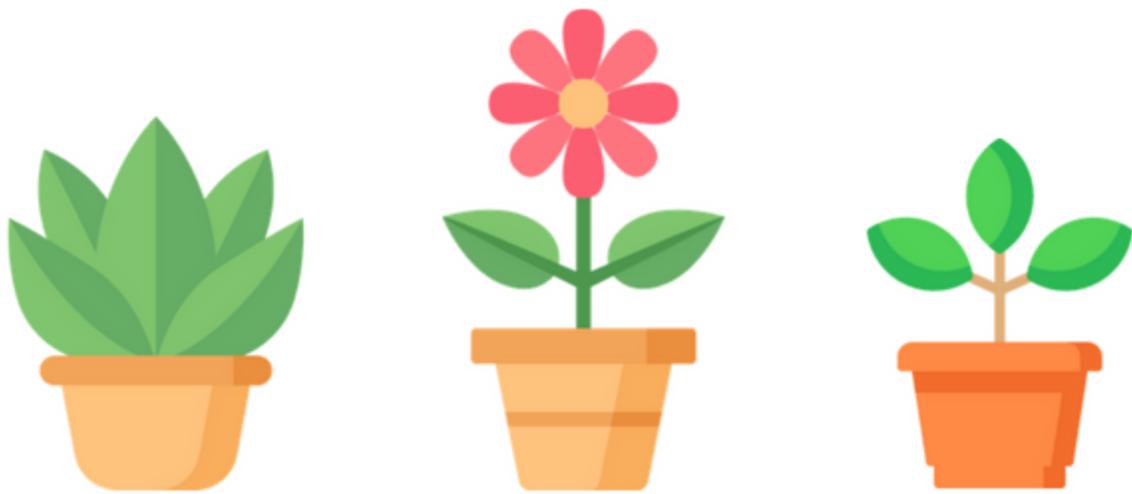


# ELAN's 14th Annual General Meeting



August 27 2018, 6:30pm  
Centre St-Pierre  
1212 rue Panet, Montreal



**elan**

english language  
arts network



**Table of Contents**

Agenda ..... 2

ELAN AGM 2017 Minutes..... 3

Activity Report 2017-18 ..... 12

Financial Statements ..... 19

Board Resolutions 2017-18..... 26

Budget 2018-19..... 18

Current and Planned Activities 2018-19 ..... 30

ELAN Board Slate 2018-19 ..... 33

Board and Staff Bios ..... 35

**AGENDA**  
**14th ANNUAL GENERAL MEETING**  
**August 27, 2018 – 6:30 PM**  
**Centre St-Pierre – 1212 rue Panet, Montreal**  
**(South of Metro Beaudry)**

**6:00-6:30      Welcome and Registration**

**6:30-8:00      Business Meeting and Elections**

1. Welcome members and visitors; appoint minute-taker
2. Approval of agenda
3. Approval of minutes from 2017 AGM
4. Report on 2017-18 activities
5. Review of 2017-18 financial results and approval of audit
6. Ratification of all acts and resolutions of the board from 2017-18
7. Appointment of auditor for 2018-19
8. Budget 2018-19
9. Report on current and planned activities 2018-19
10. Presentation of slate and board candidates
  - Explanation of board structure and nomination process
  - Presentation of candidates standing for election
  - Election process
11. Presentation of new board

*following AGM*

**8:00-10:00      Schmoozer and Minute Market**

## ELAN 2017 Annual General Meeting Minutes

August 29, 2017, 6:30 PM

Le Gesù • 1200 rue Bleury • Montreal

Board Members Present: Bettina Forget (President), Kristelle Holliday (Secretary), Karen Cho (Treasurer), Fortner Anderson, Khosro Berahmandi, Paul Bracegirdle, Louise Campbell, Chuck Childs (ex officio), Farah Fancy, Rob Lutes, Deanna Radford, Helen Simard, Kalina Skulska, Dan Webster

Board Member Regrets: Valerie Buddle (Vice President), Keith Henderson, Deborah Forde, Warona Setshwaelo

Staff Members Present: Guy Rodgers, Amy Macdonald, Rio Jestin, Sarah Lozinski, Monica Rekas

Project Managers: Emilia Alvarez, Anne Clark, Christie Huff, June Park

AGM staff: Corey Gulkin

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

Bettina Forget called the meeting to order at 6:35 PM

### **1. Welcome members and visitors; appoint minute-taker**

Bettina welcomed members and guests, and appointed Rio Jestin as minute taker.

### **2. Approval of agenda**

**Motion to approve the meeting agenda by Anne Clark, seconded by Kristelle Holliday, carried.**

### **3. Approval of minutes from 2016 AGM**

**Motion to approve minutes from the 2016 AGM by Elsa Bolam, seconded by Rob Lutes, carried.**

### **4. Report on 2016-17 activities (April 1, 2016 –March 31, 2017)**

Guy introduces ELAN staff and project managers.

Arts Alive! Québec (Canadian Heritage)

Anne Clark, Project Manager, reports. Arts Alive is a series of festivals to increase visibility and collaboration among English-speaking artists who work outside of Montreal. Over summer 2016, Hudson, Wakefield, Knowlton, West Island, Quebec City, and Huntington produced festivals that reflected each region. Events include theatre, music, film, children's activities, fine crafts, visual arts, workshops, studio tours and more.

- Hudson, coordinated by ELAN board member Kalina Skulska, spread Arts Alive activities from June to September showcasing 10 art groups in the area.
- The Morrin Centre hosted AAQ over the Canada Day weekend with musical performances and arts festival showcasing cultural and community groups.
- The Huntington event, produced by Marc and Tina Bye on the banks of Chateauguay River, included a teddy bear picnic, music, and workshops for kids.
- The Knowlton event, in tandem with a book launch, raised \$3000 for the local food bank.
- Wakefield combined AAQ with Ta Da! Festival in early September, a 3 day celebration of dance, theatre and music.
- West Island was moved to a new location, starting from scratch. Spearheaded by Deirdre Potash, it was a successful event.

With Arts Alive! 2017, we are happy to see the exchange of ideas between regions. Several artists were engaged to tour to another region, and we saw increasing recognition from local councils.

#### Performing Arts Market Access (Canada Council)

Emilia Alvarez, Showcases Project Coordinator, reports. This project implements strategies identified through research conducted under a previous Canada Council grant. The project targets mid-career tour-ready artists who are poised to access new markets and deepen relationships. Emilia and Assistant Mariam Assaf followed up with 100 interviewees, and reached out to curators in Quebec to liaise between local, national, and international presenters. They distributed a survey whose results revealed that the project's target audience should be emerging artists.

Emilia and Mariam established one showcase in music, one showcase in theatre/dance, and one local (possibly CINARS or FTA). They are applying for more funding through travel grants. They are exploring a local tour with POP Montreal. There will be a UK showcase for theatre and dance at the Fierce Festival in October, and a showcase in Brazil in May.

June Park, Workshop Project Coordinator, reports that her Savvy Sessions workshops equip artists with skills like management, accounting, negotiation, marketing, and social media. Savvy Sessions respond to concerns regarding grant accessibility and professional development. In the spring we held workshops on sound recording, producing your own show, grant writing and social media. Sessions have received very positive feedback from participant surveys and comments. In the fall, we hope to do 12-15 Montreal sessions and 6-8 regional sessions. Workshops will continue until June 2018. June is also providing individual and small group consultations free of charge. Finally, June is researching art centres and hubs, looking at potential models that ELAN could apply in Quebec.

#### Visual Arts Market Access (Canada Council) – now named Visiting Curators Series

Amy Macdonald, Program Manager, reports on behalf of project managers Hope Peterson (2016) and Stephen Lawson and Ximena Holuigue (2017).

The project puts visual artists in contact with new networks to exhibit and sell their work. In April 2016, four curators from New York visited Montreal for two days and the Eastern Townships for a third day.

They conducted studio visits with 16 artists, and had a lively panel discussion and Q+A at the PHI Centre. Canada Council funding covered travel costs for several regional artists to attend. The 2017 edition will focus on making the curator meeting more effective for individual artists.

### ACE (Arts, Community, Education) Initiative (Canadian Heritage)

Guy introduces this initiative seeking to connect people with ideas and develop projects. He attended a CLC meeting and talked with Christie Huff, who was interested in exploring connections between arts and education. Together they got funding for a 3-year project.

Christie Huff, Project Manager says ACE was designed as a 3 part project: design, test, and scale. The design phase kicked off on June 2, 2016 with ACE Jam, which gathered a group of people to develop project ideas. Next a team worked on a call for proposals, and five diverse projects were funded. The projects were led by artists, school principals, and a teacher, as well as one team of community learning centre agents who help schools connect with communities. Projects will bring artists into schools, exposing the community to arts. Our next phase, scale, will involve asking leaders from arts and education organizations about long-term plans to make a difference.

### Internal ELAN projects

Guy reports:

- ELAN revamped its website and newsletter, supervised by Amy
- Schmoozer collaborations with QDF, NDG Arts Week, and the Fringe Festival
- December Schmoozer with McGill Schulich School, a popular Schmoozer
- Workshops, including CBC Getting Media Attention. One member who attended wrote a press release and got major exposure

This was the year of consultations as many funders and government bodies reassessed policies.

