



2025
ANNUAL
GENERAL MEETING
P A C K A G E

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Land Acknowledgement

ELAN is an official minority language organization within a country that recognizes two languages as official. ELAN is located in Tiohtià:ke, the original name for Montreal in Kanien'kéha, the language of the Mohawk—also known as Mooniyang, which is the Anishinaabeg name given to the city by the Algonquin. While we are based in this city, our projects have also taken place in many regions across Quebec.

We acknowledge the colonial origin of English and French in Canada, and recognize that both languages benefit from official status throughout the land. The province that we know as Quebec is an amalgamation of the traditional territories of the Innu and Inuit nations, Algonquian nations, as well as the Mohawk nations of the Haudenosaunee Confederacy. Kanien'kéha and Anishinaabemowin are but two of the original languages of this province; Atikamekw, Cree, Inuktitut, and Innu-aimun are also among the many Indigenous languages spoken across Quebec as majority languages, all well before French and English.

ELAN acknowledges the important work being done by First Nations, Inuit and Métis peoples to revive the traditional languages of these territories, and their advocacy for the official status of Indigenous languages.

Agenda 2025

20th ANNUAL GENERAL MEETING

August 11, 2024 – 5:00-7:00 PM

On Zoom:

<https://us02web.zoom.us/j/83262097151?pwd=9TatXcv48ldG1A9K9lHSD9FhC3nuPq.1>

1. Welcome members and visitors – Deborah Forde

- 1.1 Appointment of minute-taker - Jessica Brown
- 1.2 Land Acknowledgement

2. Reading and approval of agenda – Deborah Forde

3. Reading of, correction to and approval of minutes from 2024 AGM – Angie Cheng

- 3.1 Matters arising from the minutes

4. President's Report – Angie Cheng

4.1 5 Pillars for the year

Changes to the by-laws (share pdf in chat)

4.2 Presentation of board candidates and slate for elections (Deb)

Explanation of board structure and nomination process (Deb)

Ratification of slate (Deb)

Renewal of the Executive Committee (Deb)

- Treasurer

4.3 Ratification of all acts and resolutions of the board 2024-25 (Deb)

Welcome to our new partner representatives from QWF & QDF

5. Executive Director's Report – Miranda Castravelli

5.1 Results of regional survey

6. Review of 2024-25 financial results – Deborah Forde

- 6.1 Approval of auditor for next year
- 6.2 Budget 2025-26

7. Questions

Ten-minute health break

8. Report on 2024-25 activities

- 8.1 Operations – Deborah Forde
- 8.2 Communications – Lauren Clinton
- 8.3 Membership and Community Engagement – Antonia Neatby
- 8.4 Programs Overview – Nick Maturo
 - 8.4.1 ArtEd - Nick Maturo
 - 6.4.1.1 ArtistsInspire Grants

6.4.1.2 CHSSN

6.4.1.3 Thanks to outgoing contractors

8.4.2 CDAH in the Regions – Kym Dominique-Ferguson

8.4.3 Québec Relations – Jean-Paul Osta

8.4.4 EDI(B) COP – Quinten Sheriff

8.4.5 Waves of Change: Reimagining Quebec – Guy Rodgers

8.4.6 Trellis Micro-grants – Deborah Forde and Fred Azeredo

9. Farewell to departing board members – Angie Cheng

10. Report on current and planned activities 2025-26 – Miranda Castravelli

11. Acknowledgement of ELAN's funders and partners – Miranda Castravelli

12. Adjournment of the 2024 AGM – Angie Cheng

Minutes from ELAN AGM 2024

ELAN 20th Annual General Meeting – August 19, 2024 - 5:30 PM

Welcoming ELAN members and visitors – Angie Cheng

- AC acknowledges that this meeting is taking place on unceded indigenous territories, as does much of ELAN's programming across Quebec. This AGM is taking place in the Kanien'kéha Nation.
- ELAN acknowledges that the languages they represent benefit from a colonial framework.
- Appointing the minute-taker: Sean MacIsaac
 - No objections
- This meeting is also taking place on Zoom, and we thank the hosts for use of their space.
- Mask use is encouraged given the recent uptick of Covid-19 cases.
- AC gives thanks for those attending online via Zoom.
 - Members of the ELAN team are tending to the Zoom call.

Voting process

1. AC explains the voting process:
 - a. A member raises a motion.
 - b. Another member seconds the motion by raising their voting card.
 - c. Voting will take place differently, depending if in person or online:
 - i. For those in the room, they will have a voting card, as provided in their AGM package (AC raises the voting card to demonstrate for the audience).
 - ii. For those online, ELAN has provided a Google Form in advance to provide an online voting platform. Vote counts will be taken on the Zoom group chat as well.
 - iii. Only votes from active ELAN members will be counted.
 - d. AC asks that questions be saved for the question period.
 - e. During the question period, Zoom questions will be read out by the ELAN staff.
 - f. Questions can be posed in both English and French.

Reading and Approval of Agenda

- Mover – Kakim Goh
- Second – Alex Gravenstein
- Vote:
- Yea: 17
- Nay: 0
- Abstentions: 0

Motion carried

Reading of, corrections to, and approval of minutes from 2023 AGM:

- Mover – Guy Rodgers
- Second – Quinten Sheriff
- No corrections necessary
- Yea: 16
- Nay: 0
- Abstentions: 1
- Motion carried

Board presidents report – Angie Cheng, on behalf of Li Li

- ELAN had a strong 2023-24, rebounding from a difficult spring 2023.
- ELAN's efforts to maintain funders and community confidence
- Nick Maturo and Angie Cheng had a private meeting for Canada Council DG Michelle Chawla in December
- Thanking the ELAN team for their wonderful job, and NM for his perseverance.
- More detail will be coming soon on current projects
- AC welcomes Nick, Interim Executive Director.

