

# Sistema

Toronto



SOCIAL CHANGE THROUGH MUSIC EDUCATION  
ANNUAL REPORT 2017-2018

## A MESSAGE FROM THE EXECUTIVE DIRECTOR & BOARD PRESIDENT

This has been an exciting year of growth and development for Sistema Toronto. We provided 250 at-risk children with free after-school care, music education, and set them on a path toward success. We provided support for families living on the margins to help them find upward mobility and provided a safe, supportive environment for their kids after school.

Sistema Toronto works with children and families that experience a variety of hardships. Many of our students come from low-income, single-parent, or food-insecure households. Many are newcomers to Canada and others have disabilities or have survived trauma. Whatever their challenge, our students' social development is always our top priority and we see extraordinary progress in them year after year.

Toronto is a rich city, but also has a wide wealth divide, the highest child-care rates of any Canadian city, and staggering rates of child poverty and food insecurity. Sistema Toronto believes that we have a responsibility to support those in need and that our communities are healthier when we do. We are grateful to the individuals, foundations, and corporations that share our values and donate in support of the children and families we serve.

Sistema Toronto's motto is "we are a team; we always do our best; we always help each other" and we implement it in all that we do. By donating to Sistema Toronto, you are joining our team. It is powerful to be able to show our students that there are people in their community that believe in them and want to help them reach their full potential. Thank you for investing in their futures and working with us to strengthen vulnerable communities.

In this annual report, we are proud to share the impact of your support. We are proud of the community we have built around our students and grateful that you have decided to join us in our mission to drive social change through music education.

Sincerely,



Scott Mackenzie  
President and Board Chair  
Sistema Toronto



Christie Gray  
Executive Director  
Sistema Toronto

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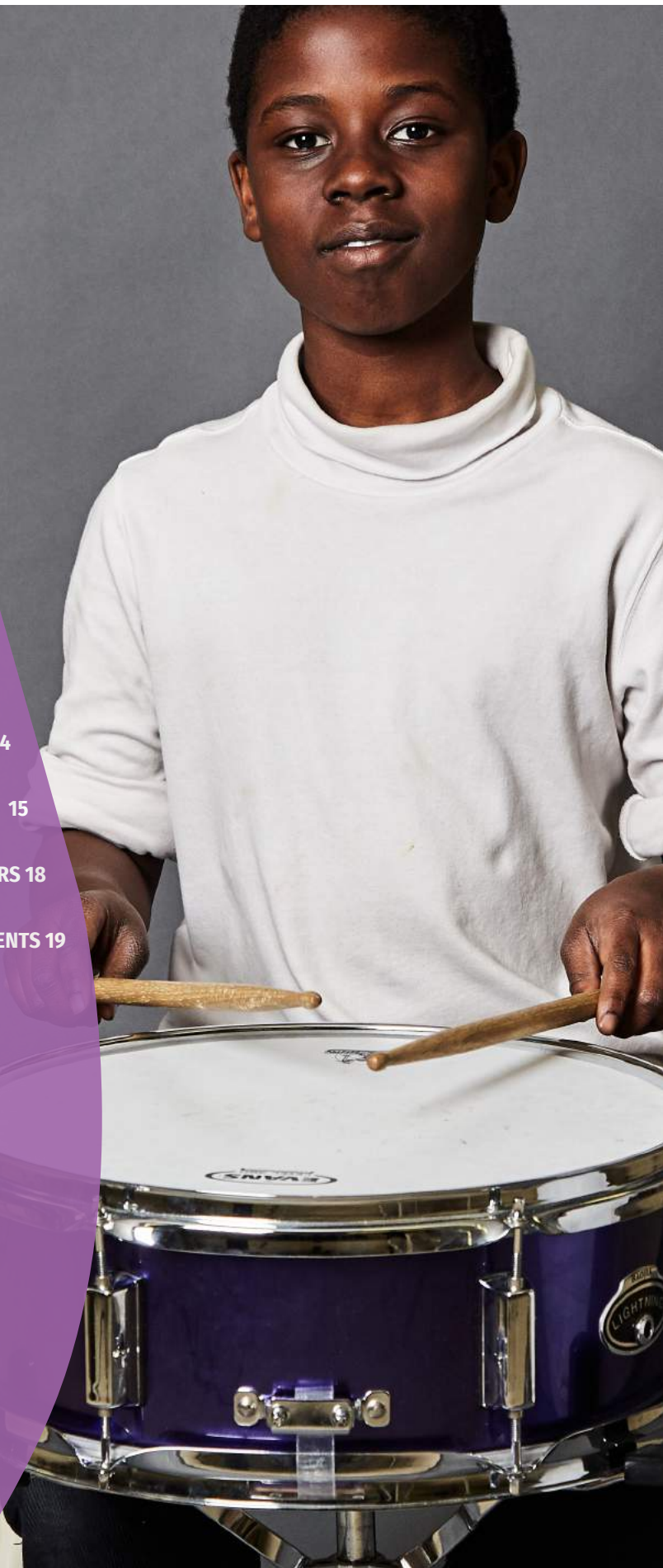
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## PURPOSE AND MISSION

