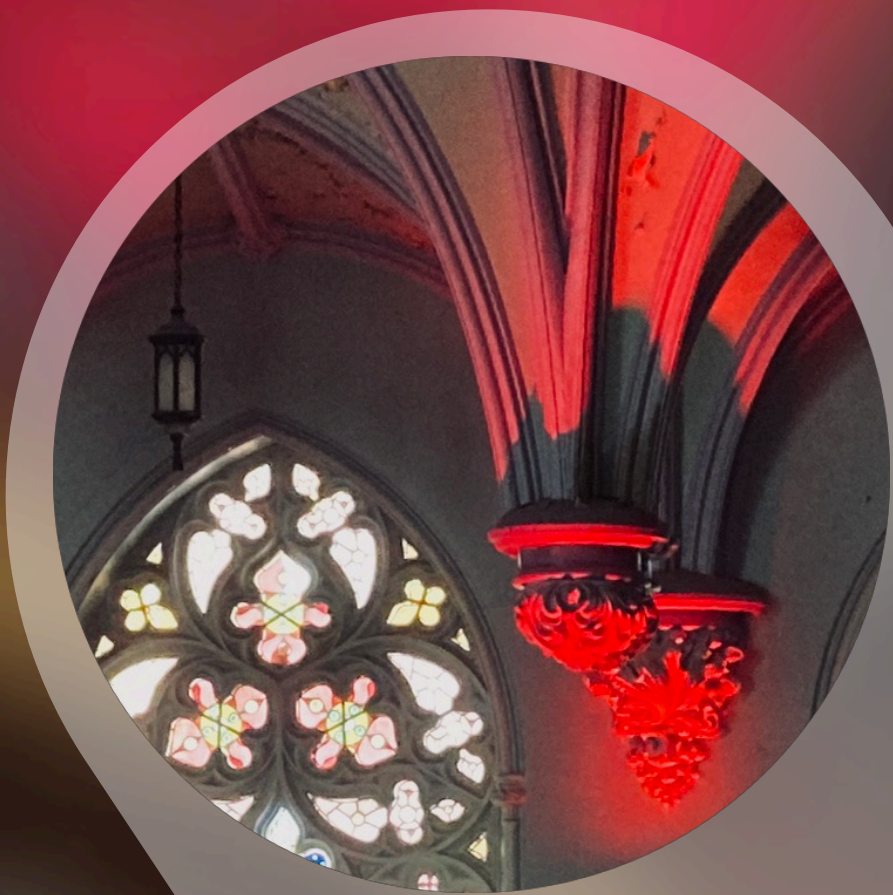


*voces boreales*

# ANNUAL REPORT



2022 - 2023



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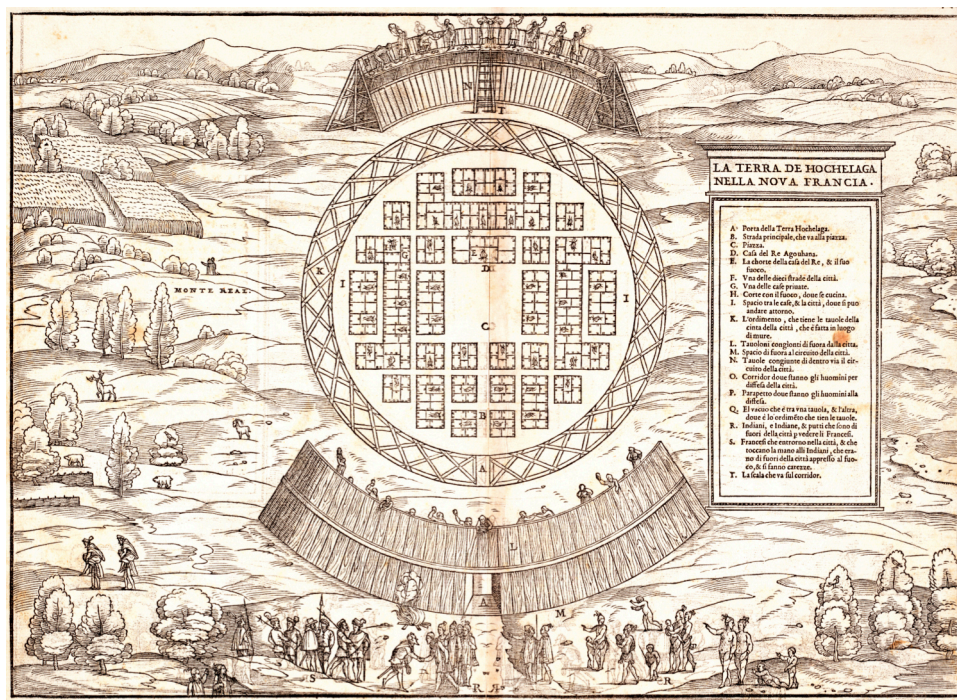
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# LAND ACKNOWLEDGEMENT