Report from the Interim Executive Director - Nick Maturo

- NM is thankful for the positive and supportive ELAN members, and the enthusiastic turnout to this year's AGM.
- Transition in leadership and other challenges presented a learning curve for NM.

- NM remarks the joys of representing the community and is grateful to carry out this work over the past year.
- Financial fraud and cyber-crime:
 - NM is proud of the team's strong effort to meet challenges head on, and believes ELAN is currently in a strong position going into the year ahead.
- AGM report:
 - NM emphasizes the hard work of the team and their support.
 - It has been a big year for advocacy work with ELAN:
 - ♣ Lots of opportunities for consultation and dialog with government institutions with both federal and provincial organizations.
 - ELAN has been very active with the Canada Council for the Arts:
 - ♣ Advocating for Quebec's language minorities' acceptance rates within the Canada Council for the Arts.
 - NM remarks on the significant income inequality within English artists versus Francophone artists in Quebec, despite English artists' over-representation in the province.
 - NM emphasizes ELAN's work ensuring artists have the resources they need to carry on as artists.
 - NM thanks the membership for the continued support and presence this evening.

Director of Operations – Deborah Ford (Remote speaker)

- DF discusses the growth and challenges of the past year.
- By the AGM in August, DF is assured that the deficit was under control.
- DF commits that ELAN stays focused on answering the needs of the membership.
- This year they have moved into calmer waters with ELAN's seasoned crew.
- Funders and partners continue to have faith with ELAN's work and integrity.
- DF gives thanks to the ELAN staff for their work towards stability and optimism.
- DF gives thanks to the rest of the team.
- Operations:
 - DF summarizes her work as doing her best to make everyone's jobs easy.
 - DF gives thanks to ELAN's IT consultant for launching new systems.
 - Financial management:
 - ♣ Updating funders.
 - ♣ DF remarks that this year's audit was complicated due to the previous year's cyber-attack.

- o DF remarks that much of her work included supporting the bookkeeper.
- o DF maintains a redundant cash budget to be updated bi-weekly, assured numbers are sound and on track.
- o Budgeting
 - ♣ This year was much easier than last year

Coordinator of communications – Lauren Katherine Clinton (Remote speaker)

- Supporting internal and external operations.
- LKC remarks ELAN events with good attendance, and ensuring people know these events are happening, with membership and public
- LKC celebrates beating the goal of 2,000 followers on Instagram – now at almost 2,400 followers.
- Removing the ELAN's X (Twitter) account, as there is more engagement on Instagram.
 - o Sharing posts about five days a week.
- LKC remarks a number of challenges with the website:
 - o Working with membership to be sure changes to the website are efficient and helpful.
 - o Changes to the website include:
 - ♣ Members are able to submit events to their own calendars
 - o Keeping members apprised of English language arts activities across the province
 - o LKC remarks the challenge of being sure communications are compliant with the changing language laws in Quebec.
 - ♣ LKC reminds the membership that this is an ongoing and changing process.
 - ♣ LKC reaffirms the priority that all information is available in both French and English, is up to date, and easy to access.
 - ♣ LKC wishes to ensure both languages have an equal experience on the website.

Membership coordinator – Iso Setel

- IS remarks this has been the busiest year since IS has joined ELAN, roughly since the tail end of the pandemic.
- IS remarks their pride on building up a full calendar of events and workshops.

- There have been more opportunities for members, building on momentum of previous years.
- Held 11 workshops, among which:
 - Social media
 - Understanding CARFAC
 - Marketing
 - Media attention
 - Legal information tailored to artists
 - ♣ Understanding Bill 96, Bill 25, contract law, Intellectual Property law
 - ♣ These workshops come from a two-year partnership with Educaloi.
 - IS remarks the success of both in-person and online workshops, and commits to continuing this format to ensure programming remains accessible.
 - IS celebrates the third year of artist capacity building, with workshops in the following:
 - ♣ Marketing
 - ♣ Grant writing
 - ♣ Taxes
 - ♣ Writing artist statement bios and CVs
 - ♣ Subsidized one on one consultations. Such conversations are priced at \$12 for an hour-long consultation.
 - IS remarks 50 hours' worth of services provided.
 - Schmoozers
 - ♣ Schmoozers are networking and community gatherings.
 - ♣ Membership benefits from coming together in-person to make connections.
 - ♣ IS celebrates six schmoozers this past year, including
 - One in partnership with Quebec Drama Federation and Quebec Writers' Federation
 - One in Hudson at Cardinal Micro Brewery.
 - One in Georgeville at Studio Georgeville.
 - Other partners: What We Choose to Remember, Fringe Fest, CDAH, etc.
 - New membership database: CRM
 - ♣ New features
 - ♣ Better signup
 - ♣ New member profiles

- ♣ Search engine optimization
- ♣ Current memberships: 454
 - Small dip from this time last year
 - Working on a directed membership campaign, directed towards students and other artists.
 - IS emphasizes aiming for sustained memberships, and focusing on direct engagement on recently expired members to stay engaged in the community.

Projects Overview – Nick Maturo

- Context from NM:
 - Organization has a track record of running projects outside of our core activities
 - Last year: six projects
 - ♣ ArtistsInspire
 - ♣ CHSSN youth Mental Health Initiative
 - ♣ CDAH in the Regions
 - ♣ Quebec Relations
 - ♣ State of the Arts on EDI
 - ♣ What We Choose To Remember
 - Encourages audience to read about projects in full in the package

ArtistsInspire Grants program - Guillaume Jabbour

- GJ has been involved with the program since its beginnings in 2019, as an artist, consultant, and then project manager in 2021.
- GJ remarks there is lots of work goes on behind the scenes and unnoticed.
- ArtistsInspire offers \$1,500 grants to cover artist fees and taxes, thanks to Government of Canada's Department of Canadian Heritage.
- One of the projects included an Inuit tattoo art project.
- GJ remarks the 2023-2024 team works very well together.
 - Louise Campbell compiled information for social media and communications, organized the social media effort.
 - Rain Huff updated the artist catalog.
 - Jason Campbell ensured that the website was up to date and functional.
 - Barb Von Thaden gave a gentle hand and kept everyone up-to-date on the process.