Sistema Toronto provides musical and intellectual opportunities to children in vulnerable communities, with the goal of transformative social change. We work with students ages 6-13 in neighbourhoods with some of Toronto's highest child poverty rates – Parkdale, Jane-Finch, and East Scarborough. Sistema Toronto students learn together in orchestras, percussion ensembles, and choirs while developing important life skills like problem solving, empathy, and communication. We provide students with instruction from professional musicians, instruments, performance opportunities, and a daily nutritious snack, all at no cost to participants' families. We build stronger communities by enabling at-risk children to overcome poverty, grow, and thrive as engaged citizens and future leaders.

## MISSION

Sistema Toronto is an intensive social program transforming the lives of children through ensemble-based music.

## VISION

Through the global language of music, children grow to realize their full potential as engaged and responsible citizens.

**NO AUDITIONS**

**NO BARRIERS**

**NO COST**

## THE CHALLENGE

Despite being an incredibly wealthy city, Toronto has the highest child poverty rate amongst large cities in Canada, and children of colour, Indigenous children, immigrants, children with disabilities, and children from single-parent families are more likely to experience poverty.\*

One third of racialized children (33.3%) in Toronto live in low-income families, while in comparison 15.1% of non-racialized children live in poverty.\*\*

Children who grow up in marginalized and low-income households are less likely to achieve academic and social success and are more likely to depend on social services, experience physical and mental health problems, and live in poverty as adults.

Humber River – Black Creek (Jane-Finch) and Scarborough –Guildwood (East Scarborough) are among the six neighbourhoods with the highest number of families waiting for subsidized housing in the city.\*\*\*

Just under **100,000** households are on the waiting list for subsidized housing in Toronto.



Toronto parents spend an average of **\$21,096** on child care annually, the highest rate of any Canadian city.\*\*\*\*



\*Toronto Foundation. (2018) Toronto's Vital Signs.

\*\*Social Planning Toronto, Wilson, B., Maddox, R., Polanyi, M., Kerr, M., Ekra, M., & Khanna, A. (2018). 2018 Toronto Child & Family Poverty Report: Municipal Election Edition.

\*\*\*Social Planning Toronto, Wilson, B., Maddox, R., Polanyi, M., Kerr, M., Ekra, M., & Khanna, A. (2018). 2018 Toronto Child & Family Poverty Report: Municipal Election Edition.

\*\*\*\*Canadian Centre for Policy Alternatives. (2017). Time Out: Child care fees in Canada 2017.

## OUR COMMUNITIES

Sistema Toronto communities are in diverse neighbourhoods with wide wealth divides and high rates of child poverty. The students and families we serve face economic challenges and social disadvantages that result in difficulty accessing the limited opportunities available to them.