Quebec's cultural policy was revisited for the first time since 1992. ELAN made a strong intervention to respect English language arts while also recognizing French as the official language of Quebec. There is a small paragraph in the draft document recognizing the historical role of English language arts. We will ask the Minister to include action items in the implementation plan.

ELAN contributed to the national consultation on Canadian Content in a Digital World led by Canadian Heritage which revisited everything touching on the creation of digital content. ELAN consulted with our members, wrote a detailed brief, and presented it to the consultation.

The City of Montreal revised the Montreal, Cultural Metropolis cultural policy. Again ELAN consulted our members, drafted a brief, and presented it on April 6.

A lot of funding from the English speaking community comes from the Official Languages Act. It is revisited every 5 years. ELAN spends a lot of time preparing briefs and intervening. Arts and culture have a major role in expressing community vitality. The impact of ELAN's work seems to be quite positive. Although advocacy is often high level and indirect, we welcome comments and input.

Guy recognizes guests: Tarek Toni of Canadian Heritage; David O. Johnston of the Office of the Commission of Official Languages; Bernard Guérin, Executive Director of RAAV.

## 5. Motions: Mandate, Membership

The current mandate, written early in ELAN's development, states that ELAN was created for artists who use English as their first language. That wasn't quite true then, and certainly isn't true now. ELAN is intended to be inclusive and open. We also want to recognize organizations and cultural workers.

*Motion 1 introduced by Guy.*

---

Motion 1: That ELAN amend its mandate to read as follows:

The English Language Arts Network (ELAN) connects artists, cultural workers, and arts organizations from all disciplines and regions of Quebec, fostering a strong community for members.

A non-profit organization, ELAN promotes the vitality of Quebec's English-speaking artistic community, and supports its members with direct services and benefits, as well as through mobilization and representation.

ELAN makes common cause with the French-speaking cultural community to champion the multifaceted benefits of culture, and the interests of cultural workers. ELAN encourages an evolving Quebec identity that includes artistic, cultural, and social diversity.

---

### **Motion 1 by Chuck Childs, seconded by Farah Fancy. Carried.**

Amy and ELAN board member Helen Simard introduce two motions to affirm ELAN's more inclusive approach to membership by incorporating cultural workers formally into definition of membership and welcoming part- and full-time students in all disciplines of study. Many artists make the sensible decision to study something other than art to bolster their financial security.

*Motion 2 introduced by Amy.*

---

Motion 2:<sup>1</sup> That ELAN amend its bylaws to officially incorporate cultural workers and full- and part-time students in all programs of study in its membership categories, as follows:

Bylaw 3.1, Rule 1 – Full membership is defined as follows:

Professional: Individual artist or cultural worker

Individual artist: as defined by the Status of the Artist R.S.Q. (Quebec) Chapter S-32.1 – known as Bill 90 and 78:

“artist” means any natural person who practices an art on his or her [or their] own account and who offers his or her [or their] services for remuneration, as a creator or performer in any field of artistic endeavour referred to in Section 1 (of the act).

Cultural worker: any person who works in the arts and culture sector.

Student artist: any person who is registered in the educational system pertaining to training for any program of study, either full- or part-time, and who practices an art on his or her [or their] own account.

---

<sup>1</sup> This motion text has been revised to incorporate amendments proposed during the meeting (see below).

Organization: an organization that represents the interests and rights of Individual Artists within the Province of Quebec or a presenter of artists and their work, within the Province of Quebec. Includes artist collectives.

---

**Motion 2 moved by Chuck Childs, seconded by Anne Clark.**

In response to a member question about adding “they”, Amy explains we want to be gender inclusive. Bettina says that we have an inclusion committee whose purpose is to be aware of these things.

A member asks about organizations that are not arts and culture organizations. Amy clarifies they can join as friend members. This motion only pertains to professionals, organizations and students.

Members propose three amendments to Motion 2. Bettina calls for votes:

*Bettina calls a vote for the amendment to add a colon after the number 78. Vote passed.*

*Bettina calls a vote to add the gender neutral pronoun “they” in square brackets. Vote passed.*

*Bettina calls a vote for the third amendment to remove the “s” from performers. Vote passed.*

**Motion to accept Motion 2 as amended by Anna Fuerstenberg, seconded by Chuck Childs. Carried.**

*Amy and Helen introduce Motion 3.*

---

Motion 3: That ELAN modify its membership fee structure to a pay-what-you-can (PWYC) model as follows:

Professional - Emerging artists are included in this category

PWYC with a suggested fee of \$30

Organization - Collectives are included in this category

PWYC with a suggested fee based on budget

- Annual budget under \$150 000: \$30
- Annual budget \$150 001 - \$300 000: \$60
- Annual budget \$300 001+: \$90

Student - Part-time students, and students not studying in the arts, are included in this category

PWYC with a suggested fee of \$15

Friend

PWYC with a suggested fee of \$20

---

This motion is intended to open up our membership. It has been discussed and researched, and a detailed proposal is included in the AGM package.

Helen says there is much discussion about making ELAN an open organization, recognizing artists’ economic reality. Even a \$30 fee would prevent some artists from joining. ELAN should represent

Quebec's artist community in all its complexity, include diverse perspectives, and improve our advocacy for all artists. Some of us can pay a little more to make space for those who can't afford to.

We've introduced a suggested donation for students, who previously had free membership. We hope that asking people to recognize value in the membership, while offering a PWYC option, encourages them to use the service. We also want to offer inclusive ways for self-taught artists to engage.

Albert applauds ELAN for evolving to truly represent the community that has English as part of their lives. Ultimately we want to represent the city, the province and all the people within it, to show great things can be done when working together. It's important to focus not so much on fees, but on having more people on board to educate ourselves, to show we have a strong community.

**Motion by Anne Clark, seconded by Kristelle Holiday. Carried.**

## **6. Review of financial results (2016-17) and approval of audit**

ELAN Board Member and Treasurer Kristelle Holliday refers the audience to the financial statements provided. (The full financial statements are available for download on our website on the event page.) She will pull out highlights. Pointing to revenues and expenses, we have a total revenue this year of \$348,793. Expenses are \$348,869, with a deficit of \$76, which means a balanced budget.

Our major revenues are grants, general program funding from Canadian Heritage and several project grants (ACE, Visiting Curators, Arts Alive). The second line is the membership fees. There has been a slight increase since 2016, showing the work of the Membership Committee.

Referring to expenses: the first line is salaries, with a \$15,000 difference between 2016-17. The salaries on the second line are contractors. There was a slight increase in rent. Publicity saw a \$6000 increase, mostly for Arts Alive. Website maintenance was reduced from last year, when we did our new website. Meetings and general includes project meetings, i.e. ACE Jam, Arts Alive. Because of the assets we had at the beginning of the year we have \$8000 in the bank at the moment. On page 4 (page 28 at the top) we see in liabilities, deferred contributions \$111,000, because we received a project grant from the Canada Council received late in 2016-17 that will be spent in this financial year.

## **7. Ratification of all acts and resolutions of the board from 2016-17**

(Excluding motions to approve agenda and minutes, and adjourn meetings)

May 10, 2016

- Motion to approve the budget for 2016-17 - moved by Fortner Anderson, seconded by Kristelle Holliday. Carried. No abstentions.

May 11, 2016 (by e-mail)

- Motion: ELAN authorizes Guy Rodgers to be its official voting delegate at QCGN's 2016 AGM. Moved by Paul Bracegirdle, seconded by Khosro Berahmandi. Carried.

June 14, 2016

- Motion: From now on, we interpret our bylaws to allow a President, upon being elected, to be elected for two two-year terms, regardless of how many years they sat as a Director. Motion by Kristelle Holliday, seconded by Khosro Berahmandi. Carried unanimously.

July 22, 2016 (by e-mail)

- MOTION: Que Amy Macdonald (Coordonnatrice des programmes) soit mandatée pour les signatures avec Emploi Québec - That Amy Macdonald (Program Coordinator) be authorized to sign on behalf of ELAN when dealing with Emploi Québec. Motion by Valerie Buddle, seconded by Karen Cho. Carried.

October 20, 2016 (by e-mail)

- The board of ELAN resolves to submit an application to the Canada 150 Fund for its Arts Alive Québec project, to be represented by our Executive Director, Guy Rodgers, signing the General Application Form and Project Proposal. Motion by Kristelle Holliday, seconded by Kalina Skulska. Carried.

January 10, 2017

- Motion to have Guy write the first draft of the new Mandate – moved by Farah Fancy, seconded by Warona Setshwaelo. Carried.
- Motion that the board approve and adopt ELAN's CAM project application – moved by Deborah Forde, seconded by Dan Webster. Carried.

January 27, 2017 (by e-mail) re CALQ grant application

- Motion: Je soussigné, Guy Rodgers déclare :
  - être un représentant dûment autorisé à signer les documents transmis dans la présente demande au nom de English Language Arts Network - Quebec.
  - que l'organisme demandeur, de même qu'à sa connaissance toute partie apparentée à celui-ci ne sont impliqués
    - dans aucun cas d'insolvabilité les concernant,
    - dans le cadre de ses activités culturelles, dans aucun litige portant sur la Loi sur le statut professionnel et les conditions d'engagement des artistes de la scène, du disque et du cinéma (sauf dans le cas des Associations professionnelles d'artistes).

Moved by Valerie Buddle, seconded by Helen Simard. Carried.