- o GJ's work included matching schools with artists, overseeing communications, budgets, contracts, payments, etc.
 - o GJ remarks that checking in with previous program manager was validating, understanding the work that goes into the role.
- Highlights:
 - o Traditional folk music parade in elementary school.
 - o One day events: allowing artists to showcase their practices.
 - o 3 AIG artists facilitated a successful series in Kahnawake.
- Stats for 2023-24:
 - o 194 schools benefited from 1 or 2 AIG projects
 - o 315 x \$1,500 grants:
 - ♣ 199 workshop grants
 - ♣ 116 One day events
 - o 98 unique artists
 - o High artist ratings
 - o Recruited artists across Quebec
 - o Paid mental health training for CHSSN
- GJ gives thanks to:
 - o Department of Canadian Heritage
 - o Teachers,
 - o Artists,
 - o Administrators,
 - o ELAN,
 - o CHSSN, etc.
 - o And to the students who take creative risks to participate in these projects.
- GJ presents photos of the outgoing project manager, himself, and the incoming project manager, Louise Campbell.
- Guillaume passes the torch to Louise Campbell

Incoming ArtistsInspire Grants Project Manager – Louise Campbell

- LC gives thanks GJ.
- This past year:
 - o CHSSN Youth Mental Health Initiative:
 - ♣ LC started out as a teaching artist, and started working on their communications team during the pandemic.

- ♣ CHSSN MHI provides support for teaching artists, artists, and everyone those people work with.
- ♣ LC remarks this year was big because partner organizations were able to dedicate more funds to the project. The challenge was to do something big and tangible, and spread evenly.
- ♣ The goal always being to support artists' mental health, as always.
- ♣ LC announces CHSSN has trained many more people this year.
- ♣ LC recalls the launch of the Creative Care podcast talking about mental health as it relates to artists. Creative Care series:
 - Led by 5 mental health professionals.
 - Able to focus on youth, children, preteens, and older adults.
 - 30 drop-in artists in over a year,
 - Resources are available online.
 - One of which is an advocacy guide for arts working with older adults.
- ♣ LC urges those interested in getting into this line of work to explore the resources on the website.
- ♣ Stats:
 - 30 artists
 - 44 teaching artists who were trained
 - Through their work, these artists reached:
 - ♣ 1,440 youth
 - ♣ 908 preteens
 - ♣ 444 older adults
 - Fostering relationships with over 16 partners
- ♣ Feedback from artists: LC reads a touching quote from a teaching artist Nina Drew.
- ♣ LC remarks that teaching artists are trained in their craft, not necessarily in the issues that come up surrounding that craft.
- ♣ 2023-24 was a great year. LC gives thanks to those who helped to facilitate.
- ♣ The Mental Health Initiative received a 25% increase over base funding, offering more spots to artists this year
- ♣ LC warns there are limited spaces available for applying to the initiative this year.

CDAH – Nick Maturo

- NM remarks CDAH Community Development Manager Vanessa Rigaux is in Gaspé and is unable to present. NM is speaking on her behalf.
- CDAH in the Regions is a new project carried out by the Community Digital Arts Hub, launched in April 2023, running through March 2025.
- CDAH supports digital projects such as:
 - ☐ Podcasts
 - ☐ Video making
 - ☐ Live streaming
 - ☐ Audio/visual recording
- Targeted partnerships, mentorships, workshops, and tech support
 - ☐ Both online and in-person
 - ☐ Workshops and training help building capacity in regions
 - ☐ Tech support includes services such as editing support, or one-on-one coaching with new software or equipment.
- NM shares photos of training workshops happening in the regions.
- Regions including:
 - ☐ Laurentians
 - ☐ Gaspé
 - ☐ Quebec's national capital region
 - ☐ Eastern Townships
 - ☐ Outaouais
- CDAH Promotional content includes:
 - ☐ Migratory Roots Festival
 - ☐ Cardinal Brewery
 - ☐ Thirsty Boot
 - ☐ Pontiac Education Centre
 - ☐ Shigawake Festival
- Podcast mentorship program:
 - ☐ CDAH in the Region's most successful partnership
 - ☐ Took place in Quebec City in partnership with VEQ
 - ☐ The workshop culminated in a podcast listening party.
- NM remarks the Montreal-based studio kept busy as well:
 - ☐ The Hub filmed and livestreamed multiple events
 - ☐ Partnerships with Fringe Fest
 - ☐ Partnerships with an LGBTQ film fest
 - ☐ Stats:

- ☐ 182 users
 - ☐ 100 new members
 - ☐ 45 equip rentals
 - ☐ 10 workshops
 - ☐ CDAH facilitates gatherings with emerging digital creators
 - ☐ CDAH is launching a photography series for immigrant and refugee women.
- What's next at CDAH?
 - ☐ NM assures there are no signs of slowing.
 - ☐ CDAH in the Regions project has multiple projects underway that are slated to begin.
 - ☐ NM invites members to check out the CDAH website for more, or to check out downstairs in suite 511.