### JANE-FINCH



HOUSEHOLDS THAT EARN LESS THAN \$50K /YEAR

47%

CHILDREN LIVING IN POVERTY IN THE ENTIRE WARD

37.8%

CHILDREN LIVING IN POVERTY IN THE WARD'S POOREST AREAS

55.2%

SINGLE PARENTS

35%

VISIBLE MINORITIES

74%

PERCENTAGE OF ADULTS WITH POST-SECONDARY EDUCATION  
\* \*\*

38%

### EAST-SCARBOROUGH



HOUSEHOLDS THAT EARN LESS THAN \$50K /YEAR

43%

CHILDREN LIVING IN POVERTY IN THE ENTIRE WARD

47.4%

CHILDREN LIVING IN POVERTY IN THE WARD'S POOREST AREAS

59.2%

SINGLE PARENTS

26%

VISIBLE MINORITIES

71%

PERCENTAGE OF ADULTS WITH POST-SECONDARY EDUCATION  
\* \*\*

50%

### PARKDALE



HOUSEHOLDS THAT EARN LESS THAN \$50K /YEAR

40%

CHILDREN LIVING IN POVERTY IN THE ENTIRE WARD

16.8%

CHILDREN LIVING IN POVERTY IN THE WARD'S POOREST AREAS

43.5%

SINGLE PARENTS

17%

VISIBLE MINORITIES

26%

PERCENTAGE OF ADULTS WITH POST-SECONDARY EDUCATION  
\* \*\*

69%

## CORE PROGRAM DELIVERY

Sistema Toronto students learn together for ten hours per week developing important life skills while making music together in orchestras, choirs, and percussion ensembles. They receive a daily nutritious snack, musical instruments, and instruction all at no cost to participants' families.

Sistema Toronto's curricula keep social learning as top priority, building well-rounded musicians, strong collaborators, and community leaders. When students graduate from Sistema Toronto in eighth grade, they are equipped with the communication skills, confidence, and grit they need to excel in high school, access opportunities, and escape generational poverty.

IN 2017-18 SISTEMA TORONTO IMPACTED

**250**

STUDENTS AND THEIR FAMILIES IN

**3**

PRIORITY NEIGHBOURHOODS IN TORONTO.

EACH OF OUR STUDENTS RECEIVED OVER

**350**

HOURS OF FREE MUSIC EDUCATION AND SOCIAL DEVELOPMENT PROGRAMMING.

\*City of Toronto. (2016). Ward Profiles.

\*\*Social Planning Toronto, Wilson, B., Maddox, R., Polanyi, M., Kerr, M., Ekra, M., & Khanna, A. (2018). 2018 Toronto Child & Family Poverty Report: Municipal Election Edition.

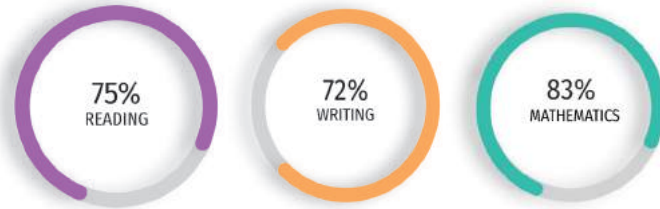


## EVALUATING PROGRAM IMPACT

Sistema Toronto students start in our program as 6- and 7-year-olds and become their schools' top performers. They are more likely to score level 3 or 4 on standardized testing compared to their non-Sistema peers.

