A MESSAGE FROM KATHLEEN SHARPE, CHAIR, TORONTO ARTS FOUNDATION BOARD

With each passing year as our city experiences unprecedented growth, Toronto Arts Foundation embraces the accompanying challenges and opportunities.

As Toronto’s only foundation dedicated to supporting artists and organizations working in all art forms, it is our job to help ensure that our arts community thrives, while giving Torontonians increasing occasions to enjoy their work.

This mandate gives us a unique advantage. Whether we are shining a spotlight on our most creative forces through our numerous awards programs, or bringing arts programming to under-served neighbourhoods, we are able to direct support meaningfully.

In addition, with our focus on professional development, networking and research, we help artists sustain themselves, create stronger communities and extend their reach to a broader public.

I encourage you to find out more about all the work done by our Board, staff, supporters, and volunteers. The stories inside these pages are impressive and often touching and in many cases have led to transformative experiences for Toronto neighbourhoods.

None of our work would be possible without support from many sponsors and donors, many of whom are recognized in the pages of this report. In particular, I would like to highlight the contributions of the sponsors of the Mayor’s Evening for the Arts. Proceeds from the Mayor’s Evening for the Arts 2016 reached $1.45 million and will be directed to doubling the number of Arts in the Parks events in the summer of 2017. This program brings free arts programming to 55 parks outside the downtown core, was a resounding success, reaching 34,000 people with 250 events in 32 Wards. Dance, puppetry, parades, theatre, sculpture (and so much more) enlivened our parks with the sights and sounds of art-making and brought communities together in neighbourhoods across the city. Our thanks go to Mayor John Tory for his continued support of this innovative and far reaching program, supported in large part by the Mayor’s Evening for the Arts.

My most sincere thanks to my colleagues on the Board of Directors, who are steadfast in their commitment to the growth of the Foundation and of Toronto’s arts community. I would like to acknowledge the vision and hard work of the Foundation’s dedicated staff.

As Toronto continues to grow and achieve recognition for the great city it is, I am proud to be able to contribute to the Foundation as it works to ensure that every resident in every neighbourhood realizes the benefits of the arts.

Kathleen Sharpe

A MESSAGE FROM CLAIRE HOPKINSON, DIRECTOR & CEO

It has truly been a remarkable year for Toronto Arts Foundation: from the growth of the Neighbourhood Arts Network, East End Arts and the Creative Champions Network; the launch of Arts in the Parks and the incredible success of the Mayor’s Evening for the Arts to the stellar artists and arts organizations whose amazing work we spotlighted; this year marked a giant leap forward in impact.

In particular, 2016 saw Toronto Arts Foundation out and about in parks across the city. The pilot year for Arts in the Parks, which brought free arts programming to 55 parks outside the downtown core, was a resounding success, reaching 34,000 people with 250 events in 32 Wards. Dance, puppetry, parades, theatre, sculpture (and so much more) enlivened our parks with the sights and sounds of art-making and brought communities together in neighbourhoods across the city. Our thanks go to Mayor John Tory for his continued support of this innovative and far reaching program, supported in large part by the Mayor’s Evening for the Arts.

Arts in the Parks is a partnership between the Foundation, the City of Toronto, Park People and our sister organization, Toronto Arts Council. Of course, the connections between the Foundation and the Council extend far beyond one program: both organizations work together with a shared vision, Creative City: Block by Block, to increase access to the arts in every neighbourhood across the city. The Council and Foundation collaborate on strategic programs, including Arts in the Parks, research, and work together to champion the arts and increase access and opportunities for artists, arts organizations, and arts enthusiasts alike.

The far reaching, varied and exciting diversity of initiatives led by the Foundation would not be possible without a team of dedicated, enthusiastic, and passionate staff and volunteers, who work so hard every day to bring the Foundation’s mission to life. I thank them for their unwavering commitment.

As you read the following pages, I invite you to discover the ways in which the Foundation sparks, spotlights and supports the arts in Toronto, and to join us as we create a city of arts.

Sincerely,

Claire Hopkinson, M.S.M.
Toronto Arts Foundation is a charitable organization that sparks creative connections, spotlights artistic excellence, and supports vibrant cultural growth throughout our diverse city, through private sector investment.

Our three areas of focus:

**SPARK**  
Our community-based programming includes Arts in the Parks, Neighbourhood Arts Network, the incubation of North York Arts and East End Arts.

**SPOTLIGHT**  
Our arts awards put a spotlight on artistic excellence and cultural leadership. Awards are presented annually at the Mayor’s Arts Lunch and special events.