We are located on unceded Indigenous lands. The Kanien'kehá:ka Nation is recognized as the custodian of the lands and waters where we offer our efforts. Tiohtià:ke / Montreal is historically known as a gathering place for many First Nations. Today, it is home to a diverse population of peoples, indigenous and otherwise. We emphasize the ongoing ties to the past, present and future in our relationships with Indigenous and other peoples in the Montreal community.

The territory was also a place of diplomatic encounter with other Iroquoians and Algonquians, including the Algonquin-Anishinaabe, Atikamekw and Huron-Wendat. We recognize that we are located on a land that has been the site of human creativity and storytelling for thousands of years, and we are grateful to be able to create, collaborate, play, and work here.





## ABOUT US

Since 2006, the Montreal Choral Institute (MCI) has sought to impact the choral music milieu in Montreal and beyond positively. In keeping with its vision, artistic innovation and musical excellence are at the heart of its projects. Choristers are chosen for their talent and are evaluated without discrimination as to gender, ethnic origin or sexual orientation. MCI comprises two ensembles - Voces Boreales and VB8 - and carries out several educational projects.

### **Our Vision Statement**

To raise public awareness of the culture and tradition of choral music through performances, commissions of original works, education, and outreach.

### **Voces Boreales**

The Voces Boreales chamber choir, founded in 2006 by Michael Zaugg, is now directed by the dynamic Andrew Gray. The ensemble has become a force to be reckoned with on the choral scene in Quebec and Canada, particularly in more recent choral music. With an enthusiastic and loyal following, the ensemble performs in Montreal and surrounding areas. Its concerts frequently showcase contemporary Scandinavian, Baltic and North American music. In general, Voces Boreales loves to explore older repertoires - from the Renaissance to Romanticism - but reserves a special place for choral works from the 20th and 21st centuries. Voces Boreales regularly commissions and premieres works by local composers. Voces Boreales has forged a reputation for artistic excellence, virtuosity and daring, to the point where some describe it as the best chamber choir in Quebec.

The ensemble has performed at such prestigious events as the Festival de Lanaudière, the Montreal Bach Festival and the Montreal/New Music Festival. In 2019 and 2022, Voces Boreales was nominated four times for the prestigious Conseil québécois de la musique's Opus awards, which recognize and encourage excellence in Quebec's classical music scene.





# ABOUT US

## **VB8, (Octet)**

The VB8 octet began in July 2020, when sanitary conditions restricted the number of performers at musical performances. VB8 continues the mission of Voces Boreales: to combine the richness of music from yesterday and today and to offer listeners unique, accessible and captivating concert experiences. Under the direction of Andrew Gray, VB8 concerts often feature choral works by emerging Canadian composers. Much more than a scaled-down version of the Voces Boreales chamber choir, the VB8 octet offers audiences an authentic and personal experience of the stage. Its concerts are engaging events to participate in as one would share an intimate moment with friends.

In addition to concerts, VB8 offers programming for corporate and private events, festivals and live music promoters.

VB8 released its first CD, *Magie d'hiver*, in December 2023.

## **The Montreal Choral Institute (MCI)**

The Montreal Choral Institute (MCI) produces the Voces Boreales chamber choir and the VB8 octet. Andrew Gray is the Artistic Director.

Periodically, MCI invites internationally renowned choral conductors and technicians to present workshops to the Montreal choral community. Each year, an elite masterclass for choral conductors is organized under the direction of maestro Andrew Megill, conductor of the OSM Chorus. MCI also welcomes young Canadian composers to its workshop for emerging composers; the workshop is held in person and across Canada via videoconference. The 2022-2023 season saw composer Louis Desjarlais inaugurate the composer-in-residence position.

MCI is a member of Le Vivier, the Quebec Choral Alliance and the Conseil québécois de la musique.



# HIGHLIGHTS 2022 – 2023

We progressed in developing the strategic plan focusing on the enhanced visibility of Voces Boreales and VB8.

A diverse and innovative concert season for 2022-23 was offered to our guests (see the section "A word from our Artistic Director").