### SUBJECTS

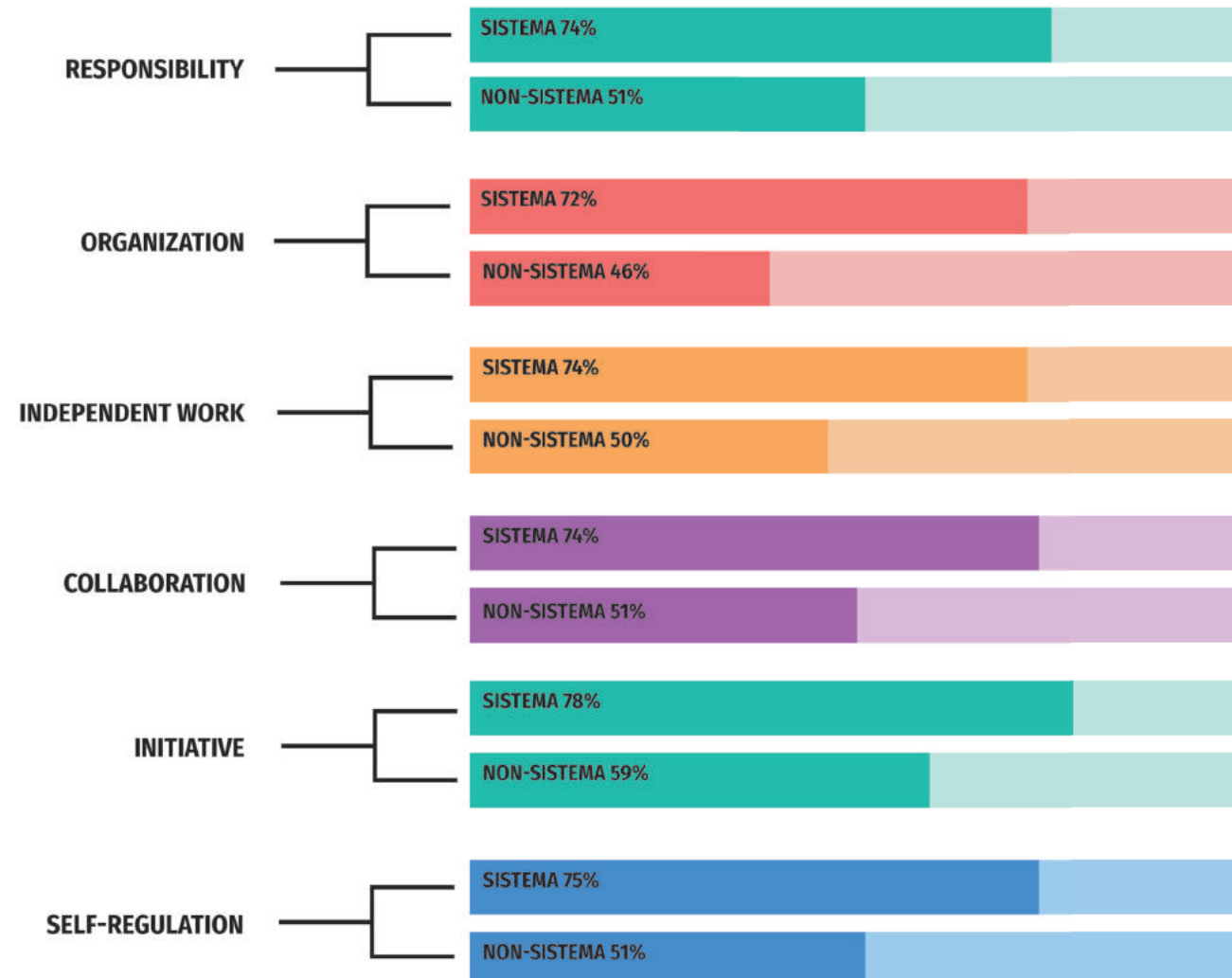
**SISTEMA TORONTO STUDENTS  
THAT SCORE LEVELS 3 OR 4 ON TESTS**



**NON-SISTEMA TORONTO STUDENTS  
THAT SCORE LEVELS 3 OR 4 ON TESTS**



### LEARNING SKILLS



## PERFORMANCE OPPORTUNITIES

As part of Sistema Toronto's core program, students receive opportunities to share what they are learning with their community as part of an orchestra, choir, chamber group, or percussion ensemble. These opportunities allow students to share the work they do in music classes while practicing their leadership, presentation skills, and confidence as ambassadors for Sistema Toronto. Our community partners help us provide life-changing opportunities for students by allowing them to share and experience music together.

OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY
Trio Arkel Concert*	TVO Gala	Parkdale Public Library Performance	East York Historical Society Black History Month	Toronto Children's Chorus Collaborative Concert
Esprit Orchestra Concert*	Society of Energy Professionals Dinner	Scarborough Philharmonic Orchestra Holiday Concert	COC presents Rigoletto*	Liberal Caucus Black History Month Ceremony
Canadian Opera Company's Elixir of Love*	Dr. Draw Collaborative Performance	Decus Duo Concert*		
Toronto Symphony Orchestra Presents The Music of John Williams*	Toronto Cantata Chorus*	Miller Thompson Holiday Lunch		
	Trio Arkel Concert*	RBC Holiday Breakfast		
		Parkdale Winter Concert		
		Scarborough Winter Concert		
		Yorkwoods Winter Concert		
MARCH	APRIL	MAY	JUNE	
COC presents Peter and the Wolf*	The Red Violin Gala Performance	Etobicoke School of the Arts Side-by-Side Performance	Yorkwoods 50th Anniversary Celebration	
	COC presents Anna Bolena*	Spring Into Parkdale Festival	Parkdale Spring Concert	
	COC presents Nightingale*	TD Bank Branch Performance	Scarborough Spring Concert	
	International Roma Day Performance	Sistema Toronto Chamber Music Festival	Yorkwoods Spring Concert	
		Harbourfront Centre's Junior Festival	Liberal Rally Scarborough	

\*Indicates that Sistema Toronto students and/or families experienced the concert or event as audience members.