**SUPPORT**  
Our cultural industry with advocacy and information services builds a strong and knowledgeable sector through our Creative Champions Network and the publication of our research.
Neighbourhood Arts Network envisions a Toronto in which artists in every neighbourhood have the resources, training and support to make transformative art. We support our valued members, composed of mostly community-engaged artists and arts organizations, with an exciting array of benefits. Free membership for artists includes access to:

- Making a Living, Making Art Series
- Let’s Talk Art: Developing Your Creative Business Practice workshops
- Arts & Equity Series
- Online resources and our bi-weekly newsletter, training modules and funding opportunities
- Online profile and free event listings on Toronto Arts Online
- Awards: TD Arts Diversity Award and the RBC Arts Access Fund for newcomer artists, which recognize artistic excellence and community impact
Toronto Arts Foundation is currently incubating the development of East End Arts, the city’s newest local arts service organization, formed by a group of volunteers in 2013. The organization has grown quickly with the support of many partners in the east end community, and aims to be independently incorporated in 2018. East End Arts’ mandate is to unite, inspire, and enhance the communities of east Toronto with the transformative power of the arts. East End Arts provides support to artists and art events, creates networks of community and artistic interests and creates new arts programming for people of all ages and backgrounds.

“Words cannot describe what taking part in this community project has meant to me as an emerging mural artist and as one who believes in the sustaining power of community driven art projects.”

– Robin Hesse, mural apprentice Coxwell Laneway Mosaic Mural

On September 13, 2016, North York Arts celebrated its 5th anniversary of bringing arts and community together with the announcement that it was incorporated as a fully independent organization.

Toronto Arts Foundation founded North York Arts in 2011 as one of six Local Arts Service Organizations in the City of Toronto, with an aim to celebrate and foster arts programming outside of the downtown core.

“We are so grateful to Toronto Arts Foundation for their leadership and support during our incubation phase,” said Lila Karim, Executive Director, North York Arts. “Being a part of Toronto Arts Foundation allowed us to establish our organization from the ground up, foster new relationships with artists and arts organizations in North York and evolve as a champion and leader in the Toronto arts community.”

North York Arts’ accomplishments in these five formative years are impressive: strong partnerships, signature events, engagement with a broad spectrum of artists in North York and now a fully committed Board of Directors.

Since 2011:

> 101,021 Community members attended and participated in programs and events
> 89 Programs, events and workshops produced
> 519 Volunteers
> 5,091 Volunteer Hours
> 110 Partnerships developed
> 243 Local artists and performers engaged

NORTH YORK ARTS

NORTH YORK ARTS ANNOUNCES INCORPORATION

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Since 2011:

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> 89 Programs, events and workshops produced
> 519 Volunteers
> 5,091 Volunteer Hours
> 110 Partnerships developed
> 243 Local artists and performers engaged
In 2016, Toronto Arts Foundation, in partnership with Toronto Arts Council, Park People, the City of Toronto Parks, Forestry & Recreation, and Arts and Culture Services, launched Arts in the Parks. Thanks to the generous supporters of the Mayor’s Evening for the Arts, the program brought 250 events to 55 parks with audiences of 34,000 people in 32 wards across the city.

Arts in the Parks are free, family-friendly, and include music concerts, theatre and dance performances, film nights, arts installations, and workshops for children and youth.

Arts in the Parks encourages community building, greater enjoyment of local parks and offers access to the arts in local neighbourhoods.

www.artsintheparksto.org

“... arts are the best way to connect different groups of people”

2016 Arts in the Parks Volunteer

“Usually these Arts programs are held in downtown locations, it was nice to see it available in Wincott Park. There were a number of families there and many kids were enjoying the play. I suspect many kids have never seen a play in the park before.”

- Brad Dickson, resident
SPOTLIGHT

Awards
Through our awards portfolio we shine a spotlight on Toronto’s artistic excellence and cultural leadership. Support of Toronto Arts Foundation awards is provided through a combination of legacies and annual donations from private and corporate donors.

Toronto Arts Foundation Awards
Our signature awards are presented to artists, cultural leaders and businesses in recognition of artistic excellence, cultural leadership and contribution to the arts.

Five awards are presented annually at the Mayor’s Arts Lunch, an inclusive celebration that brings together the entire spectrum of Toronto’s creative community - from artists, business and civic leaders, corporate partners, politicians and arts champions. We are grateful to our Presenting Sponsor, CIBC, for their continued support in recognizing Toronto’s artistic excellence.