We progressed in the evolution of *The Path of Miracles: An Urban Pilgrimage* initiative :

- Launch of the digital installation *The Path of Miracles* in close collaboration with the Schulich School of Music (McGill) and use of their immersive sound lab under the direction of Professor Martha de Francisco;
- Public presentation of our "Digital installation" with a very positive public response (summer 2023);
- We continue to explore how to expand this initiative

We gratefully received our first corporate sponsorship from Hydro-Québec for the "Digital Installation" project (*The Path of Miracles*.)

Given the pandemic placing so many initiatives on "hold", we resumed our discovery of new talent thanks to the emerging composers' workshop.

We welcomed a new member of the Board of Directors and a new staff member.

We supported the organization through governance initiatives for the Board of Directors and the Artistic/Administrative team.

## **Vision Statement**

*To promote the culture and tradition of choral music through the production of concerts, the commissioning of works and education.*



# HIGHLIGHTS 2022 – 2023

## SOCIAL MEDIA

Our 2022-2023 Social Media season is audience development according to usage statistics for Facebook, Instagram and our new [vocesboreales.org](https://vocesboreales.org) website. Indeed, with a reach on Facebook of 167,600 and 29,200 on Instagram, which in 2021-2022 can be compared to 54,400 on Facebook and 446 on Instagram, our presence is growing and strengthening yearly. Facebook remains our most important social network, but our Instagram account is growing as our campaigns use video more.

Visits to our social networks - particularly Facebook - then translate into visits to our website. According to Google Analytics, most of [vocesboreales.org](https://vocesboreales.org)'s new users come from social networks, with 7,000 visits between September 2022 and September 2023 attributed to Facebook and Instagram.

One event in particular marked the season from a communications point of view: The Path of Miracles (Digital Installation). All curves (Facebook, Instagram, and website combined) show a significant peak in usage in June, coinciding with the dates of the public presentation at St. James United. The highest point was attained on June 23, with a "reach" of 36,000 on Facebook.