## CURRICULA DEVELOPMENT

Sistema Toronto evaluated and improved its comprehensive curricula for Strings, Percussion, Choir, Music & Movement, and Social Development. As part of a three-year Ontario Trillium Foundation-supported curricula development project, we revised our curricula to ensure they are fully integrated, consistent across all program areas, and set students up for greater success.

### KEY IMPROVEMENTS TO CURRICULA

#### STRINGS

The Sistema Toronto team used evaluations from the 2016-17 year to adjust the strings curriculum. These changes included updated technique requirements for the intermediate and senior levels, better alignment of repertoire with technical requirements, and addition of repertoire by women and composers of colour.

#### CHOIR & PERCUSSION

Our team worked to better align choir and percussion requirements with overall goals for theory, history, aural skills, and sight-reading. The 2017-18 curricula also included more languages and non-western musical traditions in programming for choir and percussion classes.

#### MUSIC & MOVEMENT

The Music & Movement class for first-year students is designed to equip them with a strong musical foundation, establish teamwork and listening skills, and prepare students for Sistema Toronto's core program (strings, percussion, and choir). The Music & Movement curriculum was improved to better meet the individual needs of students in this diverse group of learners. Students were assessed more frequently so that advanced students could join the core program as soon as they were ready and to ensure that students who require additional support receive it earlier.

#### SOCIAL DEVELOPMENT

In 2017-18, Sistema Toronto continued to develop a pedagogical approach that keeps students' social development the primary focus of all program areas. The new version of the curriculum included level-appropriate social development games and activities so that students could explore these topics through experiential learning.

As part of the development of a social curriculum, the Sistema Toronto team improved behaviour policies to be inclusive to students with learning challenges or trauma-related behaviour issues. We also established a framework for individual behaviour plans for students who need extra support.

#### NEW PROGRAM INITIATIVES

As part of our dedication to providing long-term support for at-risk children, we piloted a program for senior students in 2017-18. The Production and Media class at Sistema Toronto – Yorkwoods provided students in grades 6 through 8 with a leadership role and an opportunity to learn about concert production, promotions and social media, video editing, show scripting, and hosting.

## TEACHER PROFESSIONAL DEVELOPMENT

In addition to providing support for at-risk children and families, Sistema Toronto is committed to employment and professional development opportunities for artists and arts educators. Sistema Toronto's teaching team met 10 times for Professional Development sessions. These sessions created space for teachers to discuss issues that arise in classrooms, share ideas, and improve curricula so that our program evolves to meet the needs of the community.

### DISCUSSION TOPICS INCLUDED:

- Experiential learning
- Classroom management
- Behaviour management
- Discipline policy
- Social curriculum practicum
- Strings pedagogy and curriculum
- Choir pedagogy and curriculum
- Percussion pedagogy and curriculum
- Music and movement pedagogy, curriculum activities, and techniques
- Integrating social and music curricula
- Review and revision of content and goals of all curricula
- Differentiating between private lesson and group class teaching techniques
- Student evaluation
- Teacher evaluation and personal teaching goals



## MULTICULTURAL PROGRAMMING

Sistema Toronto is committed to providing programming that reflects the diversity of the communities we serve. In 2017-18, our students learned and performed more repertoire by composers of colour, women, and Indigenous artists than ever before.

SISTEMA TORONTO STUDENTS  
LEARNED MUSIC IN **10** NON-ENGLISH LANGUAGES OR CULTURES:

FRENCH  
JAPANESE  
INUKTITUT  
CHEROKEE  
ZULU

CUBAN  
SPANISH  
BRAZILIAN  
MAORI  
TRINIDADIAN



## NUTRITION PROGRAM

One in seven households in Toronto experience food insecurity. Low wages and inadequate social assistance, combined with the high costs of housing, child care and other necessities, are substantial obstacles to accessing healthy food.

Children that come from food insecure households are more likely to experience poor mental and physical health, greater risk of chronic disease, nutrient inadequacies, and other long-term adverse health effects. It also negatively impacts their academic performance, which largely determines students' educational and professional opportunities later in life.