Québec Relations (QR) – Nick Maturo

- Funded by Secrétariat aux relations avec les Québécois d'expression anglaise
- Facilitate access to Quebec's funding system for arts and culture
- NM remarks significant growth in the second phase of the project.
- NM recalls shifting out of the project management role into Interim Executive Director role.
- QR is continuing to offer core services.
- Most popular service is funding consultations and grant assistance:
 - Less engagement recently
 - Support of a knowledgeable grant advisor
 - Helps artists access resources
 - 148 consultations, 38 referrals
 - 26 referrals for assistance with Culture in the Schools program
 - Translation services whenever necessary
 - Valuable research tool for working artists in Quebec
- Webinars and workshops
 - Not as many as previous years
 - ♣ NM finds there is less interest in Zoom workshops.
 - ♣ The plan is to scale back and focus on core themes: grant writing skills
 - ♣ 56 artists attending 4 events
- Research activities: Surveys
 - 1 for Montreal based

- o 1 for regions outside of Montreal
- o Surveys continued for access to funding
 - ♣ Asking about issues that are systemic to the arts funding systems.
 - ♣ Went out to 260 Montreal organizations, and 43 regional arts organizations.
- Coming up in 2024-25:
 - o Continuation of efforts
 - o NM speaks of a stand-alone survey to understand differences of regional projects across Quebec.
 - o NM plans to develop key strategic partnerships, and to disseminate information more effectively.
 - o Having Jean-Paul Osta join as project coordinator
 - ♣ Streamlining services

SOTA on EDI – Quinten Sheriff

- QS gives thanks to the ELAN team.
- QS introduces himself. QS was formally on the board, now a regular member
- QS remarks his involvement in many of ELAN's projects.
- SOTA on EDI Project objectives:
 - o Working on a research study of various arts organizations
 - o Getting up to date with EDI
- Phase 2 conference & action plan September and October
 - o 2-day conference
 - o Many consultations, group sessions, speakers on EDI practices
 - o Community Action Plan:
 - ♣ Endorsed by 10 organizations
 - ♣ Carried out by many community members.
 - o QS gives thanks to Carrie Mazoff for dedicating effort and work with engagement and involvement.
- Phase 3: Capacity building, accountability and sustainability.

What we Choose to Remember – Guy Rex Rodgers

- GRR remarks the amount of work and quality of the work being done by ELAN throughout its 20 years.
- WWCTR On the Road – GRR relates he is continuing to be invited to present the film all around Quebec.
- NFB screening – GRR remarks that the film was made during the pandemic, and the screening at the NFB was the first opportunity to screen the film with the whole team present.
- GRR showed the film in church basements, classrooms, legions, and community halls. Each screening is followed by engaging conversation on heritage and culture.
- GRR remarks the diversity of people present at the Montreal screening at Concordia.
- GRR reads some comments:
 - “Surprised at how many elements of myself were reflected in your movie”
 - “Making kindred spirits”
 - “Loved the overall production, and went from ignorant to totally understanding the various perspectives of so many people.”
- GRR remarks the interest in showing the film in high schools, Cegeps, and universities. They have created teachers guides for the film, broken down into “TikTok” chunks for a high schooler curriculum with shorter attention spans.
- Teachers' guides are online:
 - Whatwechoosetoremember.ca
- Big part of funding was used for outreach to the francophone community.
 - ♣ Government
 - ♣ Journalists
 - ♣ Broadcasters
 - ♣ Opinion makers
 - ♣ Elected officials
 - Almost all of this outreach work took place after March 31, 2024.
 - Government was very interested, certain parties more than others.
 - Journalists gave complex engagement – GRR speculates of a discomfort level telling a positive story about anglophones who want to be part of Quebec. The overall positive story doesn't seem to fit with the accepted provincial narrative.
- Final reflections:
 - GRR shares that the film will be broadcast on local community television stations for the next five years.
 - GRR will continue to promote the film in schools

- o GRR reflects on how the story travels through space as it travels to different regions, and how that reality is different in every community, whether it is industrial, agricultural, etc.
- o It's also a story that takes place through time. GRR recalls as he finished the script, Bill 96 was barely formed. By the time of the film's release, the bill was about to be legislated. Dismay and discouragement increases as we move more into the era of Bill 96. The francophone community does not necessarily realize how harmful Bill 96 is, not just to francophones, but allophones, etc.
- o GRR announces the 50th screening of the film next month.

Question Period

- No questions in the Zoom chat.
- Audience Questions:
 - o Marion Lowe McLean (Les Passerelles Globale – Vaudreuil-Dorion, QC): MLM has concerns over the issue of services to immigrants being lost. MLM wishes to include the performing and visual arts in to motivate children in immigrant families to come back, and for more children to graduate, and to apprentice in the arts. MLM remarks that immigrants are often caught between French and English.
 - ♣ NM remarks there is more work to be done with the ArtistsInspire program with education. Conversation is encouraged after the meeting with GJ and LC.
 - ♣ Other members of the audience would like to be included in the MLM conversation.
 - ♣ LC invites to exchange emails with MLM.
 - o Summary: relying on the ELAN community to support situations like this, lots of relevant expertise to solve problems.

Ten-minute break – 7:12-7:25PM

Review of 2023-24 Financial Results – Kakim Goh & Deborah Forde

- KG: ELAN's Treasurer, soon to be former treasurer.
 - o KG recalls joining the board in August 2018 and praises the experience and community.

- o KG “feels a sense of place here in Quebec.”
 - o As treasurer KG is custodian of the organization’s money
- DF: Joining via Zoom
 - o Financial Statements
 - ♣ Audit disclosure:
 - Membership fees are much lower this year – not an indication of membership, indicative of the problem with the financial payment system. DF assures ELAN is moving away from this system and will be seeing a bounce back
 - ELAN’s rental locker fees
 - Workshop fees
 - Deferred contributions rather large this year
 - o Expenses
 - ♣ DF remarks salary and benefits significant drop over the past year
 - Result of choosing to put one of the core positions on hold as we navigate financial challenges.
 - ♣ Contractors' fees go up as contractors do more work.
 - ♣ Rent went up slightly.
 - ♣ General office costs went down.
 - ♣ Professional fees are steady, representing the auditing.
 - ♣ Travel representation is steady
 - CDAH in the Regions project
 - ♣ Translation costs are under control.
 - ♣ Meeting costs has gone up significantly, for conferences and food, etc.
 - ♣ Insurance expenses are up higher due to special insurance for CDAH in the Regions projects.
 - ♣ Workshops for staff, given individualized training on recognizing bias.
 - ♣ Supporting community groups receiving training
 - Providing opportunities for training
 - ♣ Communications cost steady.
 - ♣ Membership expenses are a reflection of costs related to schmoozers, open office, and non-partnered workshops
 - o Excess revenues \$44,207
 - ♣ \$1,610.44 are held on reserve for CDAH.
 - ♣ CDAH has no further funding, so funds they raised themselves could be used for that purpose.

