Chalmers United Church

Kingston Choral Society is repeating this hugely popular event, with Maestro Brian Jackson once again instructing and entertaining anyone who cares to join in. All are welcome to come and sing, or just sit and listen to hundreds of singers from numerous Kingston choirs and the general public having a whale of a time.

**Candlelight Christmas**

December 16, 17, 18, 2024  
7:30 p.m., Isabel Bader Centre for the Performing Arts

Kingston Choral Society once again joins the Kingston Symphony for Candlelight Christmas, the perennially popular holiday shows at the Isabel.

**Eternal Light**

May 25, 2025  
2:30 p.m., St. George's Cathedral

Exquisite music by Gabriel Fauré for choir and pipe organ. The choir will be accompanied by guest artist Chris Dawes on one of the finest pipe organs in the province. On the program is Fauré's *Requiem*, *Cantique de Jean Racine*, and *Pavane*.

I urge every member of the KSA to attend Kingston Choral Society concerts and to promote these concerts as vigorously as possible.

**Stephen Hunt** | President



## Kingston Community Strings Report

The Kingston Community Strings continues to operate quite successfully and we are looking forward to giving three concerts this season. The Kingston Community Strings is a group consisting of string players of varying levels, from seasoned professional level musicians to players early on in their development. We all come together to support each other and create some very beautiful music under the direction of Hugh Johnston.

In 2023-2024, our first concert of the season was If It Ain't Baroque, Don't Nix It. Two more concerts followed, a one act Mozart opera in March 2024 and Music Inspired by Movies in May 2024.

Kingston Community Strings is well on their way to having another highly successful year. 2024-2025 started off with about ten new string players joining us. Hugh, as before, has come up with a great, varied, and interesting list of repertoire and, like last year, we will be performing three concerts throughout the season.

As a not-for-profit organization, we are quite stable and have the finances we require to play and perform some excellent music and truly support string playing in the community.

With tremendous gratitude to the Kingston Symphony Association for their support, we will have a wonderful season.

**Stephen Yates** | General Manager



## Orchestra Committee Report

It is with great pleasure that we reflect on a truly successful season for the Kingston Symphony.

This past year has seen a wonderful resurgence in audience attendance, with many performances selling out and a noticeable influx of new, younger faces. This is encouraging evidence that live orchestral music remains a vital part of our community, and it bodes well for the future of the Kingston Symphony.

This year, we continued to offer an exciting variety of programming. Our Harmon Season 2, which showcased the auxiliary instruments of the orchestra, was a hit with local schoolchildren. We were thrilled to see such high turnout from schools, providing young people with the opportunity to engage with live music in a meaningful way. We also welcomed Sarah Slean to the stage, whose performance was a memorable highlight for our Pops audience. Leo Pellegrino's electrifying appearance brought a new energy to the Grand Theatre, and our Masterworks Series featured some stunning performances, including Dvořák's Symphony No. 8, Tchaikovsky's Symphony No. 4, and Matt Herskowitz's reimagined Bach. These performances were met with great enthusiasm, and we continue to strike a balance between classical favorites and new, thought-provoking works that engage our audiences in different ways.

This year also saw some exciting new talent join the Kingston Symphony. We were thrilled to welcome Brian Roberts as our new principal trumpet, Grace Moon as acting principal viola, and Andrew Harris as our new timpanist. Their contributions have already enriched the orchestra, and we look forward to seeing their continued growth within the ensemble.

As we move forward, we also face new challenges. The impacts of the pandemic are still being felt, particularly in our operational costs. One significant change has been the need to book hotels for musicians who travel from outside the region. The pandemic has made billeting a thing of the past, and with many musicians now commuting from farther distances, we've had to adjust accordingly. We've been fortunate to secure good rates with the Quality Inn on Robinson Court (near the Gardiners Rd exit off the 401), but we are actively seeking a hotel sponsor who can help lock in discounted prices for us on a long-term basis. This is crucial as it helps ensure we can continue to hire top-quality substitute and contract players, which in turn strengthens the sections of the orchestra that are filled by local musicians.