The Sistema Toronto Nutrition Program follows the Toronto District School Board's Healthy Food Guidelines. Each snack includes a serving of fruit or vegetables and one serving of either grain or dairy. \*

IN 2017-18, SISTEMA TORONTO PROVIDED  
**250 STUDENTS**  
WITH OVER  
**26,000 HEALTHY SNACKS**  
TO HELP BOOST THEIR ENERGY LEVELS,  
FOCUS ON LEARNING,  
AND BUILD COMMUNITY IN OUR CENTRES.

\* City of Toronto. (2017). Report for Action: Food Insecurity in Toronto.



## SUCCESS STORIES

### ELÍAS\*

Eliás was one of the first students that started with Sistema Toronto in 2011. He showed keen interest in music and started learning double bass at just 8 years old. Eliás' family are low-income and live in the highly gentrified neighbourhood of Parkdale, where housing and other costs of living are high.

Eliás spent seven years in our program, working hard through junior and intermediate ensembles, before becoming a leader in senior orchestra, percussion, and choir. In grades 7 and 8, he mentored younger students and our teaching team frequently noticed him helping junior students with challenging musical passages, correcting poor behaviour, and inspiring them to practice their instrument.

The high school nearest Eliás' home does not have a strings program and his music education would have ended if he attended high school there. Sistema Toronto was committed to helping Eliás pursue his love of music and the opportunities arts education will afford him so, in his final year of Sistema, his bass and orchestra teachers worked with him on-one-one to hone his skills and coach him for arts high school auditions. Eliás aced his audition for Etobicoke School of the Arts, the GTA's leading public arts high school, and entered Grade 9 in September 2018.



### DANIKA

After spending six years in the program, Danika was one of the first graduates from Sistema Toronto – Yorkwoods. Her family are newcomers to Canada and moved to the Jane-Finch neighbourhood so they could find upward mobility and opportunities for their young children. Because they are low income, the family would not otherwise have access to music education or after-school care.

The high school in Danika's neighbourhood has a 0.9/10 rating from the Fraser Institute due to low test scores and high drop out and truancy rates. When she reached Grade 8, Danika's parents expressed concern that her opportunities would be limited by going to the default high school.

Danika's teachers challenged her to improve her grades while continuing to learn viola. They also helped her parents fill out forms and provided reference letters for specialized high schools. As a result of Danika's hard work, she entered a STEM high school in the International Baccalaureate program in September 2018. By coming to Sistema Toronto every day after school, Danika not only learned to sing and play viola, but gained the confidence and focus she needed to get into and succeed in this program.



\* Student names have been changed and photos have not been used in order to protect their anonymity.

## 2017-2018 GIVING

Thank you to all our supporters, without whom we would not be able to provide free music education and social development programming for 250 at-risk children. By donating to Sistema Toronto, these generous individuals, foundations, and corporations have helped children develop a life-long appreciation of music and the skills they need to find success in any area of life.

### \$75,000 +

Metcalf Foundation  
Ontario Trillium Foundation  
TD Bank Group

### \$50,000 - \$99,999

Goldie Feldman Fund

### \$25,000 - \$49,999

City of Toronto  
Robert & Ellen Eisenberg  
Peter Gilgan Foundation  
Linda & Bob Goldberger

### \$10,000 - \$24,999

Arts Access Fund  
Marcia Lewis Brown  
Cornelis van de Graaff & Terence  
Clarkson Foundation  
Instacart  
Jordan Family Foundation  
Mackenzie Financial Charitable  
Foundation  
Catherine and Maxwell Meighen  
Foundation

Mr. and Mrs. David Mirvish  
Morningstar Research Inc  
Ontario Arts Council  
Ontario Government  
Pace Family Foundation  
Gemini Waghmare

### \$5,000 - \$9,999

Lay Family Foundation  
Scott Mackenzie  
Richard & Colleen Peddie Foundation  
Shum Vourkoutiotis Fund

### \$1,000 - \$4,999

Anonymous (1)  
Mark Arnold  
Cynthia Berney Wine  
Michelle Carroll  
Carol Caruso  
Adriana Chang  
Costco Wholesale Canada  
D'Addario Foundation  
Philip Doyle  
Sheldon Ehrenworth  
George Eisenberg  
Giulia Frisina

