



2016 Annual General Meeting Minutes  
August 30, 2016, 6:30 PM  
MAI Café • 3680 Jeanne-Mance • Montreal

**Board Members Present:** Bettina Forget (President), Valerie Buddle (Vice President), Kristelle Holiday (Secretary), Karen Cho (Treasurer), Fortner Anderson, Khosro Berahmandi, Paul Bracegirdle, Louise Campbell, Chuck Childs, Jeremy Dodds, Deborah Forde, Rob Lutes, Deanna Radford, Warona Setshwaelo, Kalina Skulska, Dan Webster

**Board Member Regrets:** Farah Fancy, Keith Henderson

**Staff Members Present:** Guy Rodgers, Amy Macdonald, Corey Gulkin, Karissa Larocque  
Project Managers: Emilia Alvarez, Elsa Bolam, June Park  
AGM staff: Crystal Chan, Ben Compton, Erika LeBlanc

**Members, friends, partners and funders present:** 61 members and guests

**Bettina Forget called the meeting to order at 6:30 PM**

Bettina welcomed members and guests.

**1. Approval of agenda**

**Motion to approve the meeting agenda by Kristelle Holliday, seconded by Warona Setshwaelo, carried.**

**2. Approval of minutes from 2015 AGM**

**Motion to approve minutes by Valerie Buddle, seconded by Byron Toben, carried.**

**3. Report on 2015-16 activities (1April 2015 – 31 March 2016)**

**Arts Alive! Québec – Summer 2015** (Government of Canada - Community Cultural Action Fund)

**Elsa Bolam, Project Manager**

Arts Alive! Québec began in 2014 and was funded by Canadian Heritage. The project uses the arts to enhance vitality in six communities outside Montreal (Hudson, Knowlton, Wakefield, Quebec City, Huntingdon and the West Island of Montreal). Six festivals were organized by artists or arts enthusiasts in each region, and connected under the name of Arts Alive! to encourage the cross-fertilization of ideas, working towards an eventual arts circuit. Phase II was launched at a press conference at the Rialto Theatre in May 2015. Festivities

were held between June 4-Oct 4; each region held an individualized festival over 2-4 days. Family activities included theatre, dance, music, visual arts and film workshops. Most places linked up with local visual artists and bands, and some bigger musical names were featured including The Once, Plants and Animals, Durham County Poets and Motel Raphael. Emphasis was different in each place. Local authors were featured in Quebec and Knowlton (Louise Penny brunch) and musical theatre in the West Island. Arts Alive! was deemed an overall success, with general interest in holding a second edition.

**Performing Arts Market Access Strategy – Fall 2015 (Canada Council for the Arts – Market Access Program)**  
**Emilia Alvarez, Project Manager**

ELAN's Performing Arts Market Access Strategy was created to find ways to support artists who want to tour or need market access. The project began with a literature review of existing research, including the touring challenges faced by English-language performing artists in Quebec. A survey was created to standardize interviews and to better accumulate results. Surveys were divided between emerging and established artists, and covered multiple types of performing arts including dance, theatre, and music. While the surveys confirmed challenges already found in the literature review, they also allowed ELAN to propose potential strategies to support artists in these challenges. In total, 110 people were interviewed including 60 artists and 50 arts professionals (presenters, agents, administrators, etc.).

The survey found a need for training among emerging artists, especially in the regions, as well as a need for workshops at festivals, and centres of expertise with administrative resources. Other suggestions included grants to invite presenters to a showcase, as well as curated showcases at festivals.

**Grantwriting Workshops – Fall 2015 (Canada Council for the Arts – Cultivate Program)**  
**June Park, Project Manager**

This project encouraged professional development, networking, and knowledge sharing that contributes to the vitality of Quebec's official language minority. June spoke to jury members and artists in Montreal and the regions to assess artists' needs. An ad hoc committee of ELAN board members provided advice. ELAN worked with YES Montreal; Monika Majewski presented the budget aspect of the program. The result was a four-hour comprehensive, hands-on workshop, guiding participants to bring their vision to life on paper in a concise, clear and compelling way. The session highlighted resources, reviewed past successful grant applications and looked at the pitch, process, structure, and support materials. ELAN created a Powerpoint presentation that is now on the ELAN website, accessible to all.

Participants included a broad range of artists. Workshops brought together artists who may not have met, especially in the regions. Workshops were held in Sherbrooke (Bishop's University), Huntingdon (Grove Hall), Chelsea (La Fab), Quebec City (Morrin Centre), Montreal (Playwrights' Workshop), and Hudson (Village Theatre) – each organization provided their space gratis, and were very supportive. Feedback was glowing. In a follow-up survey, the average rating was 9/10. There is interest in repeat editions.