February 17, 2017 (by e-mail)

- MOTION: Que Amy Macdonald (Coordonnatrice des programmes) soit mandatée pour les signatures avec Emploi Québec - That Amy Macdonald (Program Coordinator) be authorized to sign on behalf of ELAN when dealing with Emploi Québec. Moved by Paul Bracegirdle, seconded by Louise Campbell. Carried.

March 18, 2017

- Motion to approve the 2017-18 budget – moved by Bettina Forget, seconded by Deborah Forde. Carried.

**Motion by Chuck Childs to accept all acts and resolutions of the board from 2016-17. Fortner Anderson seconds. Carried.**

## **8. Appointment of auditor for 2017-18**

Guy recommends to re-engage the auditors we have had for the past several years.

**Motion to hire Dagenais, Lapierre, Simard et associés by Anna Fuerstenberg, Farah Fancy seconds. Carried.**

**Motion by Chuck Childs to accept the audited statement for 2016-17. Anna Fuerstenberg seconds. Carried.**

## **9. Budget 2017-18**

ELAN Board Member and Treasurer Kristelle Holliday notes that this year was the first time ELAN was eligible for CALQ funding. We received \$75,000 a year for 4 years. On page 31, we see that core funding has stayed static. Extra \$75,000 on second line. Membership revenue increased by \$1000. We have applied for Canada Council program funding and will receive results by December.

Project revenue: we took Minority Report sales off the budget, will give away the few copies left. Workshops are back this year. Broadcasting presentation is back, doing more work with Videotron. The ACE Initiative is still a big project. Arts Alive received extra funding from Canada 150. Two sections at the end: a Canada Council project that will be applied for shortly, and a CAM project on Inclusion.

Total revenue stands at \$627,395, a testimony to all the work the team has done over the years. Under core admin expenses: we have moved offices so there is an increase in rent. The other elements are equipment, an increase of \$4000, representing computers for the new office and staff. Office supplies spending increased due to additional projects. There are still developments needed for the website. At the end of the project expenses, we see the last of Canada Council and CAM projects. This year there is a surplus of \$5000. Funders have asked us to start a pot of money in case of emergency.

**Motion to approve the budget 2017-18 by Anna Fuerstenberg, seconded by Byron Toben. Carried.**

## **10. Report on current and planned activities 2017-18**

Guy reports that CALQ funding means we can hire two new full-time employees in Membership and Communications. This will make a tremendous difference; allows us to reduce time on turnover and training. ELAN is a service organization and extra staff will add to the value we seek to deliver.

For Canada 150 we received \$150,000 for AAQ which allowed us to create a budget for partners to hire ELAN members. We put out a call for those interested in doing workshops or performances. There are multiple spin offs to AAQ for different communities. Because of doing this for two years in a row, Grove Hall had enough money for a 60 foot round tent, so they can continue to do these productions. Now there is an exchange of artists and ideas between regions.

We are working on the final stage of the ACE Initiative, will have money to go back and develop those links. Will build on many educational contacts Christie has developed over two years.

## **11. Presentation of slate and board candidates**

No election this year; we have exactly the right number of people applying for the Board.

The board members elected for two-year terms are

- Louise Campbell (Music)
- Kalina Skulska (Regions)
- Bettina Forget (Visual Arts)
- Paul Bracegirdle (Writing/Publishing)
- Lori Schubert (Writing/Publishing: QWF)
- Keith Henderson (Writing/Publishing: AELAQ)
- Farah Fancy (Corporate)

Continuing board members elected last year are:

- Valerie Buddle (Dance)
- Fortner Anderson (Film/Video)
- Karen Cho (Film/Video)
- Rob Lutes (Music)
- Dan Webster (Presenting Organisations)
- Kristelle Holliday (Regions)
- Warona Setshwaelo (Theatre)
- Deborah Forde (Theatre: QDF)
- Khosro Berahmandi (Visual Arts)

## **12. Presentation of new board**

## **13. Adjournment**

**Motion by Anne Clark to adjourn the meeting at 8:30 PM.**

## **Activity Report** **April 1, 2017 to March 31, 2018**

### **Major Projects**

#### Arts Alive Québec (AAQ) – Summer 2017

The third edition of AAQ was funded by Canada 150 and received considerably more funding than the previous two editions. Part of the additional money was used to create a special fund to encourage regional partners to hire ELAN members to perform, present their work or give workshops.

Highlights:

- AAQ launched in Knowlton on June 25 with workshops. The main days of public activities were Saturday July 1 and Saturday July 8. Canada Day merchandise, provided by Canada 150 and CBC, was given away during events. Main activities included an original play about Canadian Confederation.
- Quebec City held AAQ on July 1 and 2 at the Morrin Centre. Canada Day merchandise, provided by Canada 150 and CBC, was given away during events.
- Hudson (July 20-23) programmed a variety of original plays, musical concerts, a film contest, an artists' market and five workshops.
- Huntingdon (August 18-19) at Grove Hall featured a Teddy Bears Picnic for toddlers, Musical concerts, a local artisans fair and 13 workshops.
- AAQ Wakefield (September 8-10) again collaborated with the Ta Da! Festival to program outdoor music performances, an artisans fair, and an outdoor theatre production, as well as indoor concerts at the Community Centre and workshops.
- The most ambitious edition of West Island AAQ was staged in Pointe Claire (September 23-24) with on-site animation from CBC and the Suburban newspaper. An extensive display of visual arts, crafts and food was accompanied by two days of non-stop music, theatre and dance performances, as well as workshops for all ages.



Photo: Guy Rodgers

The six events attracted a record attendance of 7,203: Knowlton 891, Quebec City 513, Hudson 3,852, Huntingdon 215, Wakefield 1,102 and West Island 650.

The six regions produced 46 workshops for adults and/or children: Knowlton 10, Quebec City 2, Hudson 5, Huntingdon 13, Wakefield 6 and West Island 10.

Funded by Canada 150 Fund.

## Arts, Communities, and Education (ACE) Initiative



- By the end of June, the five ACE Test! Projects that had been approved by a Cross Sector Working Group were completed and celebrated in Vaudreuil-Dorion, Eastern Townships (Knowlton and Sutton), Lower North Shore (Harrington Harbour and Chevery), Montérégie (involving Cedar Street Elementary in the Richelieu Valley, St. Lawrence Elementary in Candiac and Kateri School in Kahnawake), and Saint-Lambert.
- Representatives of the Arts, Community and Education sectors participated in a planning session in May to develop a long-term strategic plan for ACE based on what had been learned since beginning ACE. They continue to be involved in a Strategy group that is consulted on all important decisions.
- An ACECelebrate! Event was held in October to bring ACE Project leaders together to share reflections and advise on next steps.
- Learning from the ACE Test! Projects was consolidated, and a summary was developed and plans to promote scaling of projects through videos, webinars, and other outreach to arts, community and education partners and interested individuals.
- A consultant was engaged to identify ACE Artists (artists qualified to collaborate with English school communities to develop projects that integrate education and community development goals).
- A Ph.D. student from Hudson, QC conducted a literature review and developed a presentation on 'The Case for Artists in Schools in the Quebec Context'
- Support was provided to the Lower North Shore communities to develop an Artist in Residence strategy for remote communities to address access and capacity development needs.

Funded by the Government of Canada through the Strategic Initiative Fund.

## Visual Arts Market Access (Visiting Curators Series)

The 2017 edition followed the initial objective of the previous edition: to bring curators and art experts from New York (extending our reach with one curator from Toronto, a highly useful market for Quebec English-speaking artists) to Montreal to conduct studio visits with English-speaking artists from Montreal and from this year's target region of West Quebec. During studio visits, artists received personalized feedback and suggestions on accessing art markets beyond Quebec. A panel discussion and reception allowed 75+ artists, curators, etc. to learn about the curators' work, ask questions, and network.



Photo: Kinga Michalska

- Project Managers: Stephen Lawson (phase I), Ximena Holuigue (phase II);
- Jurors to select artists: Jo-Anne Balcean, Eliza Griffiths, Karin Hazé
- Curators: Alex Fialho (NYC), Larry Ossei-Mensah (NYC), Emelie Chhangur (TO)
- From 48 applications (41 from Montreal; 7 from West Quebec), 12 artists (10 from Montreal; two from West Quebec) were selected for visits
- Project Activities:
  - October 22 – Panel discussion (plus Q+A at Parisian Laundry) with visiting curators, local gallery owners and artists followed by networking evening. (50-100 people)
  - October 23– Curator visits with selected artists from Western Quebec and Montreal
  - October 24– Curator visits continued

Funded by the Canada Council for the Arts.

## Performing Arts Market Access - Workshops

The purpose of this project was to increase access and capacity building support to English-Language minority artists in Quebec in 2016/17 and 2017/18. Focus on providing workshops for emerging artists and increasing showcase activities for tour-ready English-language artists in Quebec.

- Workshops Manager June Park met with many potential collaborators and response was consistently positive, from old friends like YES Montreal, to new contacts such as CINARS, Indie Mtl, and RQD
- Four workshops were held in spring 2017, including: Grant Writing 101, Producing from the Ground Up (May 28) and Sounds Amazing!, and the Arts of Auditioning

- Eight Montreal workshops plus five in the regions were held in fall 2017, including: Grant Writing and Social Media, Presenting dance productions, All about CINARS, and Working with Agents
- Twelve Montreal workshops plus five in the regions were held winter/spring 2018, including: Grant Writing, Tune in to Montreal's Music Industry, Bookkeeping for Artists, Taxes for Artists, Digital Art and Media, and Touring Music.
- June Park met with more than 30 people for individual consultations

Funded by the Canada Council for the Arts.