David & Judith Goodings  
Christie Gray & Ian Weinroth  
Jana and Bob Gray  
Hart House Symphonic Band  
Luke Jackson  
Miriam Kagan  
Merle Kriss  
Andrea Kwan  
Laura Langmaid  
Jacqueline Larson  
Danielle Layman-Pleet  
Marcia Lipson  
Joe Mansueto  
Alex McLeod  
MFL Management Ltd.  
The Kenneth G. Mills Foundation  
Marianne Oundjian  
Robert Rae  
Rogers Communications  
The Society of Energy Professionals  
Gerald Stanick  
Jody Stocks  
Sari Teitelbaum  
Toronto Foundation  
Townsend Family Foundation  
TVO  
Walmart Canada  
Angela Wu





## 2017-2018 GIVING

### \$500 - \$999

Aderonke Akande  
Joan Ang  
Brian Cavell  
John Critchley  
Simone Desilets  
Patricia DiTillio  
Betty Jane Gray  
Hart House Chorus  
Mitzie Hunter Campaign 2018  
Jet Entertainment, Jody Litvack  
Lucie Lalande  
Joy Levine  
Jonathan Lin  
Duncan Macaulay  
Bon Magpantay  
Andrew Marsh  
Rosa Muscillo  
Anne O'Connell  
Delphine Roussel  
Andres Tucci Clarke  
Russel Westkirk

### \$100 - \$499

Anonymous (9)  
Beth Alexander  
Carmelle Allen  
Miriam Anderson  
Jill Andrew  
Susan Armstrong  
Julia Arnold  
Lynly Baillie  
Glendolyn Baldugo  
Lauren Ballem  
Cindy Balliramsingh  
Janet Bambrick  
Mary Barcellos  
Anne Bardeau

Pancheta Barnett  
John Barrack  
Derek Bell  
Robert Bell  
Marie Berard  
Sigrun Stella Besson  
Wyndham Bettencourt-McCarthy  
Sharon Boatwain  
Greg Bolton  
Johanna Braden  
Alicia and Jesper Breinberg  
Deborah Brock  
Bryant & Soul Family Fund  
Jean Bryant  
Ishbel Buchan  
Mary Rose Bufalino  
Natasha Cassinath  
Andres Castillo Smith  
Keverne Cenac-Lopes  
Arnold Chang  
Pamela Chang  
Rejoy & Ayesha Chatterjee  
Stephanie Cheng  
Sandra Ciganic-McKinney  
Carolyn Clarke  
Michele Clemo &  
Frederick Strahle  
Costco Downsview  
Wilma Cromwell  
Michael Cruickshank  
Darlene Davey  
Aaron Davis  
Gayle de Bloeme  
Jordana de Bloeme  
Shahin Deghani  
Margaret Dempster  
Simon Dennison  
Axel Dhermilly &  
Shannon Barnett  
Michael Dufresne

Margaret Dwyer  
Karen Elkin  
Hanny Elsayed  
Colleen Evans  
Michael Fabbri  
Sonya Fatah  
Lukas Fath  
Cinna Faveri  
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Daniel Grushka  
The Guarantee Company of  
North America  
Mary Theresa Guerriero  
Susan Guise-Bagley  
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Rohit Gupta  
Kristina Halbot  
Harbourfront Corporation  
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Dorothy Hatcher  
Mark Hennings  
Laura Hensley  
Alexandra Hoffman  
Marijka Hurko  
Dora Jackson  
Naomi Jeffs

Laura Johnson  
Hilary Johnston  
Sara Johnston  
Jacqueline Jones  
Karim Kanji  
Susan Kaufman  
Krysha & Blair Keith  
Christina Kennedy Escourse  
Tim Kennish  
Sean Kidd  
Clara Kim  
Edward Ku  
Megan Kulkarni  
Meg Kwasnicki  
Guy Labelle  
Leda Lada  
Georgina Lall Velandria  
Jennifer Lapointe  
Janine Laporte  
Dr. Dirk Leemans  
Victoria Leigh  
Catherine Leonard  
Michael Leonard  
Ora Leopold  
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William Lewans  
Melody & Jeremy Link  
Ma Studio  
Lisa Mackinnon & Gary Rosnick  
Benjamin Makarchuk  
Kathryn Manning  
Norma & Gary Manzanilla  
Eugene Mastrageli  
Anita McBride  
Shannon McKarney  
Debra McKee  
Andrew McLeod  
Chad McMillan  
Dixie McMorran  
Seanna Millar