It was hard to give curated feedback in the larger workshops as there were many disciplines and projects present. ELAN offered an extra session in Montreal, with both sessions focusing on culturally diverse artists. These artists wanted to know how to write good grants and access resources as part of their tool kit.

**Visual Arts Market Access Project 2016 (Canada Council for the Arts – Market Access Program)**  
**Guy Rodgers, Executive Director**

The 2015-16 financial year included preparatory work of soliciting applications from artists, selecting artists with a jury consisting of Paul Litherland (photographer, studio tour participant 2015), Aaron Pollard (artist, Oboro Gallery staff), and Luanne Martineau (artist, Concordia University professor, studio tour participant 2015). ELAN also recruited visiting gallerists and curators from the United States. The studio visits and evening event at the Phi Centre took place during April so will be part of next year's 2016-17 activity report. ELAN will re-apply for this program in September 2016.

**Industry Canada Tourism Study Fall/Winter 2015 (Industry Canada / Innovation, Science and Economic Development Canada)**  
**Guy Rodgers, Executive Director**

ELAN received funding from Industry Canada for the first time to find connections between arts, culture, and tourism. Linguistic minority communities across Canada are developing regional tourism; arts and culture should be a big component. This fit in nicely with Arts Alive! and ELAN's work in Quebec regions. ELAN hired Dimitri Nasrallah to conduct research amongst workers in the arts, hospitality and/or tourism and find links between them, to ensure there is an arts and culture component to tourism development in Quebec. Results were presented at the 84th Acfas (Association francophone pour le savoir) conference. Francophone universities were interested in working with ELAN on future research.

**Other Highlights of 2015-16 (Guy Rodgers)**

**TicArtToc #4: Made au Québec**

ELAN helped curate the fourth issue of TicArtToc, a quarterly magazine published by Diversité Artistique Montréal. This issue took its name from ELAN's Made au Québec website, which aggregates media coverage of English-speaking artists' achievements and translates summaries into French.

TicArtToc #4 was all about the contemporary reality of being an English-language artist in Quebec, and the places where French and English connect in Montreal. Extra copies are available at ELAN's office. The launch event was the first bilingual event ELAN has presented at Theatre Ste-Catherine. We hope to have more events like this in the future.

**4. Report on broadcasting advocacy results (Guy Rodgers)**

**Short History of Official Language Advocacy - Film and Television**

For many years the English-speaking community was absent from CRTC hearings. When ELAN was created in 2004, Kirwan Cox worked with ELAN to make interventions to the CRTC on behalf of Quebec's official language minority community (OLMC), using arguments from the Official Languages Act (OLA). This had never been done. This is painstaking, long-term work because broadcasting licences and CRTC policies may only come up for review once every 5 or 10 years. On December 4, 2010, *Montreal Gazette* columnist Brendan Kelly noted that there had been no English language television production set in Quebec since 1992.

## Summary of Results

### 2011

Prior to 2011, the CRTC considered Montreal a major market, with no distinction between conditions for majority (French) and minority (English) producers. CRTC's decision 2011-441 established that English production in Quebec should be defined as a region, and benefit from support for regional production.

### 2012

Rogers purchased CJNT to create a Montreal base for its CITY TV network. CRTC's decision 2012- 697 required Rogers to spend at least 3% of its national independent production budget for CITY TV in English Quebec. This was the first time a private broadcaster was required to consider the interests of OLMC producers.

The **Quebec English-language Production Council** (QEPC) was created to represent the English-language production industry in Quebec. Kirwan Cox became QEPC's executive director. In interventions with CRTC, QEPC represents producers while ELAN represents the interests of the English-speaking community.

### 2013

The Office of the Commissioner of Official Languages (OCOL) released a report (OCOL: 0654-2010-PCH1, Jan 17, 2013) in response to a QEPC complaint, finding that the Canada Media Fund (CMF) was subject to the *Official Languages Act*, contrary to the position of Canadian Heritage (PCH) and CMF. OCOL found that English Quebec needed to be recognized as an OLMC, not simply a region, and PCH and CMF needed to stabilize funding to support its vitality and development. The decision had a major impact on CMF policies, most notably the creation of its Anglophone Minority Incentive (AMI) whose annual budget has grown from \$3 million to \$4.5 million.

CBC's national licence was subject to renewal in 2013. CRTC decision 2013-263 required that 6% of CBC's total independent production budget be spent in Quebec. This represented approximately \$5.5 million per year. The decision also required that 10% of CBC's development budget be spent in Quebec.

In 2013 Bell bought Astral. The effects were two-fold. CRTC's decision 2013-310 required that 10% of Bell's national English production expenditures be spent in Quebec. The second effect was that money was contributed to the Broadcasting Participation Fund so that community organizations like ELAN could hire expert consultants to assist in preparing their interventions to CRTC.

## 2015

Videotron's French community channel MAtv began allocating 20% of its resources and air-time to English-language productions starting September 2015. This has provided paid work for dozens of people and created valuable OLMC content.