### Performing Arts Market Access - Showcases

- Workshops Project Manager Emilia Alvarez and Mariam Assaf conducted a survey with ELAN members to get a clearer picture of needs and of how many performing artists considered themselves 'tour ready.' Some of the needs can be met by workshops and that information has been shared with June, who has used it to shape some of the workshops. Emilia and Mariam gave a workshop based on their positive experience arranging the Fierce showcase.
- Emilia and Mariam verified with Canada Council that they could seek additional funding from FACTOR, CALQ and CCA to enhance the budget.
- A local showcase with POP Montreal was presented in September 2017 at le Petit Campus. The Wakefield band Rebelle received two additional bookings because of the showcase.
- Emilia and Mariam developed an 'outbound' showcase with Fierce, an international festival of cross art form performance centred in Birmingham, UK. The festival embraces theatre, dance, music, installations, activism, digital practices and parties. Fierce fills the city with performances in theatres, galleries and other out-of-the-ordinary spaces. The dance showcases were curated by Studio 303 and took place in October. Adam Kinner increased previous connections with bookers, Andrea Keijzer used the Fierce showcase to develop a European tour, and Andrew Tay was a big hit with Fierce bookers and audiences.

Funded by the Canada Council for the Arts.

### Inclusion Policy and Career Labs

Inclusion Policy: Consultant Kira Page & COCo – Centre for Community Organizations;

- ELAN has drafted a detailed Inclusion Plan, building momentum towards large-scale goals while implementing concrete changes to implement inclusion as a lens in ELAN's activities.
- From October 2017 to March 2018, activities included:
  - Specialized coaching for ELAN staff on hiring practices and communications
  - Guided discussions on membership and advocacy with staff and Inclusion Committee
  - Research into priority membership engagement groups
  - Research into existing inclusion, diversity, and equity policies in arts and cultural organizations
  - Anti-oppression trainings for staff
  - Drafting and revision of full Inclusion Plan
- The Plan is set to be validated by members and community in 2018-19, in harmony with our State of the Arts consultations.

## Career Labs

- ELAN developed and delivered five evening and afternoon workshops to 48 participants. Mid-career and established artist leaders shared lessons from their experience, followed by a discussion. Participants received a comprehensive resource list and were offered a free ELAN membership.
- Feedback from participants via evaluation forms was remarkably positive: 81% of respondents strongly agreed that the featured artists shared useful knowledge, and 98% gave the resource list a positive rating.
- ELAN developed a partnership with Mentorly, an online mentoring platform for artists, for the February 10 workshop. Mentorly programmed the artist leaders and provided in kind promotion.



Photo Amy Macdonald

Funded by le Conseil des arts de Montréal.

## Digital Solutions research

Between January and March 2018, ELAN's Digital Solutions research project surveyed artists, arts organizations, publicists, journalists, media specialists and technical specialists, and hosted two focus group sessions.

- Project Manager: Daniel Webster
- Project Assistant: Rio Victoria Jestin



Photo: Guy Rodgers

Funded by Innovation, Science and Economic Development Canada.

## Advocacy

ELAN was particularly active in official language advocacy in 2017-18.



### Highlights:

- Presented ELAN's brief re Montreal Cultural Policy at the Hotel de Ville.
- Organized Arts, Culture and Heritage Co-Leaders meetings and annual ACH Working Group Meeting.
- Attended annual CADMOL (Council of Assistant Deputy Ministers of official language) annual meeting in Gatineau.
- Attended QCGN AGM.
- Facilitated meeting of the English-speaking theatre community with CALQ to review problems in funding.
- Participated in the creation of Eastern Townships culture group and bilingual schmoozers.
- Participated in OLMC working group meetings with NFB, Telefilm and CRTC.
- Made interventions to CRTC re license renewals of Vidéotron I and Télé Québec.
- Participated in national consultation for renewal of the Official Languages Act in Montreal and Ottawa.
- Attended unveiling of OLMC 2018-23 Action Plan Ottawa.
- Attended annual National Arts Services Organizations (NASOs) meeting in Ottawa.
- Attended inaugural meeting of Secretariat for Relations with English-speaking Quebecers at Concordia University.

## Admin

Two new permanent staff positions were created thanks to operating funding from CALQ and Canada Council. The new positions are Communications and Outreach Coordinator and Membership Services Coordinator.

To accommodate the extra staff, ELAN moved from shared premises on the 6<sup>th</sup> floor of 460 Ste Catherine West to a new office in suite 708 of the same building.

## Membership Services and Communications

With two new full-time permanent staff in Membership and Communications as of November 2017, ELAN's team focused from November to March on training and onboarding, building our team, and planning exciting improvements to our existing infrastructure and services.

- Popular projects have increased interest and demand for ELAN services.
- Workshop reach more than doubled in 2017-18, and our Montreal membership increased steadily.
- A new consultation format to support members will be continually improved in 2018-19.
- Research into health insurance for member organizations will continue in 2018-19.
- Schmoozers (5-à-7) held with Centre Creation O Vertigo (CCOV), McGill University's Schulich School of Music/Career Planning Services, and the Quebec Writers' Federation.
- ELANews (free monthly newsletter) open rates are well above industry average.
- Social media followers, website page views, and organic traffic increased steadily over 2016-17.
- New blog (Artists Illuminated) and Instagram account developed to increase visibility for ELAN members.

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC  
FINANCIAL STATEMENTS  
MARCH 31, 2018

**SUMMARY**

Independent auditor's report	1 - 2
Statement of operations	3
Statement of changes in net assets	4
Balance sheet	5
Statement of cash flow	6
Notes to financial statements	7 - 11
Additional information	12

## INDEPENDENT AUDITOR'S REPORT

To the Directors of  
ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

We have audited the accompanying financial statements of ENGLISH LANGUAGE ARTS NETWORK - QUEBEC organization, which comprise the balance sheet as at March 31, 2018, and the statements of operations, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of ENGLISH LANGUAGE ARTS NETWORK - QUEBEC organization as at March 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Daggrais Lapierre Simard et Associés* <sup>1</sup>

Montreal, August 15, 2018

---

<sup>1</sup> By Robert Schanck, CPA auditor, CA

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC  
 STATEMENT OF OPERATIONS  
 FOR THE YEAR ENDED MARCH 31, 2018

	<u>2018</u>	<u>2017</u>
<b>REVENUES</b>		
Grants (Schedule A)	\$ 568,612	\$ 340,010
Membership fees	7,321	7,013
Other revenues	<u>2,775</u>	<u>1,770</u>
	<u>578,708</u>	<u>348,793</u>
<b>EXPENSES</b>		
Salaries, employee benefits and honorariums	194,000	165,097
Contractors	221,562	103,140
Rent	19,124	19,633
Publicity	18,424	7,148
Translation	5,705	4,366
Workshop expenses	261	-
Travel and representation	27,259	23,337
Communications	3,650	2,154
Website and maintenance	8,378	3,806
Printing and mailing	5,995	4,014
Office and general	14,520	2,984
Meetings and general	6,512	7,487
Membership	458	-
Professional fees	4,091	3,802
Training	370	367
Insurance	1,113	721
Interests and bank charges	692	813
Amortization of capital assets	<u>484</u>	<u>-</u>
	<u>532,598</u>	<u>348,869</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES (note 8)</b>	<u>\$ 46,110</u>	<u>\$ (76)</u>

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

BALANCE SHEET

AS AT MARCH 31, 2018

	<u>2018</u>	<u>2017</u>
<b>ASSETS</b>		
CURRENT ASSETS		
Cash - Operating account	\$ -	\$ 27,723
Enhanced Business Account, 0.9% (0.75% in 2017)	126,289	100,041
Accounts receivable (note 3)	7,751	1,648
Contributions receivable	59,602	4,139
Prepaid and deposits	<u>3,328</u>	<u>1,208</u>
	196,970	134,759
CAPITAL ASSETS (note 4)	<u>3,807</u>	<u>-</u>
	<u>\$ 200,777</u>	<u>\$ 134,759</u>
<b>LIABILITIES</b>		
CURRENT LIABILITIES		
Bank overdraft	\$ 6,268	\$ -
Accounts payable and accrued liabilities (note 6)	60,485	15,183
Deferred contributions (note 7)	<u>79,733</u>	<u>111,395</u>
	<u>146,486</u>	<u>126,578</u>
<b>NET ASSETS</b>		
INVESTED IN CAPITAL ASSETS	3,807	-
UNRESTRICTED	<u>50,484</u>	<u>8,181</u>
	<u>54,291</u>	<u>8,181</u>
	<u>\$ 200,777</u>	<u>\$ 134,759</u>

ON BEHALF OF THE BOARD,

\_\_\_\_\_, Director

\_\_\_\_\_, Director

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

NOTES TO FINANCIAL STATEMENTS

AS AT MARCH 31, 2018

7. DEFERRED CONTRIBUTIONS

The deferred contributions represent unused resources received during the year. The amount shall be considered as income in the following year. Changes in deferred contributions balances are:

	<u>2018</u>	<u>2017</u>
<b>Opening balance</b>	\$ 111,395	\$ 11,259
Less : amount recorded as income	(111,395)	(11,259)
Plus: amount received for the following year	<u>79,733</u>	<u>111,395</u>
<b>Closing balance</b>	<u>\$ 79,733</u>	<u>\$ 111,395</u>
<b>Deferred contributions</b>		
Canada Council for the Arts - Performing Arts Market Access	\$ 79,733	\$ 94,495
Canada Council for the Arts - Visual Arts Market Access	<u>-</u>	<u>16,900</u>
	<u>\$ 79,733</u>	<u>\$ 111,395</u>

8. GRANTS

The organization received two new operating grants this year, both for a full year of operations. Because one of the grants was received halfway through the year, and the other near the end of the year, the organization did not spend the full amounts. The unspent amounts of the new operating grants are: Canada Council for the Arts, \$25,000 (of \$35,000) and Conseil des arts et des lettres du Québec, \$15,000 (of \$75,000). The following reconciliation demonstrated the budgeted excess of revenues over expenses for this year:

Excess of revenues over expenses	\$ 46,110
Canada Council for the Arts	(25,000)
Conseil des arts et des lettres du Québec	<u>(15,000)</u>
Excess of revenues over expenses budgeted	<u>\$ 6,110</u>

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC  
 ADDITIONAL INFORMATION  
 FOR THE YEAR ENDED MARCH 31, 2018

	<u>2018</u>	<u>2017</u>
<b>SCHEDULE A</b>		
<b>GRANTS</b>		
Canadian Heritage - Program grant	\$ 135,000	\$ 135,000
Canadian Heritage - Arts Alive	150,000	94,510
Canadian Heritage - Arts, Community, Education	48,000	41,000
Canada Council for the Arts - Performing Arts Market Access Strategy	54,762	5,505
Canada Council for the Arts - Visual Arts Market Access	16,900	13,359
Canada Council for the Arts - Operating (note 8)	35,000	-
Canada Summer Jobs	2,363	-
Industry Science and Economic Development Canada - Digital Solutions	23,647	-
Conseil des arts et des lettres du Québec - Operating (note 8)	75,000	-
Young Canada Works	6,609	10,060
Emploi-Québec	11,331	18,401
Conseil des arts de Montréal	10,000	-
Broadcast Participation Fund	-	22,175
	<u>\$ 568,612</u>	<u>\$ 340,010</u>

## **Board Resolutions April 1 2017-March 31 2018**

(excluding motions to approve agenda and minutes, and adjourn meetings)

May 9, 2017

- Motion that ELAN protest the freezing of OLMC arts funding from the Canada Council for the Arts – Moved by Keith Henderson, seconded by Paul Bracegirdle. Carried.

May 23, 2017 (by e-mail)

- Motion that ELAN nominate Guy Rodgers as official delegate to the QCGN AGM on June 16. Moved by Helen Simard, seconded by Farah Fancy. Carried.

June 13, 2017

- Motion to submit the fee restructure proposal to ELAN's members at AGM to be voted on – Moved by Valerie Buddle, seconded by Paul Bracegirdle. Carried unanimously.

September 20, 2017

- Motion that ELAN take a position that the Canada Council for the Arts should increase the funding envelope allotted to OLMC, proportional to its recent budget increase – Moved by Fortner Anderson, seconded by Paul Bracegirdle. Carried with three abstentions.

November 10, 2017 (by e-mail)

- ELAN's board of directors hereby confirms that our president, Bettina Forget, is authorized to sign the Regional Project funding application due November 14th and any other agreement with the Department of Canadian Heritage, and with regard to any related matters. – Moved by Valerie Buddle, seconded by Kalina Skulska. Carried.

November 17, 2017 (by e-mail)

- Motion: Que la demande d'ELAN au programme Nouvelle Garde du Conseil des arts de Montréal soit approuvée et adoptée par le conseil d'administration. – Moved by Kristelle Holliday, seconded by Farah Fancy. Carried.

January 12, 2018 (by e-mail) – re: PCH Strategic Fund application (State of the Arts)

- ELAN's board of directors hereby confirms that our executive director, Guy Rodgers, is the authorized signing authority with regard to this funding application and any agreement with the Department of Canadian Heritage, and with regard to any related matters. – Moved by Valerie Buddle, seconded by Kalina Skulska. Carried.

February 10, 2018 (by e-mail)

- Motion: that ELAN's grant application for project support in the amount of \$15,000 from the Conseil des arts de Montréal is approved and adopted by the Board of Directors at its meeting of February 10, 2018 (by email) – Moved by Kristelle Holliday, seconded by Valerie Buddle. Carried.

March 17, 2018

- Motion by Kristelle Holliday as treasurer to accept the 2017-18 initial budget as it stands – Seconded by Farah Fancy. Carried.

## Budget 2018-19

English Language Arts Network	Previous Year		Last Year		Preliminary	
	Actual		Actual		Budget	
	y	2016/17	y	2017/18	y	2018/19
<b>Core Revenue</b>						
PCH program funding		\$135,000.00		\$135,000.00		\$162,000.00
CCA program funding		\$0.00		\$35,000.00		\$35,000.00
CALQ program funding		\$0.00		\$75,000.00		\$75,000.00
Earned revenues (Interest)		\$0.00		\$2,775.00		\$4,000.00
Earned revenues (Membership)		\$7,013.00		\$7,321.00		\$8,000.00
miscellaneous		\$215.00		\$0.00		\$0.00
YCW etc.		\$28,461.00		\$20,303.00		\$15,000.00
<b>Total - Core Revenue</b>		<b>\$170,689.00</b>		<b>\$275,399.00</b>		<b>\$299,000.00</b>
<b>Project Revenue</b>						
Workshops		\$1,555.00		\$0.00		\$500.00
Broadcasting Participation Fund		\$22,175.00		\$0.00		\$12,000.00
CCA - Visual Arts Market Access (16)		\$11,259.00		\$0.00		\$0.00
PCH - Arts Alive Québec		\$94,510.00		\$150,000.00		\$92,000.00
PCH - ACE		\$41,000.00		\$48,000.00		\$0.00
CCA - Visual Arts Market Access (17)		\$5,505.00		\$16,900.00		\$0.00
CCA - Perf Arts Market Access (17-18)		\$2,100.00		\$54,762.00		\$80,000.00
PCH State of the Arts		\$0.00		\$0.00		\$86,000.00
ISED Digital Research		\$0.00		\$23,647.00		\$24,559.00
Secretariat ACE		\$0.00		\$0.00		\$109,250.00
Secretariat Policy		\$0.00		\$0.00		\$100,000.00
CAM - Inclusion		\$0.00		\$10,000.00		\$10,000.00
<b>Total - Project Revenue</b>		<b>\$178,104.00</b>		<b>\$303,309.00</b>		<b>\$514,309.00</b>
<b>TOTAL REVENUE</b>		<b>\$348,793.00</b>		<b>\$578,708.00</b>		<b>\$813,309.00</b>
<b>EXPENSE</b>						
<b>Core wages + contract</b>						
Permanent office staff		\$131,348.00		\$156,084.00		\$218,000.00
Salary overheads	10.2%	\$13,295.00		\$14,196.00		\$22,000.00
CSST		\$1,120.00		\$1,045.00		\$2,500.00
<b>Total Wages &amp; Social Benefits</b>		<b>\$145,763.00</b>		<b>\$171,325.00</b>		<b>\$242,500.00</b>
<b>Core Admin Expenses</b>						
Contract labour		\$5,599.00		\$11,070.00		\$10,000.00
Rent		\$12,813.00		\$13,099.00		\$28,000.00
Maintenance & Repair		\$208.00		\$3,098.00		\$3,500.00
Insurance, officer's liability		\$721.00		\$1,112.00		\$1,150.00
Equipment		\$1,012.00		\$5,164.00		\$5,000.00
Office Supplies		\$1,453.00		\$4,617.00		\$2,500.00
Photocopies		\$643.00		\$114.00		\$300.00

Telephone, Internet	\$1,310.00	\$2,992.00	\$3,000.00
Email costs	\$645.00	\$875.00	\$800.00
Postage & Courier	\$445.00	\$699.00	\$800.00
Training	\$272.00	\$370.00	\$1,000.00
Publicity	\$1,087.00	\$1,564.00	\$1,000.00
Printing	\$1,062.00	\$531.00	\$1,000.00
Web Site (maintenance, development)	\$2,198.00	\$5,977.00	\$4,500.00
Translation (website, PR)	\$2,499.00	\$2,042.00	\$2,500.00
A.G.M. (fall)	\$1,910.00	\$1,876.00	\$2,000.00
Travel costs	\$303.00	\$861.00	\$1,000.00
Advocacy	\$2,925.00	\$3,432.00	\$3,000.00
Travel (regional reps)	\$321.00	\$681.00	\$1,000.00
Meetings (board)	\$1,166.00	\$1,374.00	\$1,300.00
Professional Fees (accounting, audit)	\$3,802.00	\$5,015.00	\$5,000.00
Memberships (CCA, Culture Mtl, etc.)	\$0.00	\$100.00	\$100.00
Bank Charges, Tax, other	\$887.00	\$1,076.00	\$1,000.00
Total - Administration	\$43,281.00	\$67,739.00	\$79,450.00
Total - Core Expenses	\$189,044.00	\$239,064.00	\$321,950.00