2016 Recipients:
- Arts For Youth Award: Young People’s Theatre, a theatre organization that creates engaging experiences and high-quality theatre specifically designed for young people.
- Emerging Artist Award: Benjamin Kamino, choreographer
- Roy Thomson Hall Award of Recognition: Ritesh Das, musician, composer and educator
- William Kilbourn Award for the Celebration of Toronto’s Cultural Life: David Buchbinder, trumpeter, composer
- Toronto Arts and Business Award: Bridgewater Family and Wealth Services, a wealth-planning and advisory organization.
This transformative $10,000 cash award celebrates an arts organization or collective that makes a significant contribution in Toronto, by working collaboratively with culturally diverse communities and creating access to arts and culture.

The 2016 finalists: Art Gallery of York University, imagineNATIVE, Regent Park Film Festival, The Remix Project and UforChange

"The TD Arts Diversity Award gave our staff a great sense of pride and confidence to continue to serve communities through our work. We remain committed to holding space for equity and diversity based conversations, both through offering family-friendly and more provocative programming."

- Ananya Ohri, Executive Director, Regent Park Film Festival

The Emerging Jazz Artist Award is intended to further the career of an outstanding musician and support the pre-production, production, and/or recording of original music composed by the recipient. The $10,000 award was established in 2014, through the generous donation of Cheryl and Manuel Buchwald, and will be given out annually for at least 10 years. Finalists receive awards of $1,000 each.

The 2016 recipient was Amanda Tosoff.
Through Creative Champions Network, Toronto Arts Foundation is working to find creative solutions to key challenges facing the arts community in Toronto. Volunteer leadership is a powerful force in promoting the value of the arts in society, in advancing policy, in encouraging philanthropy, and in guiding sustainable arts organizations. There is a tremendous untapped potential for cohesiveness, collaboration and knowledge sharing amongst arts champions volunteering on arts boards in Toronto.

In 2016, Creative Champions Network grew to 490 members, delivered five ‘Get on Board’ Workshops with 19 speakers and panelists to 300 participants, and created five new resource toolkits to support arts boards. Thank you to all the arts board volunteers in Toronto for participating in knowledge sharing, learning and networking, and making the arts and our arts organizations healthier and stronger.

Special thank you to our advisory committee members and to John McKellar, C.M., Q.C., Honourary Chair of Creative Champions network.

Get on Board presented in partnership with Weirdfoulds LLP, Gardiner Museum and Textile Museum of Canada.

2016 Highlights
- **Chairs Breakfast - Best Practices for Board Chairs**
  - Keynote Speaker: John D. McKellar
  - Panelists: Diana Belshaw, Charlene Lau
- **Engaging your Board Effectively – and having fun in the process**
  - Keynote Speaker: Robin Cardozo
  - Panelists: Andrea Bellefeuille, Helen Burstyn, Nancy Webster
- **A Fine Balance: An arts board’s role in financial oversight and accountability**
  - Keynote Speaker: Lois Fine
  - Panelists: Ghislain Caron, David Kilburn, Craig Morash
- **The Board’s Role in Fund Development**
  - Keynote Speaker: Cynthia Armour, CFRE
  - Panelists: Diane Elliot, Jamie Golombek, Mimosa Kabir
- **Why it Matters: The Role of Good Governance in Strong and Stable Arts Organizations**
  - Keynote Speaker: Claire Hopkinson, M.S.M.
  - Panelists: David Abel, Michael Wheeler, Michelle Yeung
96% of Torontonians say they can see the benefit of the arts to our city.

81% of Torontonians see the importance of arts opportunities for children and youth.

84% have encountered art in public spaces, including arts activities in parks.

RESEARCH AND ADVOCACY

Toronto Arts Foundation is dedicated to making arts accessible to all Torontonians. Our research examines the impact of the arts and identifies barriers to participation.

In 2016, we published the third edition of Arts Stats, a public opinion poll about what Torontonians think about the arts, where and how they attend, and how important the arts are to their quality of life. The project is a partnership with Leger, the largest Canadian-owned polling research and strategic marketing firm. For three years running, the statistics show high levels of attendance and support for the arts including recognition of how the arts attract tourists, improve the economy and highlight the city’s cultural diversity.

Despite high levels of interest in the arts nearly 9 in 10 face barriers to attendance. In 2016, the Foundation worked with Toronto Arts Council and City of Toronto to launch Arts in the Parks as a way of supporting and encouraging better arts access throughout the city. Evaluation of this program shows most of the attendees value being able to attend an arts event close to their home, and 86% feel arts in parks is a way to bring their community together.