On a broader note, the financial instability faced by the Kitchener-Waterloo Symphony in the 2023-2024 season has served as a reminder of the precariousness of our industry. The news of their bankruptcy was concerning for orchestras across Canada, and personally, it had an immediate impact on me, as I had just accepted a position with the KWS before the announcement. This has reinforced the importance of financial stability within our own organization. We are especially sensitive to the need to grow our grants and corporate sponsorships, and are exploring new and creative ways of fundraising to ensure our operating budget remains healthy.

We are deeply committed to maintaining our ability to share our musical gifts with our audience, and to ensuring that live performances remain a treasured tradition for decades to come. We will continue to work tirelessly to build on the successes of this season and meet the challenges ahead with optimism and determination.

Thank you for your continued support.

**Melissa Scott** | Co-Chair







## Kingston Symphony Volunteers Report

Our volunteers are dedicated and hard working. They contribute their time and talent generously. We budgeted to donate \$65,000 to the Kingston Symphony Association. Due to the tremendous success of our fundraising sales, we were able to surpass that and donated \$90,000. Thank you to all who donate items to our sales and those who shop at the sales.

The Book Fair in September raised \$36,640. Approximately thirty volunteers worked many hours accepting donations, sorting, boxing, unboxing, culling, organizing shelves, pricing, cleaning, and breaking down boxes, carting the unusable to the recycler. There were section heads for each of the 50 categories of books, with some volunteers having more than one section. Thank you to our Coordinators, Betty Andrews and Tom Pynn.

The Vinyl Records Sales were in October and April. At the April sale, we increased the sale price of LPs on the first night from \$7 to \$8. The two sales raised \$35,794. Thank you to our Coordinator, David Notman and his dedicated volunteers.

The All Things Christmas, Gifts & Art ran for 14 hours the weekend of November 24-26. The sale raised \$11,730. Approximately 20 volunteers worked to set up the sale. It is amazing to see a warehouse transformed into an art gallery and Christmas wonderland. Thank you to Betty Andrews, Elaine Agarand, and Marion Westenberg for coordinating this sale.

For the second time in April, the Music Awards involved live performances and this format is popular with parents, children, music teachers, and judges. Thank you to our judges Evan Mitchell, Julia McFarlane, and Meg Freer as well as our volunteers Maeve and Blythe Burry. Thank you also to Ann Lukits who chairs the Music Awards.

Applicants played the following instruments: violin (ten), cello (four), flute (one), oboe (one), clarinet (one), and piano (three).

The winners were:

**Allan Jack Memorial (\$2,000):** Stella Li, Piano

**Hannah Robertson Memorial (\$1,200):**

(a) Award for applicants aged 5 to 11 (\$600): Catherine Moellman, Violin

(b) Award for applicants aged 12 to 16 (\$600): Alessia Dudley, Violin

**Bonnie J. Thomas Memorial (\$600):** Lucy Youxin Wang, Cello

**Harriet Scott Memorial (\$700) for Youth Ensemble performers:**

(a) \$500 to Ronan Hendry of the Kingston Youth Orchestra, Cello

(b) \$200 to Mira Sidhu of the Kingston Youth Strings, Cello

The Kingston Symphony Volunteers Music Award at the Kiwanis Music Festival was divided among the following young musicians: Anna Nediak (Intermediate piano), Lily Bauer (Musical Theatre and Songs from the Screen), and Kingston Youth Strings (Ensembles and Orchestras).

On behalf of the executive of the Kingston Symphony Volunteers, many thanks to all of the volunteers. We could not do this without your tremendous support.

Finally, thank you to Andrea Haughton, and her staff Cassie Chen, Elena Baker, and Lucas Murphy for all their support.

**Kathy Beers | Chair**





# Kingston Youth Orchestra Report

The weekly rehearsals for the Kingston Youth Orchestra, directed by Hugh Johnston, and Kingston A-Strings and Kingston Youth Strings, directed by Danielle Lennon, were live at Christ Church Cataraqui for the 2023-2024 year. Our collaboration with Sistema Kingston is ongoing. Sistema Kingston, an outreach program of Queen's Faculty of Education directed by Karma Tomm, is an after-school music program for elementary students that focuses on positive social development through the pursuit of musical excellence. We hope to see A-Strings and Sistema students thrive as musicians and join the Youth Strings, Youth Orchestra, and beyond.