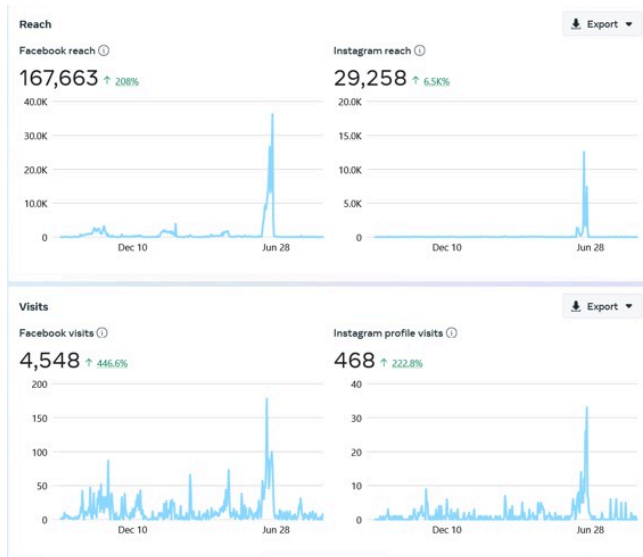


Figure 1: Facebook and Instagram visit statistics: Sep 1, 2022 to Sep 1, 2023



# HIGHLIGHTS 2022 – 2023

## SOCIAL MEDIA

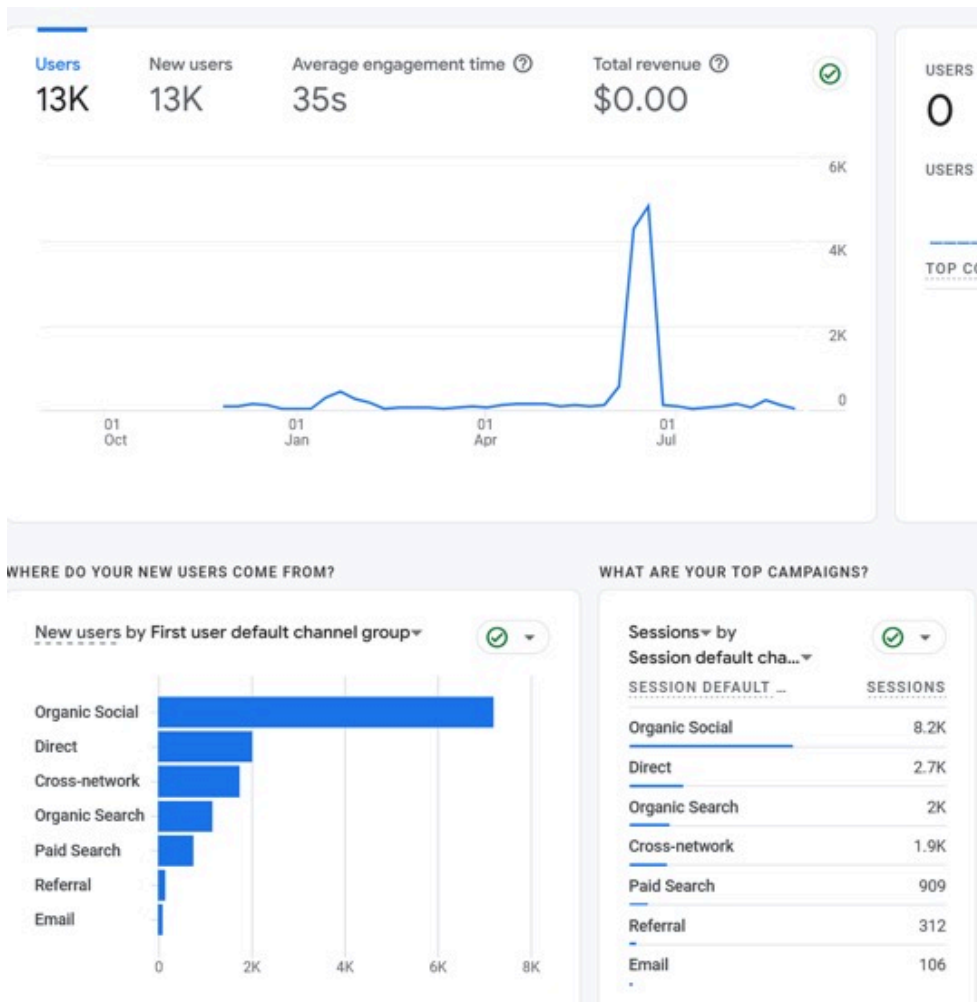


Figure 2: Statistics on visits to our website vocesboreales.org





# OUR TEAM

## The Board

Chairwoman  
Vice president  
Treasurer  
Secretary  
Administrator  
Administrator  
Administrator

Diane M. Ellison  
Pierre Thibaut  
Philip Raphals  
Mary-Ève Racine-Legendre  
David Cronkite  
Miriam Paknys  
Martin Thiboutot

## Our artistic team

Artistic Director  
Director, Communications & Marketing  
Administrative Coordinator

Andrew Gray  
Alexia Jensen  
Marilou Pagé

### INSTITUT CHORAL DE MONTRÉAL | MONTREAL CHORAL INSTITUTE

#### Membres exécutifs du conseil



**Diane M. Ellison**  
Président du conseil  
d'administration et directeur  
général | Chair of the Board &  
General Manager



**Pierre Thibaut**  
Vice-président Conseil  
d'administration |  
Vice President Board of Directors



**Philip Raphals**  
Trésorier | Treasurer



**Marie-Ève Racine-Legendre**  
Secrétaire | Secretary

#### Membres du conseil



**Miriam Paknys**  
Administratrice | Administrator



**David Cronkite**  
Administrateur | Administrator



**Martin Thiboutot**  
Administrateur | Administrator

#### Équipe artistique



**Andrew Gray**  
Directeur Artistique | Artistic  
Director



**Alexia Jensen**  
Responsable du marketing et de  
la communication | Marketing &  
Communications Manager



**Marilou Pagé**  
Coordinatrice administrative |  
Administrative Coordinator





## A WORD FROM OUR PRESIDENT

When we create an Annual report (much like the end of a calendar year), we can't help but make comparisons. What have we accomplished, what remains to be done and consider those involved in the journey with us. The 2022-23 season is no exception.

Again, the season reflected beauty, innovation, and a growing appreciation from the public. None of what has been accomplished could be done without the hard work of countless individuals who offered their talents and skills to honour our vision of musical excellence, the introduction of some yet undiscovered choral music to enthusiastic audiences, and many valuable lessons learned as we presented some groundbreaking works through digital media.

Since 2016, we have been incredibly fortunate to have our artistic director, Mr Andrew Gray. Through his talent, sense of artistry, and inspiration, he creates a balance between choral chemistry and a voyage of discovery for Montreal concertgoers by introducing some lesser-known composers, much to their appreciation. Under his guidance, both Voces Boreales and VB8 continue to amaze and enthrall audiences with our trademark musical experience.

To so many, thank you does not suffice. Our choristers, volunteers, artistic team, board, funders and sponsors, and especially our fans — please know that we could not do this without you.