Project Expenses			
Workshops	\$580.00	\$645.00	\$0.00
Broadcasting Participation Fund	\$21,027.00	\$0.00	\$11,000.00
Made au Québec	\$1,504.00	\$836.00	\$0.00
CCA - Visual Arts Market Access	\$10,472.00	\$0.00	\$0.00
PCH - AAQ	\$84,372.00	\$144,354.00	\$87,000.00
PCH - ACE	\$35,876.00	\$48,087.00	\$0.00
CCA - Visual Arts Market Access (17)	\$3,869.00	\$15,234.00	\$0.00
CCA - Perf Arts Market Access (17-18)	\$2,125.00	\$54,496.00	\$76,000.00
PCH State of the Arts	\$0.00	\$0.00	\$86,000.00
ISED Digital Research	\$0.00	\$19,935.00	\$23,000.00
Secretariat ACE			\$103,000.00
Secretariat Policy	\$0.00	\$0.00	\$90,000.00
CAM - Inclusion	\$0.00	\$9,947.00	\$10,000.00
Total - Project Expenses	\$159,825.00	\$293,534.00	\$486,000.00

<b>TOTAL EXPENSE</b>	\$348,869.00	\$532,598.00	\$807,950.00
<b>NET SURPLUS (DEFICIT)</b>	-\$76.00	\$46,110.00	\$5,359.00

**Current and Planned Activities**  
**April 1, 2018 to March 31, 2019**

**Major Projects**

Arts Alive Québec (AAQ) – Summer 2018

The fourth edition of AAQ worked with the regular regional partners, but the West Island has proved problematic three years in a row. In 2018 ELAN produced a smaller event in collaboration with Arts NDG and with four West Island libraries offering readings and music.

Events:

- Hudson: May 31 – June 2
- Huntingdon: July 8
- Quebec City: August 3-4
- Knowlton: August 3-5
- Baie d'Urfé library: August 15
- Wakefield: September 7-8
- Brossard library: September 8
- Montreal West library: September 26
- Beaconsfield library: September 29

Funded by the Government of Canada (PCH Regional Fund).

Arts, Communities and Education (ACE) Initiative

In April 2018, ELAN received a special grant from the new Secretariat for Relations with English-speaking Quebecers to develop ACE Initiative activities for two years. We expect to assist with the production of 10 artists in schools events each of the two years. The ACE team will support educators and artists as they develop and implement projects to ensure maximum artistic input. The ACE team and the Strategic Group will continue to build alliances within the education sector and seek additional partners and sources of funds. The first batch of schools, from all regions of Quebec, were selected in July. Project Manager Christie Huff joined ELAN as a part time staff member in August 2018.

Performing Arts Market Access - Workshops

June Park organized a wide variety of workshops during the months of April and May, in Montreal and the regions, as well as individual consultations. Another dozen workshops will be produced from September to November, plus additional individual consultations.

Funded by the Canada Council for the Arts.

## Performing Arts Market Access - Showcases

Emilia Alvarez and Mariam Assaf arranged a music showcase at Northside Festival (NYC) in June with: Ought, Men I Trust, Common Holly, and Elle Barbara's Black Space. The event was sold out and created a solid buzz. As part of CINARS 2018, Emilia and Mariam have arranged a theatre and dance showcase with 3 companies. ELAN will rent a booth at CINARS to promote Quebec's English-speaking artists and allow some of them to visit the CINARS events. We will also collaborate with CINARS to include some English-speaking artists in *Ma Première Biennale* training.

Funded by the Canada Council for the Arts.

## State of the Arts

ELAN was conceived in 2004 at the State of the Arts community consultation, which brought together over 200 English-speaking artists, cultural workers, and decision makers. The second State of the Arts summit in 2011 further strengthened these links and sparked ongoing collaborations.

Recognizing that community needs and priorities have changed, ELAN is planning a third State of the Arts consultation beginning in Fall 2018 and culminating in a one-day summit in March 2019. State of the Arts III will open the floor to artists, cultural workers, and other stakeholders in order to facilitate coordinated action towards improved conditions for all artists in Quebec.

With State of the Arts III, ELAN aims to:

- offer English-speaking arts communities a platform to articulate needs, concerns, hopes, and desires to service organizations, funders, and other stakeholders - and to each other;
- actively make space for voices that have been marginalized in the arts;
- facilitate learning and knowledge transfer between generations of artistic leadership;
- produce actionable recommendations to improve conditions for Quebec artists and arts organizations.

State of the Arts will also incorporate an extension of the Career Labs emerging artist workshop series, funded by le Conseil des arts de Montréal.

Funded by the Government of Canada (PCH Strategic Fund), the Canada Council for the Arts, CALQ, and le Conseil des arts de Montréal.

## Policy and Partnership Research with Quebec Government

In August 2018, ELAN received a special three-year grant from the new Secretariat for Relations with English-speaking Quebecers to increase connections between English-speaking artists and the Government of Quebec. This project will consolidate years of informal identification of funding opportunities within the Government of Quebec and building of working relationships with key policy and decision makers.

Project objectives:

- Develop representation to reinforce community capacity to collaborate and work in partnership with (Quebec) government.
- Encourage English-language cultural organizations and individual cultural workers to participate fully in the social, economic and cultural life of Quebec.

### Activities

- Creation of an MCC comité de liaison (comparable to the annual ACH Working Group) to provide resources to organize an effective community component.
- Document arts, culture and heritage funding opportunities in the current 5-year cycle.
- Create a strong directory of active ACH organizations. In addition, catalogue their missions, audiences, and needs.
- Place particular emphasis on activities in regions outside of Montreal.
- Create a table that matches organizations (and their needs) with funds available.
- Develop an Action Plan.

### Digital Solutions research Phase II

Phase I of research, conducted last winter, tested ideas about a promotional app from a producer/presenter/publicist perspective. Phase II (funded in August) will test a prototype app from a consumer perspective. If the prototype proves of interest to users, ELAN will seek funding to develop a pilot project.

Funded by Industry, Science, and Economic Development Canada.

### Administration

During the summer of 2018, ELAN rented an additional office next door to double our workspace, adding two desks and a large table for meetings.

Christie Huff joined ELAN's staff part-time to manage ACE activities and Deborah Forde joined ELAN's staff part-time to assist with planning, reporting, budgeting and grant applications. The large Policy and Partnership Research project with the Quebec Government will necessitate the hiring of at least one more full-time employee.

### Board Slate 2018-19

	<b>Standing for election 2018</b>	<b>Elected 2017 for two years</b>
Dance	Roger Sinha	
	Helen Simard	
Film/Video	Karen Cho (Secretary)	
	Fortner Anderson	
Music		Louise Campbell (Vice-President)
	<b>vacant</b>	
Presenting Organizations	<b>vacant</b>	
Regions	Kristelle Holliday (Treasurer)*	
		Kalina Skulska
Theatre	Patrick Lloyd Brennan (QDF)**	
	Li Li	
Visual Arts		Bettina Forget (President)***
	Kakim Goh	
Writing/Publishing		Paul Bracegirdle
	Lori Schubert (QWF)**	
		Keith Henderson (AELAQ)**
Corporate	Purna Bhattacharya	

Thanks to Amy Blackmore (QDF), Khosro Berahmandi (Visual Arts), Farah Fancy (Corporate), Warona Setshwaelo (Theatre), and Dan Webster (Presenting Organizations), who stepped down after valuable service to ELAN's board. Special thanks to Valerie Buddle (Vice-President; Dance) and Rob Lutes (Music) for their dedication and service during their six-year terms on ELAN's Board.

\* Kristelle Holliday will sit as Treasurer for the 2018-19 year following a motion put forth on May 8, 2018: Motion to extend Kristelle Holliday's mandate by one year – moved by Louise Campbell, seconded by Fortner Anderson. Carried. Note: Those who were present voted on the spot; those who were not present voted over email on May 9 and 10, 2018.

\*\* Patrick Lloyd Brennan (Quebec Drama Federation), Lori Schubert (Quebec Writers' Federation), and Keith Henderson (Association of English-Language Publishers of Quebec) sit on ELAN's board as representatives of the sister organizations which appoint them.

\*\*\* Bettina will sit as President for the 2018-19 year following a motion passed on June 14, 2017: From now on, we interpret our bylaws to allow a President, upon being elected, to be elected for two two-year terms, regardless of how many years they sat as a Director. Motion by Kristelle Holliday, seconded by Khosro Berahmandi. Carried unanimously.

## Board Executive

**Bettina Forget (President - Visual Arts)** is a visual artist, gallery owner, art educator, and researcher living and working in Montreal. Bettina owns and runs Visual Voice Gallery. Located in downtown Montreal, Visual Voice Gallery presents contemporary art exhibitions, which create a dialogue between art and science. In 2018 she joined the Convergence - Perceptions in Neuroscience Initiative as Director of Fine Art, where she aims to foster interdisciplinary thought and push the boundaries of what is considered science and art. Since 2016 Bettina is the art/science researcher for the SETI Institute's Artist-in-Residence program. In this capacity, she investigates idea translation between collaborating artists and scientists, and investigates different models of knowing. She is currently pursuing a PhD in Art Education at Concordia University, Canada. Her research project examines the re-contextualization of art and science, and how women and girls may connect to STEM subjects through MakerEducation. Bettina's creative work focuses on space sciences, inspired by her avid engagement with amateur astronomy. She has exhibited her artwork in the USA, Canada, Germany, Iceland, Singapore, and Nicaragua.