We were pleased with our numbers. Youth Strings has gained some very talented, young musicians who we hope will stay with us for many years to come. Many thanks go again to Andrew Dicker for his amazing help with recruitment and our colleagues at Canta Arya who are encouraging more of their members to join us for an orchestral experience. Our Youth Orchestra consisted of 30 members and two of our graduates, Chloe Ferguson, flute, and Charlotte Lalonde, oboe, went on to pursue a higher education at the Don Wright Faculty of Music at Western University. Chloe and Charlotte were also recipients of the inaugural Coles Scholarships for aspiring young musicians. The scholarships are sponsored by the Kingston Community Strings and were presented by Bev Coles at our concert in May.

We competed in the Kingston Kiwanis Music Festival in February, where both the Youth Strings and Youth Orchestra received platinum standing in our categories.

At our final concert on May 28, 2024, we celebrated the 55th Anniversary of the Kingston Youth Orchestra. For the concert finale, over 25 alumni joined the orchestra for an unforgettable performance of a new piece by Brian Balmages entitled Uplifted. The alumni included some current and former Kingston Symphony members, including original Kingston Youth Orchestra member Jennifer Tindale on cello, Wayne Tindale on trumpet, Gordon and Linda Craig on clarinet, and violinists Julia MacFarlane and Venetia Gauthier. The alumni and Kingston Youth Orchestra friends also included Youth Strings and A-Strings Director and Kingston Symphony violinist Danielle Lennon, Sistema Director Karma Tomm, members of Orchestra Kingston and Kingston Community Strings, and other Kingston Youth Orchestra alumni from the last 55 years. This well-attended concert was a great success musically and economically for our organization.

I would like to thank Hugh and Danielle for their hard work and dedication. We have many parents who volunteer behind the scenes for whom we are also very grateful. And, as always, a big thank you to Andrea Haughton and her team for all their help and support. We look forward to the coming year of live rehearsals and concerts as we move to our new rehearsal location at Kingston Secondary School.

**Susan Johnston** | General Manager

# General Manager's Report

It was a pleasure to serve as General Manager of the Kingston Symphony Association during the 2023-2024 season. Thanks to our hard working staff, dedicated musicians, enthusiastic volunteers, committed Board of Directors, loyal donors, and faithful audience members, the 2023-2024 season was a success in many ways. We presented several sold-out performances, developed a variety of new education and audience engagement initiatives, and formed several new partnerships within our community.

We were more adventurous in our programming for many of our concerts this past season. We included music outside of the traditional repertoire for our Masterworks Series such as works by contemporary women composers Cecilia Livingston, Jessie Montgomery, and Missy Mazzoli and a newly commissioned program of music by J.S. Bach, where classical and jazz styles were blended. We pushed the scope of our Pops programming by creating shows such as Sax Attack with Leo P. Our concerts were sold-out or close to capacity and we welcomed many new people to our audiences. Our audiences are steadily increasing for our family programming. Our first family concert, Science at the Symphony, was close to capacity and our performance featuring Harmon was sold-out. We were also pleased to provide tickets for these concerts, through our Share the Music program. We performed for over 2,000 students as part of our Symphony Education Partnership program and developed learning materials for the second season of Harmon in Space. Our Before the Downbeat initiatives were very popular. Our pre-concert talks, hosted by our Music Director, were standing room only on many occasions.

We received funding through the Community Services Recovery Fund to develop a new strategic plan and create operational plans for staff and committees in priority areas such as development and communications. We surveyed our audience members, livestream concert attendees, donors, musicians, staff, and volunteers for their advice and input as we considered issues, options, and choices to refresh the priorities that will guide our work and growth over the next five years. Working with Rob Wood of 8020Info Inc., we developed a number of strategic priorities and directions that build on a solid foundation and respond to new opportunities as well as various forces for change. These priorities include pursuing long-term financial sustainability, achieving success through our people, and building strong connections through outreach. In addition to these strategic priorities that require special attention and resources, the Kingston Symphony Association will also continue to emphasize several ongoing operating imperatives including continuing excellence, diversity, and innovation in programming, a continuing commitment to improving access, equity, diversity, and inclusion, and enhancing the partnerships that continue to be essential to realize our mission.