In 2016, the Foundation also published the second edition of Arts Facts, a booklet full of informative statistics drawn from local and national research studies including information from Stats Canada, academic sources, and from arts associations and organizations. These statistics tell a compelling story about how the arts enrich our city and enhance its livability.

The Foundation’s research work continues to bring stories and numbers together to paint a picture of arts engagement in our city. By connecting to the public, to arts supporters, artists, arts organizations, and researchers, we are getting a better understanding of how the arts are making a difference but also what work still needs to be done to grow Toronto as a city of arts.

“Arts add an exciting dimension to everyday life.”

2016 Arts Stats Survey Respondent
In 2016 the Mayor’s Evening for the Arts raised $1.45 million in support of Toronto Arts Foundation’s new program Arts in the Parks.

Lending the name of the office of the Mayor of Toronto to help raise funds, the event was attended by Mayor John Tory and his wife Barbara Hackett; and walking the red carpet were such luminaries as business magnate and “Dragon’s Den” alumna Arleen Dickinson, musician Matt Dusk, folk music legend Gordon Lightfoot, chef Susur Lee and actor Colin Mochrie.

The celebratory evening was attended by a sold-out crowd of 1,400 business, civic and cultural leaders, and hosted by television personality Ken Shaw.

Our generous sponsors contributed to making the evening a record-breaking success, thanks to Dinner Chair George Cope, President & CEO, BCE Inc. and Bell Canada.

The evening featured the talents of both new generation artists and those renowned on the world stage. Pop-up performances punctuated the evening, featuring artists such as The Lemon Bucket Orkestra, Patricia O’Callaghan, Hit & Run Dancers, and Raging Asian Women Taiko Drummers. Carlos Delgado, 2016 Power Plant Gallery Artist in Residence, painted live throughout the event, with help from Mayor John Tory. The evening was capped off with dancing, to music spun by DJ Serious.
Toronto Arts Foundation greatly appreciates all who were involved with the Mayor’s Evening for the Arts, and the artists, organizations and communities who will benefit from a creative city. Bravo!

Our sincerest thanks to the 90 volunteers who gave so generously of their time – we could not do it without you!

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The Toronto Star

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The Printing House

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B+H Architects
Carpenters & Allied Workers Local 27 | United Brotherhood of Carpenters and Joiners of America Local 675
CGI
Coco Group
Eaiston’s Group | The Gupta Group
Entertainment One
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McCarthy Tetrault
Oxford Properties | Borealis Infrastructure
Scotiabank
Sussex Group

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First Gulf and Great Gulf
Half Table Sponsors

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Borden Ladner Gervais
Letko Brosseau & Associates
Wayne Squibb
Tridel Corporation
WeirFoulds LLP

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DINNER CHAIR
George Cope

TO TORONTO ARTS FOUNDATION
CHAIR
Kathleen Sharpe

TO TORONTO ARTS COUNCIL
CHAIR
Susan Crocker

FUNDRAISING CO-CHAIRS
Mark Beckles
Charles Brown
Kevin Green
Jan Innes
Ralph Leas, Q.C.
Richard Paquet
Mike Yorke

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John Beck, Martha Burns, Bonnie
Brooks, Deane Cameron, C.M., Mathieu
Chanteloup, Michael “Pinball” Clemons,
George A. Cohen, O.C., O. Ont., Michael
J. Cooper, James A. Dodds, Julia Foster,
The Honourable Senator Linda Evans,
Blake Goldring, M.S.M., LL.D., Anthony
R. Graham, Paul Gross, Steve Gupta,
Norman Jewison, Donald K. Johnson,
O.C., LL.D., Bahadur Madhani, C.M.,
The Honourable Margaret Norrie
McGinn, John D. McKeirnan, C.M.,
Q.C., Deepa Mehta, Joseph Mimran,
Nadir Mohamed, Sevaun Pabetsian,
The Honourable David R. Peterson,
PC., O. Ont., C. S., J., I, A.H., B. U., LL. D., Andrew Pringle, Edward Rogers,
Howard Sokoloski, O. Ont., Ken
Tanenbaum and Jennifer Tanenbaum,
Lawrence M. Tanenbaum, O.C. and Judy
Tanenbaum, The Honourable Hilary M.
Weston, C.M., C.E.O., O. Ont.