**Louise Campbell (Vice President – Music)** is a clarinetist, pedagogue and arts advocate. As a performer, Louise seeks to interrogate the traditional concert format through fostering the creation of new works. Her specializations include new works, cross-disciplinary creation, works in situ and community arts. As an educator, Louise teaches through experiential learning so that students learn and understand through doing. She brings together her passion for performing and teaching by developing outreach programs that revolve around participatory music making. Louise is currently Vice-President of the Board of the Canadian New Music Network.

**Kristelle Holliday (Treasurer – Regions)** has been the Director General of the Théâtre des Petites Lanternes since 2012 and was recently appointed Co-Artistic Director of the organisation. In her artistic practice, she works closely with artists and communities in order to co-create large-scale outdoor theatre performances. The interest in this form stems from the dramatically varied human stories and landscapes that she has encountered during her many years abroad. Now in Canada, she is profoundly inspired by the beauty, poetry and emotion emanating from her new surrounding landscape. As an engaged member of the Quebec arts community, she is also committed to building bridges between the francophone and anglophone arts worlds, is actively engaged in discussions around representation and takes a leading role in the conversations around socially engaged art and arts and health.

**Karen Cho (Secretary – Film/Television)** is a Chinese-Canadian filmmaker known for her socially-engaged documentaries. Karen's filmography includes *In the Shadow of Gold Mountain* (2004) a documentary about the Chinese Head Tax and Exclusion Act and the Gemini-nominated *Seeking Refuge (Terre d'asile)* (2009) a film on refugees in Canada. *Status Quo?* (2012), Karen's documentary on women's rights, won Best Documentary at the Whistler Film Festival. Karen also works as a Writer/Director, Story Editor and Content Producer for TV and Web series. Some of her credits include Extraordinary Canadians (CBC), The Beat (City), Licence to Drill (Discovery), Yukon Gold (History), We are Canada (CBC), Vice Guide to Film (Viceland), Art is my Country (CBC arts web) and The Detectives (CBC). In 2018, Karen was nominated for a Best Direction Canadian Screen Award for her work on the documentary series Interrupt This Program (CBC).

## Board

**Fortner Anderson (Film/Television)** Known for the performances of his poems, Fortner has presented his work at the Festival international de musique actuelle de Victoriaville, Poesie festival Berlin (Germany), Live Biennale (Vancouver) and both the 8th and 10th editions of the Festival Internazionale di Poesia di Genova. Fortner was Executive Director of the Directors Guild of Canada (Quebec Council) for 13 years and Executive Director of Vidéographe. In addition to being a member of ELAN's Board of Director, Fortner is also a board member of Culture Montréal and a member of the MATv Citizen Advisory Committee.

**Purna Bhattacharya (Corporate)** Purna Bhattacharya is an Indo-Canadian producer, singer-songwriter, and artist development mentor based in Montreal, Canada. She uses art to create awareness, public dialogue, and equal work opportunities for women, LGBT people, and the deaf/mute. She encourages ethnic diversity, representing her own background using India's national animal, the peacock, in her logo.

With 10 years of experience in music and business, Purna has taught at Concordia University and Carleton University, managed and collaborated on various audio/video productions, and has initiated songwriting projects. She holds a Masters Degree in Musicology, and Certificates in Teaching Assistance, as well as Music and Creativity. In 2018, Purna is focused on: creating a demo album to showcase her songwriting and production skills; developing workshops on creativity, business and equality; providing artist development mentorship; and representing Forestare as their International booking manager (outside Quebec).

**Paul Bracegirdle (Writing/Publishing)** Paul Bracegirdle is an award-winning author of children's and young adult literature. Working as PJ Bracegirdle and under his pseudonym Paul Blackwell, he has written four novels and two picture books that have been translated into a number of languages. A Montreal native, Paul has toured across Canada, appearing at schools and literary festivals. He has also mentored emerging authors and sat as jurist for various literary programs and prizes.

**Patrick Lloyd Brennan (Theatre - QDF)** Patrick Lloyd holds a BFA in Contemporary Dance from Concordia University and has been an active member of the performing arts community for over ten years. As a cultural worker, he has an extensive profile including Just For Laughs, Les Grand Ballets Canadiens de Montréal, Parts+Labour\_Danse, Centaur Theatre Company, the Segal Centre for Performing Arts, and the Quebec Drama Federation where he is currently Managing Director.

Patrick Lloyd has lent his policy, board and committee experience to organizations including Le Conseil québécois du théâtre, Canadian Arts Coalition, MainLine Theatre & the St-Ambroise Montreal FRINGE Festival, and AIDS Community Care Montreal (ACCM). He has represented his community at numerous conferences as an invited speaker and guest, including the Department of Canadian Heritage's 2016 Cross Canada Official Languages Consultation, Professional Association of Canadian Theatres Conferences, Pride Canada's National Conference on LGBTTIQA2S issues, and Business for the Arts' Arts & Business Exchange (abx).

**Kakim Goh (Visual Arts)** Kakim Goh is a Singaporean-born Montreal-based visual artist, curator and cultural worker. As a visual artist who creates interdisciplinary painting, performance and video installations, Kakim has been exhibiting in Mexico and Quebec since 1993, most notably at OBORO, MAI and la Maison de la Culture du Plateau-Mont-Royal. His artworks can be found in private collections in Canada, the United States, Singapore, Mexico, and Chile. He holds a BFA in Painting and Drawing from Concordia University.

Kakim has a long history of community engagement helping to advance equity, diversity and inclusion in the education, arts and culture sectors. Kakim is an appointment Member of the Evaluation Committee for New Artistic Practices and Multidisciplinary Sector at the Conseil des arts de Montréal. He served as Curator of the Visual Arts Program at Festival Accès Asie from 2014 to 2016 and currently occupies the role of Vice-President on the festival's Board of Directors.

**Keith Henderson (AELAQ/Publishing)** has published five novels, (*The Restoration*, 1994, *The Beekeeper*, 1990, *The Roof Walkers*, 2013, *Acqua Sacra*, 2016, and *Sasquatch and the Green Sash*, 2018), as well as a collection of political essays from when he was a Quebec columnist for the Financial Post (*Staying Canadian*, DC Books, 1997), and a prize-winning book of short stories (*The Pagan Nuptials of Julia*, DC Books, 2006). He led a small provincial political party in Quebec during the separatist referendum of 1995 and championed English language rights and the territorial divisibility of Quebec should ever Quebec partition Canada. He sits on the Board of the AELAQ where he served as past-President.

**Li Li (Theatre)** is a first generation Canadian. She spent her childhood living in different continents, finally settling in Quebec. She has a BFA major in Digital Image & Sound; with a Minor in Theater from Concordia university. Li Li has worked in theater, tv/film and video games. Behind the camera, Li Li has worked a range of jobs including being a fixer, translator, casting director, co-producer as well as selling finished projects to broadcasters. Currently Li Li is serving as ACTRA National Diversity and Inclusion Committee's co-chair and part of the ACTRA Montreal branch council. She is part of the following unions: ACTRA, CAEA and UDA. Li Li is a mother and has a strong interest in gender equity, diversity and inclusion.

**Lori Schubert (Literature/Publishing)** is the executive director of the Quebec Writers' Federation. From 1998 to 2017 she was also a member and general manager of VivaVoce, a professional chamber choir. Prior to her work in arts management, Lori was a singer and corporate communications trainer in the New York metropolitan area, then taught written and oral communication at McGill and Concordia Universities. She was instrumental in the founding of ELAN, having coordinated the Quebec Arts Summit, and served on its board as a music representative for its first two years. Lori currently serves in an advisory capacity for YES Montreal, the Blue Metropolis Foundation and the Atwater Writers' Exhibit.

**Helen Simard (Dance)** is a Montreal-based choreographer, dancer, rehearsal director, and dance researcher. She holds a BFA (Concordia) and MA (UQAM) in contemporary dance, and is currently pursuing a PhD in *Études et pratiques des arts* at UQAM. She was co-artistic director at Solid State

Breakdance for 11 years and now works as an independent choreographer, drawing inspiration from punk rock aesthetics and live music. Recent works include *Mouvement sans/100 manifestes* (2014) and *IDIOT* (2016). Helen also provides rehearsal direction and dramaturgical support for various dance artists, including Tentacle Tribe, Greg Selinger, and Victoria Mackenzie. She collaborates regularly with the Montreal rock band Dead Messenger, contributes to dance magazine *The Dance Current*, and is a co-host of *Danscussions* on CHOQ.ca radio.

**Roger Sinha (Dance)** was born in England to an Armenian mother and an Indian father and later moved at the age of eight to Saskatoon, Saskatchewan. After graduating from *Toronto Dance Theatre*, he settled in Montreal and quickly became involved in several collaborations within the blossoming local artistic community. In 1991, he formed his company Sinha Danse and began developing his distinct choreographic language based on an intermingling of his Indian background and Canadian culture. More than 30 shows were on tour across Canada and overseas. His creations unite Bharata Natyam, a dance originating in Southern India, martial arts and contemporary dance. This unique fusion of influences has given birth to hybrid choreographies that are unquestionably distinctive.