We look forward to continuing our musical adventure with you through yet unexplored music, showcasing the artistry of the composers and performers, responding to societal realities and global challenges, and offering a musical balm to our often weighted spirits.

Here's to a beautiful musical journey — together!



Diane

Diane M. Ellison  
Chair of the Board (General Manager)  
Voces Boreales, VB8, Montréal Choral Institute





# A WORD FROM OUR ARTISTIC DIRECTOR

September | 2022 through August 31 | 2023

In many ways, this has been an exceptionally busy year. We must acknowledge the tremendous efforts of our previous President, David Cronkite. David, who has been a mainstay of MCI and VB for many years, has been, in large part, responsible for our growth due to a succession of successful funding applications to CAM, CALQ, and CAC over the past few years. We were the fortunate beneficiaries of his encouragement and enthusiasm for additional creative projects during the pandemic. These gifts left us in a healthy position upon his stepping down from the board. Thank you also to Diane Ellison for taking over the role of President and steering us through the season.

## IN MEMORIAM

Saturday, November 5

The grace of music in loss and grief

Chapelle Notre-Dame-de-Bon-Secours

A moving programme that connected with the audience in the way that the concept intended. It was one of our largest audiences in that venue to date. Twenty-seven singers, including several young, new professional singers, are coming to VB for the first time. We were proud to present a world première performance of *Polaris* by Quebecer Louis Desjarlais, including repertoire by Canadians Norbert Palej and Stephanie Martin.

## CHRISTMAS BY CANDLELIGHT — VB8

Tuesday, December 20

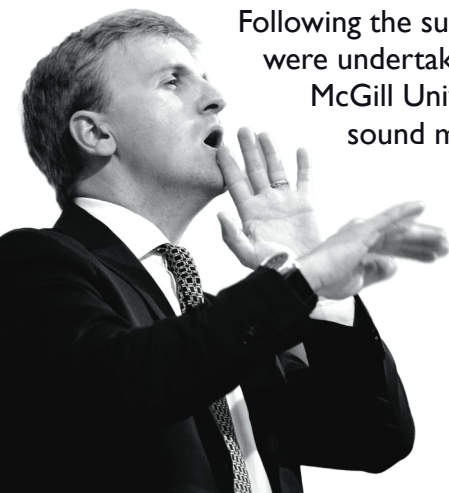
Chapelle Notre-Dame-de-Bon-Secours

This second annual candlelight concert by the octet proved the interest and enjoyment for this kind of intimate and 'close to Christmas' event. 60-minute format of entirely late 20th or 21st-century compositions or harmonisations. Première performance of *O Oriens* by composer in residence, Louis Desjarlais. First Canadian performance of Joanna Forbes' *Advent O Carol* and repertoire by Canadian composer Stephen Chatman.

## THE PATH OF MIRACLES (Editing / mixing / mastering)

January / February

Following the successful recording of the work, many hours of listening, editing and mixing were undertaken by Stratsimir Dimitrov, Martha de Francisco, the doctoral students of the McGill University sound recording department, and myself. The resulting surround-sound mix of Joby Talbot's remarkable choral masterpiece completed the significant first step in the creation of 'The Installation', our immersive and multimedia event that would come later in the season.





# A WORD FROM OUR ARTISTIC DIRECTOR

## OPUS AWARDS GALA

February 5

Salle Bourgie

Again, it was an honor to be nominated for an Opus Award in the Concert of the Year - All repertoires category for our Concert *Vigil*, alongside some of the significant Montreal arts organizations such as the OM and OSM. Presented in partnership with Le Vivier during the 2021-2022 season, *Vigil* showcased the Orthodox masterpiece *All-Night Vigil* by Sergei Rachmaninov, followed by the world premiere performance of *Triptych* by Russian-Canadian composer Evgeny Shcherbakov, written specifically for the ensemble.

## ROTHKO CHAPEL

Wednesday, March 1

Conservatoire de Musique

This event marked the first collaboration for VB with the SMCQ (Société de musique contemporaine du Québec) and Isak Goldschneider in co-production with New Musics and Innovations en concert. Fourteen singers from Voces Boreales performed Morton Feldman's 30-minute work *Rothko Chapel* for chorus, viola, celesta and percussion. This Concert was an excellent opportunity to establish ourselves further on the contemporary music stage and connect with well-known and respected artists and composers (such as Simon Bertrand, who was commissioned for the same concert programme).