- ♣ Coming out with a surplus of \$5,773
- Listing of grants received
 - ♣ Document is not signed yet, but approved by Executive Committee
 - ♣ DF has been working to the last minute with the auditor.
- DF calls for questions:
 - ♣ Alexandra Fol: What are the other capital assets listed?
 - DF: The capital assets are connected to each other. They are large because they relate to the renovation on CDAH. This kind of cost cannot be relegated to just the years of the project. The accountant says it must be amortized over a larger period of time, which is why we see it represented in capital assets.
 - Assets include computers, office furniture, a lot of equipment at CDAH.
- DF: Call for motion to accept auditor for next year – DLS CPA
 - ♣ Motioned – Marion Lowe McLean
 - ♣ Seconded – Alexandra Fol
 - ♣ Vote:
 - 21 yea
 - 0 nay
 - 0 abstains
 - Vote carries

Elections

- Ratification of acts and resolutions for 2023-2024
 - ♣ Moved – Alexandra Fol
 - ♣ Second – Alex Gravenstein
 - ♣ Vote
 - ♣ 21 yea
 - ♣ 0 nay
 - ♣ 0 abstain
 - ♣ Vote carries
- DF ensures that the board should not all change at the same time.
- This year no one from the community was nominated.
- No contentions with nominees
 - ♣ Slate of four elections:
 - Regions – Louise Abbott

- Music – Dr. Alexandra Fol
- Corporate – Jessica Greenburg
- Film – Samantha Kaine
- Dance – Erin Dace Trudel
- Visual Arts – Leah Evangelista Woolner
- Theatre – Miranda Handford
- ♣ Motion to accept slate of nominees – Kakim Goh
 - Second – Quinten Sheriff
 - Vote
 - 21 yea
 - 0 nay
 - 0 abstain
 - Vote carries
- ♣ Election – Executive committee
 - Motion to accept Angie Cheng as president of the board
 - Motion - Guy Rogers
 - Second – Quinten Sheriff
 - 23 yea
 - 0 nay
 - 0 abstain
 - Vote carries
 - Vice President – Louise Abbott
 - Motion to accept – Alexandra Fol
 - Second – Paul Bracegirdle
 - 26 yea
 - 0 nay
 - 0 abstain
 - Vote carries
 - Treasurer – Alexandra Fol
 - Motion – Alex Gravenstein
 - Second – Quinten Sheriff
 - 26 yea
 - 0 nay
 - 0 abstain
 - Vote carries

Current and Planned activities – Nick Maturo

- NM remarks this AGM is taking place ¼ of the way through the fiscal year.
- Membership department off to a strong start, with:
 - The second regional schmoozer in Chealsea, QC.
 - Fringe Festival schmoozer in June, in Montreal.
 - Another 5 schmoozers scheduled throughout the year.
 - More regional schmoozers this year
- Full slate of workshops and artist capacity-building workshops:
 - Understanding the Quebec funding landscape
 - Marketing yourself as an artist
 - Housing rights
 - Workplace harassment protections
 - Cyber-crimes
- Communications department:
 - Expanding capacity to better promote projects.
 - Being sure ELAN members are aware of the work happening.
 - Allow us to offer more support to members
 - Develop new tools and generate opportunities.
 - NM notes the need for continued compliance work around Bill 96 on the ELAN website and external communications.
- 15th anniversary of Arts, Culture and Heritage Working Group
 - Carrying out a survey to revise format
 - Two days of meetings in October
- ArtistsInspire will continue operations for another four years.
 - AIG is part of the Government of Canada Action Plan for Promotion of Official Languages.
 - AIG continues to be supported by CHSSN funding professional development or teaching artists.
- NM announces the final year for the two-year funding agreement for CDAH in the Regions.
- Advocacy:
 - Continuation of last year's work.
 - Bill C-13 – greater requirements for institutions to consult with language minorities, more advocacy opportunities
 - Meetings with Telefilm Canada and NFB.
- NM remarks that 2024 is 20 years since the founding of ELAN
 - ELAN is marking the occasion with a holiday party in December.

- ♣ Members can expect music, schmoozing, karaoke, looking back and sharing stories, looking ahead at the bright future.
 - NM encourages members to scan the QR code on the back of the AGM package to share your ELAN memories.
 - Announcements for a slate of smaller 20-year anniversary events to come.
- How does ELAN intend to pay for all this? NM invites DF to speak about the 2024-2025 budget.

2024-25 Budget – Deborah Ford

- DF presents a document which demonstrates the difference between previous years' budgets.
- PCH increase
- Canada Council for the Arts remains stable.
- Numbers seen for 2024-25 reflects the time the budget was approved. Grant applications awaiting decisions are not reflected in the current draft DF is presenting.
- DF projects membership revenue to rebound.
- DF hints miscellaneous costs may reflect 20th anniversary plans...
 - As well as keeping fees low for artists.
- This year ELAN is asking membership to consider a "\$20 for 20" campaign: a \$20 donation to help other artists access services.
 - This money will be used specifically for special activities and programming.
- Deferred contributions – won't know number until next year.
- DF remarks income is lower than it has been in the past.
- Project revenues:
 - Artist Inspire grants - \$600K/year
 - Administrative expenses have cost more, demonstrating to funders the over-cost on the project. As a result, Funders will increase funding to cover those costs. This will not increase amount of grants going into schools.
 - No funding for CDAH. CDAH will continue operations, as CDAH in the Regions depends on it.
 - CHSSN \$40K committed.
 - \$250K from Secretariat had been under project revenue, updated budget it is reported under Core.
 - WWCTR – funding carried through to August.
- Core staff:
 - Wages – bumped up again. NM will move into position of Director of Programming