**Kalina Skulska (Regions)** is the Executive Director of Hudson Village Theatre (HVT) located in the historic refurbished train station in the center of Hudson, Quebec. She is responsible for organizing all programming outside the professional live theatre summer season; extensively involved with local community groups and cultural organizations; and the official liaison to municipal, regional, provincial and federal governments. Previously Kalina held a number of high-level management positions with Fortune 500 companies. Her interests include regional cultural development.

#### **Past President**

**Peter MacGibbon (Regions)** has been active in various community sectors over the past 20 years, including the creative economy, lifelong learning, and health and social services. While President of ELAN, he helped put the western Quebec village of Wakefield on the cultural map for artists from across the province. He is currently collaborating with the Centre Wakefield-La Pêche to develop its cultural programming and produce community events for its 200-seat performance space. A long-time musician, he performs at various concerts and festivals with his own band and with other regional performers. Peter envisions a thriving cultural economy in the Outaouais region, where the arts are helping to support rural revitalization.

## Staff



### **Guy Rodgers (Executive Director)**

A graduate of the playwriting program at the National Theatre School of Canada, Guy Rodgers has worked in film and television, and specialized in writing large-scale multimedia productions for museums and special events across Canada, as well as the US, Europe and the Middle East. A long-time arts activist, Guy Rodgers was co-founder of the Quebec Drama Federation (QDF) and the Quebec Writers' Federation (QWF), was a member of the founding board of le Conseil des arts et des lettres du Québec (CALQ), and was founding Executive Director of the English-Language Arts Network.



### **Amy Macdonald (Program Manager)**

Amy holds an M.A. in Communications Studies from McGill University, where she researched cultural policy and festivals. As a musician and songwriter, she has performed at Sled Island, POP Montreal, Suoni per il Popolo, the McCord Museum, and other stages as part of projects ranging from hardcore to folk. She contributes to community initiatives advancing equity in independent music.



### **Sufia Duez (Communications and Outreach Coordinator)**

Sufia Duez studied Literature and Publishing in Toronto at the University of Toronto and Ryerson University. Though she has worked primarily in the domain of literary arts (publishing, literary festivals, and event programming), Sufia is delighted to expand her understanding of arts and culture in Quebec and Canada at large. She enjoys playing the piano and is presently working towards finishing her first novel.



**Emily Enhorning (Membership Services Coordinator)**

Emily Enhorning recently completed her B.A. at McGill University, where she studied English Literature and Gender Studies. She spent the last few months writing her honours thesis, which compared the Canadian Pacific Railway to Amazon drone delivery; now, she is excited to bring her energy back to creative writing, photography, printmaking, and community arts organizing.



**Isabelle Shi (Membership Assistant - Summer 2018)**

Isabelle Shi is currently working on completing her undergraduate degree in Political Science at McGill University. Her primary fields of interest are creative writing, digital art—and international relations. As both an artist and an academic-in-training, she strives to juggle her many artistic and scholarly passions. With a love of languages and an eye for detail, she also has experience in the realms of editing and translation.



**Jennifer Broydell (Special Projects Assistant-Summer 2018)**

Jennifer Broydell is a M.A. student in the Art History program at Concordia University. Her research examines the representation of lesbian domesticity in contemporary photography and video art. She is also part of the Planning and Development Team at Safe Zone Program - Quebec, an organization that educates educators on issues affecting sexually-diverse and/or gender-diverse youth.



**Krista Muir (Arts Alive! Québec Communications Assistant - Summer 2018)**

Krista Muir is a composer, performer and producer. She has released 7 albums, scored for film/TV/interactive media, toured globally as alter ego Lederhosen Lucil, produced and hosted multi-disciplinary arts events and facilitated song-writing workshops. With a focus on music composition, Muir connects via live performance, collaboration and education.

**Project Managers**

**Emilia Alvarez (Performing Arts Market Access – Showcases)** Emilia has worked in the professional international performing arts community as a producer, administrator and agent both for independent artists and for festivals including FTA, CINARS and Pop Montréal. In 2015, Emilia was the Performing Arts Market Access Coordinator for ELAN, where she researched and proposed over a dozen touring strategies for the anglophone performing arts community in Québec, which are now being partly implemented through the PAMA workshops and showcases projects. Her expertise lies in international contemporary performance touring networks. Emilia studied Photography and Mathematics at Concordia University, and is starting a doctorate in Mathematics in the Fall.

**Mariam Assaf (Performing Arts Market Access - Showcases)** With a Marketing degree from Concordia University and an avid interest in arts and culture management, Mariam has been working in the arts, mostly in music, since 2008. She has worked for festivals and associations promoting local talent, managed bands, and organized many concerts and events for both local and international artists.

**Anne Clark (Arts Alive Québec summer 2017 and 2018)** Following a long career as a professional stage manager, Concordia University lecturer, and subsequently General Manager of Geordie Productions, Anne now free-lances in a variety of administrative roles, currently with Centaur Theatre, McGill University, and ELAN.

**Farah Fancy (State of the Arts 2019)** is an arts manager, performer and artist who for over 15 years has been using the arts as a mechanism to teach about equality, rights, personal histories, self-actualization and community bridging. She is rooted in working with cross-cultural populations to promote the arts to a diversity of communities and to outreach to new audiences to overcome emotional and cultural barriers. Farah co-founded, with Julio Hong, Le Groupe Herencias, whose mandate is to use the arts for the promotion, exchange, and acceptance of identity, culture and heritage through creation, art education, training, and creative arts therapies. Farah is also a public speaker for organizations who use the arts as a means to strategize for economic development, goal setting, re-visioning, or for those who want an experience simply for the love of the arts.

**Ximena Holuigue (Visiting Curators Series 2017)** Ximena Holuigue works as a curator and facilitator for interdisciplinary projects, which has allowed her to create a cultural bridge with Cuba through diverse cultural exchanges, among them, working as assistant-curator to the director in the Havana Biennial 2015 Edition. Since 2016, she is the project manager of the Montreal-Havana art exchange, funded by the Montreal Arts Council and led by the RCAAQ institution in Montreal. She is also the creative producer for *Para Todos For Todos*, a documentary about El Mejunje, an LGBT performance venue and community center based in Santa Clara, Cuba (out in 2018). She continues to work as a facilitator, project manager and fixer in various art, film and music related projects in Cuba and abroad.

**Christie Huff (ACE 2017 and 2018)** Christie Huff helps organizations in the arts, community and education sectors to align with the needs of the people they aim to serve to achieve measurable social impact. Her goal is to empower the people she works with to approach their challenges as collaboratively as possible so that their change efforts may be successful and sustained. Before completing her Master's degree in Human Systems Intervention (2012, Concordia) she had undergraduate degrees in economics and commerce, a Certificate in Adult Training & Development (OISE), and experience working with for-profit, government, and non-profit organizations and social enterprises.

**Stephen Lawson (Visiting Curators Series 2017)** Stephen Lawson is a multidisciplinary artist who continually crosses the boundaries of theatre, music, television, performance art, curatorial practice, radio, print and video. He has worked in various capacities as a cultural worker and organizer, and since 2001 he has been collaborating with artist Aaron Pollard as 2boys.tv, creating and touring trans-media performances, installations and videos internationally.

**June Park (Performing Arts Market Access – Workshops)** June is an arts consultant, writer and cultural connector based in Montreal. She has worked in Montreal for several arts organizations including Youtheatre, Playwrights' Workshop Montreal and RUBBERBANDance Group. She sat on the Executive Board of the Quebec Drama Federation as Treasurer and was Director of Marketing for Opera Ontario/Opera Hamilton, and Development Associate at the Royal Ontario Museum. She continues to work with various groups committed to increasing the visibility and integration of culturally diverse artists from all disciplines. June has her M.A. from the University of Toronto, B.A. from U of Calgary, and studied arts management at the University of Waterloo, Cultural Careers Council of Ontario. She is currently finishing a manuscript while working as a freelance grant writer, agent, and arts administrator.

**Dan Webster (Digital Solutions Research)** is the founder of Montreal-based Greenland Productions, which has produced over 4000 concert events in Montreal since the early 1990s. His experience has delved into the creative areas of artist and product development, festival development, digital distribution, marketing, and sales. Dan worked with many Canadian and international artists of renown and has played a lead role in the launches of Pop Montreal, Osheaga, and '77 Montreal. Recently he launched the TIXZA ticket network for music and events venues.

# ELAN in Perspective : April 2017 - March 2018



ELAN is growing!

ELAN hired **2 new permanent positions**, expanded to a **second office space**, hired **7 temporary positions...** and has acquired **24 plants!**

## ELAN STATS



11  
events  
hosted



315  
active  
members



267  
workshop  
attendees



3202  
Facebook  
fans



2406  
recipients  
of ELANews



2902  
Twitter  
followers

## ARTS ALIVE QUEBEC

**Overall : 7,203 attendees; 46 workshops, 174 artists**

### Wakefield

801 attendees  
35 artists

### West Island

3,852 attendees  
28 artists

### Quebec City

215 attendees  
15 artists

1,082 attendees  
42 artists

### Knowlton

650 attendees  
42 artists

### Hudson

513 attendees  
12 artists

### Huntingdon

## OUR FUNDERS

Funded by the  
Government  
of Canada

Financé par le  
gouvernement  
du Canada

Canada



Conseil  
des arts  
et des lettres  
du Québec



Canada Council  
for the Arts

Conseil des arts  
du Canada