## 'TERRA' CONCERT — VB8

Saturday April 22

Chapelle Notre-Dame-de-Bon-Secours

This hour-long programme was conceived as an elegy to our blue planet and a homage to its astounding beauty and fragility. Presented on Earth Day itself, the octet performed a variety of works from across the ages, including recent works by Canadian composers Ramona Luengen, Andrew Balfour and Sandeep Bhagwati, a first performance of Edward Enman's *Between the Alley of the Stars*, and the premiere performance of *Pale Blue Dot*, a new creation by the composer in residence Louis Desjarlais.





# A WORD FROM OUR ARTISTIC DIRECTOR

## EMERGING COMPOSER WORKSHOPS

Saturday 4th & Sunday 5th June

A two-day workshop welcomes early-career Canadian composers invited to work with the VB8 octet on a new work (or on the sketches of a new one). Participants are selected from several applicants nationwide and attended in person or virtually. The sessions were video and audio recorded and shared with the participants to help their professional development. The pieces are analyzed, rehearsed, and performed in various ways, experimenting with text setting, timbre, pacing, interpretation, etc. From these sessions, three pieces are developed for performance and receive their world premieres by either Voces Boreales or VB8 during the following season: Closure by Isaac Page (programmed at the *50 Shades of Gray* concert, Oct 2023), *Casi Alba* by Mael Oudin (programmed for VB8 in June 2024), and Psalm 70 by Slava Morozow, sung in Russian (scheduled for the Towards Peace and Understanding Concert in fall 2024).

## 'BACH' CONCERT

Wednesday, June 14

Chapelle Notre-Dame-de-Bon-Secours

Voces Boreales is a skilful choral ensemble that can and should perform repertoire from across ages to help introduce and diffuse today's choral music. This was one such project. The ensemble beautifully performed motets by Bach, juxtaposing them with equivalent contemporary works by Sven-David Sandström. Canadian composers Healey Willan and José Evangelista were also featured, as was the creation *Il est fait de vent*, words and music by Louis Desjarlais. This Concert gave rise to our third Prix Opus nomination, category Concert de l'année - répertoire multiple, in which we appear alongside other nominees such as the OM, OSM, and Violons du Roy.

## THE PATH OF MIRACLES

Monday, June 19

The Installation (Press & VIP event)

St. James United Church

The conception of The Installation project goes back four or more years since the early pandemic performances of the work in the format of the Urban Pilgrimage. Board member Pierre Thibadeau must be acknowledged as one of the principal driving forces of the project, from conception to realization, undertaking an enormous amount of the workload. The first presentation of this immersive multimedia installation - featuring the Voces Boreales 19-track recording of Joby Talbot's choral masterpiece *Path of Miracles* 26 speakers, a 60-minute abstract film projection to jumbo-screen from Jean Piché, four informative video screens and architecturally-enhanced lighting effects - was to the press and a select number of VIPs. A small reception, discussion period and interview session followed this.



# A WORD FROM OUR ARTISTIC DIRECTOR

PATH OF MIRACLES — The Installation

Tuesday, 20th — Saturday, June 25

St. James United Church

This massive undertaking went far beyond the running of a regular concert event. On the technical side alone, six to ten people met most weeks for many months. There was equipment to research and purchase, materials to hire, and specific elements to source. In addition, from the 26 audio speakers of various specifications and the technical side of mixing the audio for St. James United, there was also a projection to create, set up and synchronize with the music, lighting to install and a complete lighting plot to manage. Additionally, there were TV screens to set up and 'dress' with four videos of on-screen information. This was all complemented by the marketing and box office teams. We assembled the largest team ever for any event or project produced entirely by Voces Boreales. The Installation ran for the following five days, throughout the afternoon and evenings. Once started, the event plays continuously on a loop, synchronizing all the various elements. A steady stream of listeners came to attend throughout the five days. Congratulations to all concerned. The following steps are to release the work on disc (for which a different final mix is required) and to prepare the Installation to make it available to other arts promoters, festivals, and venues outside the city.

CONCERT AU CLAIR DE LA LUNE — VB8

Tuesday 1<sup>st</sup> August

Centre d'art Diane-Dufresne, Repentigny

We were pleased to provide a concert 'hors-series' to the award-winning promoter Aramusique in Repentigny. Attendance at this late-night outdoor Concert exceeded all expectations; over 400 people listened to our music concert on the themes of nature in the evening and the nighttime.