As a response to the budget pressures on all symphony orchestras, the Kingston Symphony Association has made financial stability a critical long-term priority. We are focusing on creating stronger relationships with our donors and sponsors, continuing to invest in our musicians and staff to help us tell our story, developing a strong case for support, and making direct appeals to new funders. We are also actively engaging our volunteers and supporters to assist with our fundraising campaigns.

We increased our revenue projections, specifically in ticket sales and private sector donations. We developed a new stewardship plan for donors and our staff and members of our Board of Directors have been regularly engaging with them through a variety of initiatives such as attending receptions and orchestra rehearsals. Our new Director of Development and members of our Development Committee are active in engaging with individuals as well as introducing members of the business community to the work of the Kingston Symphony Association. We are working on securing gifts from subscribers and single ticket buyers who have not donated before, applying to various foundations, and acquiring new sponsorships from various businesses. For example, we are pleased to have IG Wealth Management as a new sponsor of our Masterworks Series and W.J. Henderson Foundation as a major donor to our Share the Music program. Throughout the season, we continued to help our volunteers with their fundraising activities, specifically in advertising their events.

In 2023-2024, we did not livestream any of our concerts. Prior to this season, we had special funding from the Ontario Trillium Foundation to support the artistic and production costs related to presenting the streams. We are looking at the possibility of streaming again in the future. In addition to having individuals tune in on their own, we plan to connect with various community partners such as libraries, long-term care facilities, and community centres to host the concert livestreams.

Season 2 of Harmon in Space has been a tremendous success. We have engaged thousands more children from across the country and beyond to learn about new instruments in the orchestra. They have watched with their classmates at school and with their families at home. The demand has been extraordinary and we know that our viewers want more. We hope to create a third season of Harmon in Space at some point soon and are working on securing funding to do so.

We were pleased to welcome two new staff members in 2023-2024. Elena Baker began as our new Director of Development in July 2023 and Cassie Chen started as our Administrative Coordinator in August 2023. After over 30 years as the Kingston Symphony's Personnel Manager, Linda Craig retired from the position at the end of August 2024. We have been so fortunate to have Linda in this role and we can't thank her enough for her incredible dedication and commitment to our organization. Always going above and beyond, I certainly appreciate the tremendous support she has given me and provided to our musicians in the orchestra. Our new Personnel Manager is David Gazaille. David has regularly played in the clarinet section and over the course of the pandemic, he was also instrumental in producing our livestreams.

We have faced many new challenges this season and will continue to as we look into the coming year. I am confident with the dedication and hard work of our staff and volunteers; we will face these challenges and continue to grow artistically and financially. Thank you for the opportunity to serve as General Manager. I look forward to our 71st season and working hard to make it a successful year.

**Andrea Haughton** | General Manager

# Election of Directors

The Executive Committee of the Board of Directors recommends that the following person be elected to the Board of Directors for a three-year term:

- Jon Dessau

Jon's existing term is about to expire and he is willing to continue to serve on the Board of Directors.

Other Elected Directors of the Association with terms continuing through the coming year are:

- Luca Andolfatto
- Valerie Gravelle
- Geoff Hendry
- Bibi Henson
- Bernice Huisman
- Mara Shaw

No nominations were received by the Kingston Symphony Association prior to the deadline as defined in section 8.2 of the Association's bylaws.

The incumbents of the following positions shall be included among the Special Advisors to the Board of Directors:

- The Chair of the Kingston Symphony Orchestra Committee
- The Chair of the Kingston Symphony Volunteers
- The President of the Kingston Choral Society
- The Manager of the Kingston Community Strings
- The Manager of the Kingston Youth Orchestra

The Music Director and General Manager shall also serve as Special Advisors to the Board of Directors.

**Bernice Huisman** | Secretary