The National Film Board (NFB) signed a tripartite, three-year cooperation and collaboration agreement to strengthen Quebec's audiovisual sector and culture in October 2015.

## 2016

After years of decreasing production, a renaissance is underway. No fewer than seven TV dramas are in production in 2016, five funded by CMF's Anglophone Minority Incentive. They are Sphere Media Plus' *19-2* on Bravo and their CBC drama *This Life*, Rezolution Pictures' APTN comedy *Mohawk Girls*, PMA's *21 Thunder* on CBC, and Casablanca Production's *The Disappearance* for Bell Media. Two other drama series funded by other CMF money are Back Alley's *Bellevue* for CBC and Sphere Media Plus' *Bad Blood* for Rogers.

The combined budgets of these productions is over \$80 million, and an additional \$10 million is being spent on documentaries and other genres. These programs provide work for directors, writers, actors, set and costume designers and all of the other trades involved in production.

## 5. Report on current and planned activities (1 April 2016 – 31 March 2017 and beyond) (Guy Rodgers)

**Arts Alive! Québec – Summer 2016** (Government of Canada) – Arts Alive! Québec events are almost over for the year, with festivities still to come in Wakefield and the West Island at Pointe Claire. Hudson held the opening festivities and events have continued throughout the summer through the town's many arts organizations. Quebec City tripled its attendance from last year, bringing in over 1000 visitors. Huntingdon hosted a Teddy Bear Picnic with 20 kids and their parents, as well as an open mic, a 50 person dance performance and a concert by the Durham County Poets. Generally, there was a high level of community involvement. Louise Penny launched her book in Knowlton under a tent that was then used for Arts Alive! performances and workshops. We hope to demonstrate to town councils that Arts Alive! will help tourism and stimulate the local economy. ELAN is producing the West Island event this year as no local partner was found to take charge of production and promotion. Deirdre Potash has taken on the role of Artistic Director.

**Arts, Communities, Education (ACE) Initiative – 2015-17** (Government of Canada) – ELAN found education consultants to work with us for two years. On June 2, we brought together 60 people with expertise in both arts and education to brainstorm pilot projects which will be developed in communities. Over the summer, those projects were tweaked to make them broadly applicable. A press release has been distributed as well as an invitation to communities and schools to develop those pilot projects during this school year. The next step is to create tools to make them reproducible and scalable in other communities, especially in the regions, where connections between artists and educators are less apparent. ELAN also developed an Oversight Strategic Committee comprised of LEARN Quebec, QCGN, QDF, QWF, QAHN and ELAN.

**Performing Arts Market Access – 2016-18** (Canada Council) – ELAN has applied to Canada Council for funds to implement recommendations from last year's Performing Arts Market Access strategy report. The project will cover two financial years and will include training workshops, robust administrative resources, showcases and events to bring presenters to Montreal.

**Visual Arts Market Access – 2016-17** – ELAN will apply to Canada Council in September to bring a third group of American gallerists and curators to Montreal and West Quebec.

**Inspireville – 2017** – ELAN developed this project in collaboration with Greenland Productions and in anticipation of 2017 celebrations. It encompasses Arts Alive! Québec activities in the regions and a major arts festival on the Lachine Canal. ELAN expected to hear back about funding in February 2016, but unfortunately there is still no news.

**Cultivate Workshops – 2016-17** – ELAN will apply to Canada Council in September for a second series of skill development and grantwriting workshops.

## **6. New website launch and announcement (Amy Macdonald)**

ELAN is currently in an exciting phase of activity. Projects like Arts Alive! Québec and our Market Access work have built momentum and gained attention, and ELAN's partnership network continues to expand through new collaborations. With no signs of ELAN's activity slowing down, the time had come to re-evaluate our communications infrastructure (website, newsletter, and social media) to ensure that they effectively convey the spirit of ELAN's work to partners, members, and the broader community. A public consultation and a survey of ELAN members showed:

- There was confusion about what ELAN is and what it does
- People generally use ELANews and Facebook to find news about ELAN
- ELANews needed to be better designed
- The ELAN website was cluttered and hard to navigate
- Member profiles and directory are appreciated, but were hard to locate on website and difficult to update

Planning sessions with the Centre for Community Organizations (COCO) has also helped formulate a plan of action and goals with the intention of integrating ELAN's mandate into all of our communications.

### **Amy presents ELAN's new communications materials:**

**Logo and Visual Identity:** Designed by Gabriel Jasmin (Studio Monument). Simple, classic logo. Conveys movement, optimism, *rayonnement*. Visual identity and vibrant colour scheme adds an energetic, artistic touch. We have a stamp with our logo to use for special occasions.

**ELANews:** Now has a more streamlined design with clearer section markers, more images used, less text and more links so that it is more readable and easier to skim.