Elsa Milonas  
Maria Montemayor  
Renee Morin  
Sacha Murdock  
Susan Naccache  
Judy Neal  
David P. New  
Ken & Christine Nicholls  
Yolande Northrup  
Andre Nowakowski  
Christine O'Donohue  
Isioma Ojeh-Ojuolape  
Colleen O'Manique  
Judy L. Ong  
Paul Otis  
Caroline Pai  
Stephanie Park  
Parkdale Village BIA  
Chrissy & Patrick Penman  
Arlene Perly Rae  
June Pettit  
Paula Pettit  
Sherline & Isaac Pierre  
Sarah Podolsky  
Manuel Puthenpandath  
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Judy Rebick  
Magdalene Redekop  
Susanna Redekop  
William Reichman  
Matija Rekalic  
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Royal Bank Of Canada  
Leon Rucker  
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Thirugnanasampanthan  
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Catherine Thompson  
Victoria Tilling  
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Toronto Mandolin Orchestra  
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Dolma Tsering  
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Annette Venegas  
Xin Wang  
Jane Watanabe  
Shana Watanabe  
Howard Weinroth  
Patricia Williams  
Venesa Williams  
Elizabeth Williamson  
Wish & Give

Heather Wogden  
Ute Wright  
Shelly Wu  
Victoria Yeh  
Niruthika Yogendran  
David Zitzerman

### THE RED VIOLIN SPONSORS

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The Cooperators  
Parkdale Village BIA

### IN-KIND SPONSORS

Georgian Bay Spirit Co.  
Hogtown Brewers  
Mark Anthony Wine & Spirits  
The Printing House

### COMMUNITY PARTNERS

Canadian Opera Company  
Etobicoke School of the Arts  
Hart House Chorus  
Hart House Symphonic Band  
Parkdale Public Library  
Students Commission of Canada  
The Scarborough Philharmonic  
Orchestra  
Toronto Symphony Orchestra  
Trio Arkel  
Toronto District School Board  
Toronto Catholic District School  
Board  
Parkdale Junior & Senior Public  
School  
Yorkwoods Public School  
Military Trail Public School  
St. Martin de Porres Catholic School



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## AUDITED FINANCIAL STATEMENTS

	2018	2017
<b>Revenue</b>		
Individual donations including stock donations	\$151,003	\$163,896
Foundation & trust grants	\$345,233	\$376,728
Corporate donations	\$121,763	\$121,750
Government grants	\$147,300	\$85,000
Events	\$14,202	\$13,837
Donations in kind	\$25,382	\$8,885
Interest	--	\$117
Other revenue	\$250	\$1,600
<b>Total Revenue</b>	<b>\$805,133</b>	<b>\$771,813</b>
<b>Expenses</b>		
Amortization	\$35,356	\$32,044
Audit	\$7,498	\$3,945
Conferences & meetings	--	\$197
Cost of disposal of securities	\$340	\$455
Events & fundraising	\$11,131	\$6,770
Fundraising fees	--	\$20,564
Human resources – admin	\$248,350	\$194,873
Human resources – program delivery	\$397,053	\$496,921
Insurance	\$6,022	\$6,015
Legal	--	\$100
Marketing & promotion	\$7,638	\$3,128
Nutrition program	\$16,794	\$21,906
Office & general	\$19,574	\$22,339
Other program delivery costs	\$7,386	\$11,780
Outreach	--	\$531
Program evaluation	\$13,000	\$10,079
Rent	\$12,122	\$11,974
Supplemental teaching	\$4,701 --	
Transportation	\$21,428 --	
<b>Total expenses</b>	<b>\$808,393</b>	<b>\$843,621</b>
<b>Excess of revenues over expenses</b>	<b>(\$3,260)</b>	<b>(\$71,808)</b>
<b>General fund balance – opening</b>	<b>\$55,136</b>	<b>\$126,944</b>
<b>General fund balance – closing</b>	<b>\$51,876</b>	<b>\$55,136</b>

A full set of Audited Financial Statements are available upon request.



Sistema

Toronto

Sistema Toronto  
5 - 96 Vine Avenue  
Toronto, ON M6P 1V7  
416-545-0200

[info@sistema-toronto.ca](mailto:info@sistema-toronto.ca)

Charity BN/Registration: #8 1925 6603 RR0001