## COMPOSER IN RESIDENCE

The season saw the appointment of our first Composer in Residence, Louis Desjarlais. From Montreal, a singer, composer and pedagogue, Louis writes with intelligence, sensitivity and knowledge. He has also sung with Voces Boreales and thus understands the group's mission and capabilities. I have been thankful for how easy it has been to work with him. I am genuinely impressed with his compositions, which have all received repeat performances elsewhere. Congratulations on several beautiful compositions. We wish Louis all the best with his future composing and other musical activities.



# A WORD FROM OUR ARTISTIC DIRECTOR

## CANADIAN AND QUEBEC REPERTOIRE

Canadian and Quebec choral composers, arrangers and writers have been strongly featured during this season: nine works from Quebec composers (totalling 35+ minutes), seven Canadian works (totalling 42 minutes), various world premiere performances and additional first performances of specific works in either Canada or Quebec. Female, minority and indigenous composers were also well-represented across the board.

## PROFESSIONAL SUPPORT AND SPECIAL MENTION

In addition to the special thanks in the text above, an important 'thank you' must be given to Stratsimir Dimitrov, singer, musician, sound engineer and technician. This year, Stratsimir has been an enormous help, a calm and humble colleague. He has always been ready to go the extra mile. He has been fully involved in numerous projects, whether as a recording technician, recording engineer, consultant, or co-producer (and sometimes singer) at concerts, recording sessions, and many meetings. He helped bring the Installation and the audio and visual recording of specific concerts to timely fruition and provided post-production services.

## THE BOARD OF DIRECTORS

Many thanks to the constant and invaluable support from the board members. We can only realize our projects and present concerts thanks to their voluntary work and dedication. We continue to evolve as an arts organization, and the challenges are not insignificant, particularly as we become busier; a thousand thanks to all involved.

Andrew Gray  
Artistic director



# FINANCIAL STATEMENTS FOR 2022-2023

Institut choral de Montréal / Montréal Choral Institute

## Statement of Financial Position

as at August 31, 2023

	as at 2023-08-31	as at 2022-08-31	
<b>Assets</b>	<b>117 218</b>	<b>124 954</b>	
Current Assets	87 437	100 896	
Cash	79 187	88 421	net cash flow
Other Current Assets	8 250	12 475	<b>-9 234</b>
Tangible and Intangible Assets	29 631	23 908	
Inventory	150	150	
<b>Liabilities and Net Assets</b>	<b>117 218</b>	<b>124 954</b>	
Accounts Payable	22 281	9 117	
Other Current Liabilities	59 648	59 720	change in Net Assets
Accrued Expenses	9 648	12 948	=
Deferred Income	50 000	46 772	Net Income (Loss)
Net Assets	35 289	56 118	<b>-20 829</b>
Invested in Tangible and Intangible Assets	29 631	23 908	
Unrestricted Net Assets	5 658	32 210	

For the Board,

Philip Raphals, treasurer





# FINANCIAL STATEMENTS FOR 2022-2023

Institut choral de Montréal / Montréal Choral Institute

## Statement of Operations

for the financial year ending August 31, 2023

	2022-2023	2021-2022
<b>Revenues</b>	<b>195 648</b>	<b>296 335</b>
Production Income	34 899	18 295
Grants	144 563	274 397
<i>CAC Grants</i>	37 000	60 000
<i>CALQ Grants</i>	107 563	214 397
Fundraising Activities	15 574	1 000
<i>Crowdfunding</i>	5 574	
<i>Sponsorships</i>	10 000	1 000
Donations	549	2 562
Interest	63	81
<b>Expenditures</b>	<b>216 477</b>	<b>323 672</b>
Production Expenses	172 456	264 926
Marketing and Communications	26 863	30 332
Administration	13 350	13 897
Travel Expenses	805	11 664
Depreciation and Amortization	3 003	2 853
<b>Net Income (Loss)</b>	<b>-20 829</b>	<b>-27 337</b>



# FINANCIAL STATEMENTS FOR 2022-2023

Institut choral de Montréal / Montréal Choral Institute

## Appendix I to the 2022-2023 Financial Statements

### 1. Articles of incorporation and nature of operations

The Montréal Choral Institute (MCI), founded in 2009, is incorporated as a non-profit organization under Part III of the Quebec Companies Act. During the 2022-2023 financial year, it held charitable status as per the federal Income Tax Act.

MCI's purpose is to produce concerts and events to educate the public and help them better understand and appreciate music, and to train artists, both professionals and amateurs, by organizing advanced choral singing and choral conducting workshops. MCI is the producer of professional chamber choir Voces Boreales and professional octet VB8. Several times a year, MCI commissions choral works from Quebec and Canadian composers.