- o Core costs – minimal projection. Important for ELAN to balance budget when projected to beginning of the year. When more funds come in, projects with less will receive more funding.
 - o For now, budget is approved \$98K, etc.
 - o Core total \$409,628.50
- Projects
 - o Numbers will get a boost once funding comes in.
 - o Inclusion funds are there but will come in with SOTA.
 - o ArtistsInspire: what comes in goes out
 - o CDAH in the Regions: more going out than we put in.
 - o Funds for Secretariat bring project expenses to \$1M, etc.
 - o Net surplus deficit of \$0 – balanced budget to start the year.
 - o ELAN no longer has the cushion that we used to have due to last year's cyber-attack.
 - o Surplus doesn't match audited statement. Difference in numbers can be found in salaries. Difference in numbers between end of the year and what auditor reports.
- Questions:
 - o Alexandra Fol – Interest on earned revenues – is this part of an investment account?
 - ♣ No, it is not. When we apply to a funder, they give us a breakdown of two payments a year. Start of the year and October. Start of year used to cover expenses between April and July. Interest is always put back into project because it is necessary.

Acknowledging board members who are leaving ELAN Board – Nick Maturo and Angie Cheng

- Farewell to:
 - o Alex Gravenstein
 - o Emily Veluz
 - o Li Li – Outgoing president since 2019. Li Li has been an important steadying presence during periods of transition, promoting inclusion.
 - o Roger Sinha – Passionate advocate for the dance community, secretary of Executive Committee.
 - o Kakim Goh – Visual arts rep, Vice President and later Treasurer of board.
- NM and AC give thanks to each of these outgoing members, for the dedication, expertise, insights.
- NM and AC encourage outgoing board members to continue to bring the dedication to ELAN despite leaving the board.

Acknowledgment of the funders and partners:

- Government of Canada
- Gouvernement du Québec
- Canada Council for the Arts
- Conseil des arts et lettres du Québec
- Conseil des arts de Montreal
- CHSSN
- Fondation Lucie et Andre Chagnon
- CBC
- Fondation Cole
- Educaloi

Adjournment of ELAN's 20th AGM

- Final thanks and acknowledgements
- Motion to adjourn – Hugh Maynard
- Second – Kakim Goh

By-laws 2025 proposed revisions

To be noted- when mentioning onboarding and timing:

2.8 Amendment of By-Laws The By-Laws of the Corporation may only be repealed or amended by a majority vote of at least two-thirds of the members present at an annual general meeting or special meeting called for the purposes of any changes to the By-Laws. Any proposition for amendment to any By-Law must be received in writing at the head office of the Corporation a minimum of thirty (30) working days before the annual general meeting is held. The repealing or amending of any by-law or by-laws shall not be enforced or acted upon until it has been filed and approved by Industry Canada.

Takeaway: No official meetings should be scheduled, and no official change actions taken less than 30 days from the vote.

Suggestions for changes

I. Article 5.1 -Election and Term

Current:

In addition to the eligibility of Directors specified in the Act and regulations, no Director shall receive remuneration from the Corporation – other than for eligible travel and related expenses - during his or her service.

Change to:

In addition to the eligibility of Directors specified in the Act and regulations, no Director shall receive remuneration from the Corporation – other than for eligible travel and related expenses - during *their* service.

Additionally, Directors must support the mandate of the Corporation, and act in the best interest of the community they represent, not in personal interest.

II. Article 5.5 - Qualifications of Directors

Current: 5.5 ... No individual shall be a Director unless he is a member in good standing of the Corporation.

Change:

He to *they*

Add:

Additionally, Board members must demonstrate experience and connection to their community/discipline or other skills which are an asset to the board, such as, but not limited to: advanced advocacy work, excellent administration or other relevant skill, or superior knowledge in a relevant field, or demonstrates a serious commitment to develop these skills.

If any new candidate does not come through the nominating committee process, these criteria shall be reviewed and voted on by the board at the time of nomination, before presentation to the membership for voting.

Misrepresentation of these skills and/or experience is grounds for dismissal.

III. Article 5.10 - Eligibility

Current:

5.10 Eligibility for Director Persons under eighteen (18) years of age, persons of unsound mind or mental incompetence, persons having declared bankruptcy or insolvency, and persons who are known to have a criminal record are not eligible to serve as a Director.

Note: this is actually discriminatory and illegal in this format: criminal issues must be in relevant (sensitive sector) areas, and cannot be a basis for denial with the exception of heinous crimes. These are also exclusionary to people from poorer and marginalized backgrounds. We may not want to open a can of worms this time, but it should be looked at. I am not certain about insolvency, but that may only apply to treasurer and president legally. I'd have to check.

IV. Article 5.11- Obligations of the Board

Current:

5.11 The Directors are bound to serve the aims and objectives of the Corporation... (in linea) ... Each Director of the Board assures their availability and participation in Board affairs throughout their mandate. In the event that the Director is temporarily out of town or otherwise unavailable, the Director shall inform the administrative staff of the Corporation of where they can be contacted in the event of emergency or situation requiring their participation.

Change to:

...Each Director of the Board assures their availability and participation in Board affairs throughout their mandate. *This specifically includes attendance to a minimum of 5 out of 6 annual board*

meetings except in cases of emergency, as well as participation in at least 2 Corporation events annually. This will also include participation in the form of:

- A) Actively participating in at least one committee, or*
- B) Acting as an ambassador for ELAN at specifically designated community events.*

For the role of ambassador, this will be identified as a need by the Executive Director and requested to the board member best suited for each event or area. The role of ambassador is one of representation only. They may gather information, promote the corporation, look for connections and opportunities, but shall not have any decision making powers over any offers, partnerships, or deals presented. These offers shall be brought back to the Executive Director who shall determine if they are suitable for the benefit of the corporation, and should be pursued.