**Tagline:** Connect, Support, Create.

**Website:** Developed with COCO's Commun-IT program, ELAN's new website has a contemporary, clean design, a clearly organized resource section, an extensive FAQ section, and an easier to read News section that displays our advocacy work. The membership side of the website is not fully functional yet. We will be rolling that out in September and will let members know as the process unfolds. There is also an anonymous form on the website to send feedback.

**Communications Plan:** We have developed strategies to engage existing followers and reach new audiences as well as creative ways to promote members and their work. Our communications will give more peeks "behind the scenes" at ELAN's advocacy and projects.

Thank you to COCo, Gabriel Jasmin, ELAN's Membership & Communications Committee, Sacha Dmytruk of Undologic, and Erika LeBlanc, whose excellent work on this project was made possible by the financial support of Emploi-Québec de l'Île-de-Montréal.

**7. Presentation from Manon Gauthier** (Membre du comité exécutif de la Ville de Montréal, responsable pour la culture, du patrimoine, du design, d'Espace pour la vie ainsi que du statut de la femme)

Manon talks about the upcoming Montreal and Quebec cultural policy reviews, expressing an interest in creating an environment where artists and organizations can thrive and create. She comments that the new policies must affirm Montreal's status as a French metropolis but the arts need to be taken above and beyond linguistic issues to include equity and accessibility.

Workshops in the spring collected feedback on Montreal's cultural policy. Future policies will be renewed after 5 years instead of 10. Public consultations will be held once a first draft of the policy is ready. She affirms the intention to integrate English language arts throughout the action plan, rather than a separate section.

Manon recognizes the arts funding challenges that exist in Montreal, Quebec, and Canada. The Conseil des Arts de Montreal (CAM) funding programs are currently being reviewed; Le Conseil des arts et des lettres du Québec (CALQ) is also looking at new programs. Manon then takes questions:

An audience member promotes her project to Manon, which is a collaboration with First Nations groups. Manon responds that the cultural policy will acknowledge First Nations and Indigenous peoples and adds that there will be help from the provincial and federal governments to include First Nations and Indigenous peoples in the 375<sup>th</sup> anniversary of Montreal celebrations in 2017.

An ELAN member asks whether the current review of CALQ and CAM programs will be informed by the new cultural policy. Manon responds that CAM has already changed its model and governance, is developing a new strategic plan and the timeline will be made clear to the public in the fall. They will be working in conjunction with the cultural policy to ensure that CAM is making the right adjustments. The City of Montreal increased CAM's funding by \$500 000 in 2015 and will see how much they can increase it in 2017.

An ELAN member asks why the Culture Montréal website is not in English. Manon replies that she can't speak for them as she is no longer on the board. Guy speculates that it is likely due to lack of funding. Manon affirms the City of Montreal's commitment to linguistic inclusion and diversity in future endeavors.

## **8. Review of financial results (2015-16) and approval of audit (Kristelle Holliday, Treasurer)**

Kristelle presents the auditors' report.

**Revenues:** An increase in CIRCUIT project funding from 2015 to 2016 reflects the fact that there was more money for Phase II of the project. Quebec Chamber of Commerce, Canada Summer Jobs, and Emploi Quebec refer to temporary employment positions. ELAN's membership fees dropped after they had risen during the 10<sup>th</sup> Anniversary drive in 2014. With this year's campaign we aim to retain and increase membership revenues.

**Expenses:** A large increase in expense on contractors was due to an increase in projects. Travel and representation as well as printing and mailing expenses are lower this year due to changes in Arts Alive!

A deficit of \$8,827 was planned at the start of the year because we had a \$7,429 surplus in 2015. The surplus was due to receiving money just after the end of the financial year. We are seeking to recoup that balance. Even with the deficit, ELAN still has an accumulated surplus of \$8,257.

Valerie Buddle comments that the 2015-16 Membership and Communications Committee has focused on the communications overhaul, and in the upcoming year the plan will be used to encourage membership growth.

## **9. Budget 2016-17 (Kristelle Holliday)**

All revenue listed is confirmed revenue. Kristelle leads the audience through the budget and points out a slight error: the accumulated surplus will be \$5,895 (not \$3,695).

Deirdre asks what "student employees" refers to in the core revenue. Guy responds that this is government funding for temporary employees (such as the Emploi-Québec Wage Subsidy program).





Karen Cho (Secretary)

Music Rob Lutes

Presenting Organizations Dan Webster

Regions Kristelle Holliday (Treasurer)

Theatre Warona Setshwaelo  
Deborah Forde (QDF)

Visual Arts Khosro Berahmandi

Writing/Publishing Jeramy Dodds (QWF)

### 13. Presentation of new board

### 14. Adjournment

**Motion to adjourn the meeting at 8:15 by Deborah Forde, seconded by Charles Childs, carried.**