In the event of MCI's liquidation, its assets would be transferred to a non-profit organization with purposes similar to MCI's.

### 2. Accounting methods

MCI's financial year begins on September 1st and ends on the following August 31st. The financial statements are accounted for on an accruals basis. The deferral method is used to record contributions allocated to a future financial year (see paragraph 5 below).

It should be noted that at the beginning of the financial year, a change in the chart of accounts led to a redefinition of the Assets and Liabilities accounts: in particular, the GST and QST receivable accounts (Receivables on the Assets side) were transformed into their contra equivalent (Accounts Payable on the Liabilities side), which had the effect of reducing both the Assets and Liabilities as recorded. In these financial statements, the prior year balance sheet (Statement of Position) reflects this change in policy.

### 3. Fixed Assets: Tangible and Intangible

MCI's fixed assets consist mainly of tangible fixed assets, in the form of audio-visual recording or broadcasting equipment (mixers, microphones, recorders, loudspeakers, televisions, etc.) and production accessories (choristers' lights, electronic candles, etc.). To these must be added the three MCI logos, as intangible assets, and the collection of musical scores.

Tangible and intangible fixed assets are depreciated on a straight-line basis over the following periods:



# FINANCIAL STATEMENTS FOR 2022–2023

Musical scores	30 years
Logos	15 years
Audio-visual equipment	10 years
Production accessories	5 years

## 4. Balance Sheet: other current assets

The “Other Current Assets” category comprises various Receivables (\$8,250).

## 5. Balance Sheet: other current liabilities

The “Other Current Liabilities” category comprises several amounts, including a CALQ grant (\$50,000), deferred to the following year. During the 2023-2024 financial year, this grant will be allocated exclusively to the *50 Shades of Gray* project (October 2023). Under the deferral method, the deferred amount will be accounted for as revenue in the next financial year.

## 6. Income Statement: Production expenses

Production expenses break down as follows:

- Professional fees: \$110,130
- Equipment rentals: \$12,772
- Rent: \$7,275
- Miscellaneous expenses: \$42,479



# BUDGET FOR FISCAL YEAR 2023-2024

Institut choral de Montréal  
Budget - 1 sept 2023 au 31 août 2024

	Shades of Gray	Atelier choral	VB8 concert Noël	Pärt Te Deum	VB8 Jeunes	Winter Magic CD
PRODUCTION INCOME	4,400	800	2,999	14,100	2,999	400
Operating Grants, CAC						
Operating Grants, CALQ	50,000				10,000	
<b>OPERATING GRANTS</b>	50,000				10,000	
<b>TOTAL INCOME</b>	<u>54,400</u>	<u>800</u>	<u>2,999</u>	<u>14,100</u>	<u>12,999</u>	<u>400</u>
PRODUCTION EXPENSES	45,689	1,020	7,395	15,077	10,017	2,430
MARKETING / COMMUNICATIONS	6,320				2,000	
ADMINISTRATION	750					
<b>TOTAL EXPENSE</b>	<u>52,759</u>	<u>1,020</u>	<u>7,395</u>	<u>15,077</u>	<u>12,017</u>	<u>2,430</u>
<b>NET INCOME</b>	<u>1,641</u>	<u>-220</u>	<u>-4,396</u>	<u>-977</u>	<u>982</u>	<u>-2,030</u>





# BUDGET FOR FISCAL YEAR 2023-2024

Institut choral de Montréal  
Budget - 1 sept 2023 au 31 août 2024

	<b>Chemin de Miracles CD</b>	<b>Home Alone</b>	<b>Opera- tions</b>	<b>TOTAL</b>
PRODUCTION INCOME	1,000	14,100		40,798
Operating Grants, CAC			48,000	48,000
Operating Grants, CALQ				60,000
<b>OPERATING GRANTS</b>			48,000	108,000
<b>TOTAL INCOME</b>	<u>1,000</u>	<u>14,100</u>	<u>48,000</u>	<u>148,798</u>
PRODUCTION EXPENSES	3,800	14,400	12,000	111,828
MARKETING / COMMUNICATIONS			16,224	24,544
ADMINISTRATION			10,940	11,690
<b>TOTAL EXPENSE</b>	<u>3,800</u>	<u>14,400</u>	<u>39,164</u>	<u>148,062</u>
<b>NET INCOME</b>	<u><b>-2,800</b></u>	<u><b>-300</b></u>	<u><b>8,836</b></u>	<u><b>736</b></u>



# THE YEAR IN PICTURES







# THE YEAR IN PICTURES