In the event that the Director is temporarily out of town.....(stays the same)

Note: Mandatory attendance to meetings is only in there for the executive right now – hence this suggestion

I. Article 9.3 - Treasurer

Current:

The Treasurer of the Corporation is in charge of the general finances of the Corporation. The Treasurer oversees the preparation of financial statements and records of the Corporation and ensures that monies and currencies are deposited to the credit of the Corporation in any bank or financial institution so designated for this purpose by the Board.

Each time it is required, the Treasurer shall furnish all financial statements and transactions of the Corporation and all transactions undertaken in his capacity as Treasurer. He oversees the maintenance and monthly upkeep of financial records and ensures that all financial transactions are maintained in record-keeping registers for this purpose. He must co-sign all contracts or documents issued on behalf of the Corporation requiring his signature by by resolution of the Board, and also undertake all tasks and requirements so presented by the Board.

Change to:

The Treasurer of the Corporation is in charge of overseeing the good governance of the finances of the Corporation. They serve as overseer and monitor to ensure that the finances managed by the internal Corporation team are in good standing and free of error where possible.

To this end, the Corporation shall provide the treasurer with:

- *Visibility of the bank accounts, to be spot checked at any time.*
- *Quarterly financial reports for all expenses and incomes*
- *Copies of expenses approved every 2 weeks.*
- *The annual audited financial statement, as soon as it is available to the Corporation.*
- *Access to any agreement made by the corporation upon request.*

At the request of the President, the treasurer may be asked to present this report at any board meeting, or annual general meeting.

V. Article 9.4 - Secretary

Current:

The Secretary is elected by the Members to a two-year term. The Secretary shall attend and be the secretary of all meetings of the Board and members. The Secretary shall enter or cause to be entered in the Corporation's minute book, minutes of all proceedings at such meetings; the secretary shall give, or cause to be given, as and when instructed, notices to members, Directors, the public accountant and members of committees; the Secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation.

The Secretary of the Board ensures the safe-keeping of the seal of the Corporation and also ensures that all minutes and written records of meetings of all committees, the Executive and the Board are complete and accurate at all times. The Secretary also ensures that all certificates, documentation, books and reports that are legally required by the Corporation to be produced at any time, are kept in a secure and proper manner.

Change to:

The Secretary is elected by the Members to a two-year term. The Secretary shall attend and be the secretary of all meetings of the Board and members. The Secretary shall *take the minutes of all board meetings, and executive board meetings, and shall distribute them to all board members and/or attendees no later than 3 weeks after the meeting has taken place.*

The secretary may use any digital tools and/or recordings to facilitate the note-taking task.

The Secretary shall be the custodian of all records for *board and executive board meetings, with official copies stored in the Corporation's digital storage.*

To facilitate this, the Corporation will grant access for the secretary to directly access any recordings on digital meeting software at their convenience.

ELAN Board Slate 2025-26

Candidates for 2025-26 ELAN Board Election

Mandated by Organization:

Darragh Mondoux – Quebec Drama Federation (QDF)

Katia Grubisic- Quebec Writers' Federation (QWF)

New Nominees to the Board:

J.P. Mortier – Music

Jon Weisz – Festivals & Events

Mario Clark – Corporate

Board Resolutions 2024-25

Motion 2024-08-16-01 (by email)

Motion to put the income that CDAH and CDAH in the Regions generated (\$16010.44) in restricted revenue in order to assist the project in meeting expenses not covered by the grant received.

Motion: Kakim Goh

Second: Peter Burton

Carried

Motion 2025-11-12-02

Resolution in support of the Consortium that comprises QC English and rest of Canada Francophone community media, formed in 2018, brings in tens of million in federal funding for community media

Motion: Louise Abbott

Second: Peter Burton

Carried

Motion 2025-11-12-02

Motion that ELAN establish a one-year timeframe for the establishment of a formalized agreement with ELAN and the 5 radio stations for the nature of their relationship

Motion: Alexandra Fol

Second: Louise Abbott

Carried

Activity Reports 2024-25

Executive Report

Fiscal Year 24-25 and Moving Forward

By Miranda Castravelli

Overview of this report:

- Introduction
- Meeting Previous Goals (2024-25)
- Project Changes
- External Comms & Showing Impact
- Community Ties
- Advocacy
- Other
- Setting New Goals & Making them Tangible Priorities

Introduction

Change is never easy. Even at the best of times it is an adjustment, and this year in particular has felt like the whole world has been in upheaval. Nevertheless, these challenging times cannot be a deterrent to doing what needs to be done. Growing demand for public funds means we need to be more precise, more accountable and ready to adapt. We need to evolve our technology, look at how we demonstrate impact, and communicate like never before. Changing times require more flexibility, but they also allow us to reexamine our processes and see where there is room for growth.

It was clear from the very first days of my time as incoming Executive Director that ELAN has tremendously sturdy foundations. Just mentioning the organization opened doors at every event I attended. People have proactively reached out and are willing to collaborate on just about anything. This is a testament to the work that came before, and to the incredible team that keeps the machine turning.

Therefore, change has not been about overhauling everything, but instead about keeping the wonderful, and moving in new directions where necessary. It is in this vein that we have undertaken new initiatives and made changes to help strengthen the role we play in supporting the community, so that we can create new opportunities for artists across the province.