FUNDRAISING COMMITTEE
Anne-Marie A. Apolin, Andrew R.
Brethour, William Cheng, Aubrey Dan,
Catherine Delaney, Stephen Diamond,
E.M. Blake Hutchison, Erin Kuz, Peter Leon, Mark Maloney, Maureen
Parkinson, Paul Pellegri, David Purdy,
Sherdon Renwick, Don Roger, Alfredo
Romano, Walter P. Shanly, Michael G.
Sherrard, Paul Zel

FUNDRAISING DIRECTOR
Karen I. Miller

VOLUNTEER CREATIVE COMMITTEE
Nova Bhattacharya, Councillor John
Filion, Barbara Hackett, Chris Lorway,
Iris Nernam, Clyde Wagner, Briane
Naimek, Tawse Bah

EVENT TEAM
B.B. Authenticated, Auction
Management
J.S.T. Productions, Event Producer
Karen I. Miller, Fundraising Director
K.L.M. Inc., Fundraising Strategist
BFdesign, Design & Creative Direction

Toronto Arts Foundation Emerging Leaders is a dynamic group of young professionals, arts lovers, and arts philanthropists. Our Emerging Leaders encourage curiosity and provide opportunities to deepen their understanding and knowledge of the arts. All events include time to connect with friends, meet new people, network and mingle with artists and other arts lovers. Membership to the Emerging Leaders is free. Emerging Leaders curate their own experiences and contribute to the Toronto Arts Foundation’s mission by purchasing tickets to events year round.

2016 Emerging Leaders Events:
- Signature Awards Finalist Reception
- TD Toronto Jazz Festival & Emerging Jazz Artist Award
- Roy Thomson Hall Centre Aisle – Live on the Patio
- Litmus Theatre – Brave New World
- Toronto Dance Theatre – Into the Works Animated
- 2016 Mayor’s Evening for the Arts

2016 Emerging Leader Committee:
Leen Al Zaibak, Co-Chair
Katherine Rawlinson, Co-Chair
Robert Baines
Colin Lynch
Courtney MacNeil
Dianne Phan
King Siu
FRIENDS OF THE FOUNDATION 2016

Our donors are pacesetters for Creative City: Block by Block. Thank you for your generous annual donations, for believing in our initiatives and the transformative social and economic benefits of the arts. Toronto Arts Foundation is very grateful for your generosity and support.

THANK YOU TO OUR SPONSORS

CREATIVE CITY CIRCLE
$10,000+
Cheryl & Manuel Buchwald
Martha Burns
Susan Crocker & John Hunkin
Arthur Dalfen
John McKellar
Katherine Rawlinson

$5,000 – $9,999
Maureen & Victor Dodig
Sir Joseph Flavelle Foundation
Margaret & Jim Fleck
John D. McKellar
Richard Papert & Elizabeth Fazzinato
James & Sandra Pombine

GROUNDBREAKERS
$1,000 – $4,999
Anonymous
Lisa Ballout Bowen & Walter Bowen
Avie Bennett
Jill Black
Harold Chmara
Sandra Crocker & John Hunkin

CREATIVE CITY CIRCLE
$10,000+
Cheryl & Manuel Buchwald
Martha Burns
Susan Crocker & John Hunkin
Arthur Dalfen
Margaret & Jim Fleck
Sandra & Jim Pitblado
James & Sandra Pombine

BENEFACTORS
Robert Foster
Toronto Entertainment District
Toronto Financial District
Torontoist
OCAF

PATRONS
Richard Papert
Toronto Entertainment District
Toronto Financial District
Torontoist
OCAF

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Finalist Reception
Venue Sponsor
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BENEFICIARIES

Susan Crocker & John Hunkin, Arthur Dalfen,
The Dalton Company, John D. McKellar, C.M., Q.C
INDEPENDENT AUDITORS’ REPORT ON SUMMARIZED FINANCIAL STATEMENTS

To the Directors of
Toronto Arts Foundation

The accompanying summarized financial statements, which comprise the summarized balance sheet as at December 31, 2016 and the summarized statements of revenues, expenses and changes in program balances and cash flows for the year then ended, are derived from the audited financial statements of Toronto Arts Foundation for the year ended December 31, 2016. We expressed an unmodified audit opinion on those financial statements in our report dated June 1, 2017. Those financial statements, and the summarized financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summarized financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summarized financial statements, therefore, is not a substitute for reading the audited financial statements of Toronto Arts Foundation.

Management’s Responsibility for the Summarized Financial Statements:
Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Auditors’ Responsibility:
Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, “Engagements to Report on Summary Financial Statements”.

Opinion:
In our opinion, the summarized financial statements derived from the audited financial statements of Toronto Arts Foundation for the year ended December 31, 2015 are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

Hogg, Shain & Scheck P.C.
Chartered Professional Accountants
Licensed Public Accountants

Toronto, Ontario
May 31, 2017

ASSETS

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<tr>
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LIABILITIES

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<td>Due to Toronto Arts Council</td>
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NET ASSETS

Unrestricted

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APPROVED BY THE BOARD:

Fogg, Shain & Scheck P.C.
### TORONTO ARTS FOUNDATION
Summarized Statement of Revenues, Expenses and Changes in Program Balances
Year ended December 31, 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
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<tr>
<td>Grants and donations</td>
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<td>Mayor’s Evening for the Arts</td>
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<td><strong>REVENUES</strong></td>
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<td>Program delivery</td>
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<td>Grants to Toronto Arts Council</td>
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<td>Contributions to North York Arts</td>
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<td>Investment management fees</td>
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<td>Amortization of capital assets</td>
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<td><strong>EXPENSES</strong></td>
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<td><strong>EXCESS OF REVENUES OVER EXPENSES</strong></td>
<td><strong>$236,973</strong></td>
<td><strong>$598,143</strong></td>
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<td><strong>PROGRAM BALANCES, beginning of year</strong></td>
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<tr>
<td><strong>PROGRAM BALANCES, end of year</strong></td>
<td><strong>$2,573,941</strong></td>
<td><strong>$2,336,968</strong></td>
</tr>
</tbody>
</table>

### TORONTO ARTS FOUNDATION
Summarized Statement of Cash Flows
Year ended December 31, 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash provided by (used in):</td>
<td>$399,705</td>
<td>$465,596</td>
</tr>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INVESTING ACTIVITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(1,451)</td>
<td>(55,113)</td>
</tr>
<tr>
<td>Disposal of capital assets</td>
<td>1,934</td>
<td>-</td>
</tr>
<tr>
<td>Proceeds on sale (purchases) of investments, net</td>
<td>(23,273)</td>
<td>(27,906)</td>
</tr>
<tr>
<td><strong>INCREASE IN CASH</strong></td>
<td>(22,790)</td>
<td>(83,019)</td>
</tr>
<tr>
<td><strong>CASH, beginning of year</strong></td>
<td>376,915</td>
<td>382,577</td>
</tr>
<tr>
<td><strong>CASH, end of year</strong></td>
<td><strong>$881,226</strong></td>
<td><strong>$504,311</strong></td>
</tr>
</tbody>
</table>

28 Toronto Arts Foundation Annual Report 2016
Toronto Arts Foundation wishes to thank its volunteers and board members for their expertise and many hours of service.

Chair:
Susan Crocker to September 2016
Kathleen Sharpe from September 2016
Andrew Walker, Secretary
Harold Cimara, Treasurer

2016 Board Members:
- David Angelo
- Nova Bhattacharya
- Jill Black
- Andrea Calla
- Neera Chopra
- Randy Dalton
- Maureen Dodig
- Dilshad Hassen
- Hasan Makansi
- John McKellar
- Richard Paquet
- Kathleen Sharpe
- Mark Surman

Founding President:
Margo Bindhardt

Director Emeritus:
Diana Bennett

Director & CEO
Susan Wright
Deputy Director
Jennifer Green
Associate Director
Ahom Acheampong
Community Coordinator, East End Arts
Inés Aguileta
Program Coordinator
Angie Aranda
Strategic Partnerships and Operations Manager, Neighbourhood Arts Network
Margo Charlton
Research and Impact Manager
Christy DiFelice
Music and Awards Officer

Program and Outreach Coordinator, North York Arts
Sarah Gladki
Communications and Outreach, Toronto Arts Council
Natalie Kaiser
Executive Assistant
Armen Karapetyan
Finance Officer
Lila Karim
Managing Director, North York Arts
Tanya Oleksiuk
Communications Manager, East End Arts
Parul Pandya
Community Engagement & Communications Manager, Neighbourhood Arts Network

Office Manager
Michelle Parson
Francesca Perez
Community Investment Manager
Jaclyn Rodrigues
Marketing & Events Associate
Ely Rosenblum
Development & Marketing Coordinator, North York Arts
Cindy Rozehboom
Managing Director, East End Arts
Rupal Shah
Strategic Programs and Awards Officer, Toronto Arts Council
Michelle Yeung, CFRE
Development Manager