Meeting previous goals (2024-2025)

The starting point in what we do always stems from the guiding priorities as set out by the community, conveyed to us by your representatives on the board. As you probably know, the board consists of individuals from each discipline who are identified as being connected to and able to speak for the community. Last year, the objectives they set out were as follows:

1. Grow membership to be more inclusive and wide ranging
2. Regional & rural outreach
3. Build bridges with the francophone community without losing sight of our mission
4. Better support our personnel to increase job satisfaction

You'll be reading more about these efforts throughout the AGM package, and you'll hear about them in the team's presentations. Nevertheless, the broad strokes that we have undertaken to meet these objectives are as follows:

1. Grow membership to be more inclusive and wide ranging

- Clarifying the philosophy of ELAN membership, including what it means to be a member, and why someone should become one.
- Offering more relevant networking activities (schmoozers) with community partners to respond to specific needs (e.g. events with media partners to increase visibility, some with specific community groups to promote particular initiatives, etc.)
- Reaching out to new disciplines, and support up-and-coming organizations to pioneer new fields of artistic activity
- Listening to the feedback from our member survey, and responding accordingly
- Offering more meaningful interactions outside of the urban centers to better meet regionally specific needs

2. Regional (non-urban) outreach

Aside from the networking events mentioned above, we also:

- Continued to offer essential fundraising guidance, including information about sector-specific grants to benefit the community;
- Established an Arts, Culture and Heritage regional roundtable to address particular needs (see the 'Future' section below for more details on upcoming initiatives);
- Engaged community partners to collectively address priorities set by the roundtable and develop new collaborative projects whenever possible (again, please see below).

3. Building bridges with the francophone community without losing sight of our mission

This particular initiative started gradually through the process of developing and strengthening relationships. As a new ED meeting colleagues for the first time, I have generally been warmly received by other organizations, and I've had the chance to get to know the lay of the land. Much of this more concerted outreach only really began as the fiscal year was winding down, but a lot of progress has been made since then. Please see the 'Community ties' section below for more details.

4. Better support our personnel to increase job satisfaction

Preparing for a potential storm always starts by shoring up the foundations, and of course the true strength of any organization is in its people. Upon arriving, I was delighted to find so much commitment and talent, and it was therefore my duty to unlock the tremendous potential of our people. In order to preserve their job satisfaction, allow them to maximize their potential, and achieve the objectives necessary to the functioning of ELAN, the strategy was organized into a three-pronged approach:

1. Reviewing their salaries and current roles and responsibilities
2. Reworking their tasks to reduce friction
3. Harnessing technology for greater facilitation, organization and modernization

Reviewing salaries and current roles and responsibilities

At the basis of it, we all work to survive. Nevertheless, the best work is accomplished when people are not just grinding but thriving. This means feeling like their contributions matter. The staff's good intentions were clearly evident, but sometimes a lack of clarity is sufficient to lead to frustration. Other times, people's talents are not being maximized or people end up duplicating efforts, leading to burnout. Therefore we have:

1. Reviewed salaries and benefits:
 - a. Where possible, we've reworked the budget to permit salary rises. Our aim is to begin bridging the pay gap with our francophone counterparts in the cultural sector who often make 2- 3 times more, in order to stem the tide of braindrain out of Quebec or out of the arts entirely. Ultimately, a worker cannot work effectively if they have constant money stress. More efforts are planned and will be tied to future fundraising initiatives;
 - b. Extensive research was carried out on staff insurance options and a wide range of benefits. We've now begun narrowing down the best solutions to

provide our employees with security and the social safety net they need to carry them into the future. If successful, ELAN will serve as a blueprint for the rest of the community.

2. Reset some job positions and reworked some roles, such as:
 - a. The Communications team has grown to two people, with a manager who can plan campaigns, and a coordinator with real graphics skills to enhance our image;
 - b. We've reworked the Québec Relations team to continue to provide the excellent consultation service the community relies on, while also strengthening our ability to improve processes internally and externally. This has been made possible by creating the role of Capacity Development Manager to harmonize what we are doing across project activities, allowing us to track and report on our efforts more effectively.
3. Clarified objectives and limits, so that people can know what to aim for and where to stop. This included:
 - a. Setting goals and KPIs all departments and projects;
 - b. Creating RACI charts outlining responsibilities for all departments and projects;
 - c. Developing a clearer policy for vacations and time off related to artistic practice and making it easily accessible for staff to consult;
 - d. Revising HR policy, which is now in its final draft, and harmonizing it with updated resources for the team.

Reworking tasks to reduce friction

Simplifying processes sometimes requires an outsider's point of view. This is true in every organization, because people are so busy doing, making it hard to stop and question. Organic growth is common to successful organizations, because passionate people will want to continue to do important things.

It also often goes overlooked that change itself is a project, and it takes effort and know-how. It is imperative to prioritize making the necessary time, so as not to fall into the common pitfall of considering change a burden. That perspective inevitably leads to the inability for an organization to scale up, and frustration on the part of individuals caught in repetitive tasks that eat their time.

Since we work to serve the community, in the long term that risks doing our members a disservice, no matter how hard we work. It is our duty to work as efficiently as possible to serve as many people as possible.

The areas for process improvement that were looked at were:

1. Accounting:
 - a. Finalizing accounting reports up to year-end
 - b. Mapping current approval and payment processes, and documenting needs for visibility and further review
 - c. Beginning the process of instituting new reporting templates and requirements, and sharing them with the whole team to be able to anticipate final reporting. This will improve our ability to be proactive instead of reactionary.
2. Communications:
 - a. Defining the cadence and flow of regular communications and monitoring them monitored for effectiveness. We also established a formal communications calendar for internal use, allowing for better planning and optimal timing.
 - b. Working towards wider outreach, clearer messaging and more focused messaging to convey not just what but *why* we are communicating.
 - c. Empowering departments and projects to communicate with the community with greater autonomy, while maintaining consistency, ensuring greater capacity and fewer bottlenecks
 - d. Recurring reviews of communications strategy to optimize our communications pipeline and increase our capacity over time.
3. Foundational:
 - a. Reviewing reporting practices to understand what is required and what is optional. This is being done with a view to delivering more than the bare minimums to demonstrate impact without repeating tasks needlessly.
 - b. Establishing oversight processes where all project and department tasks are now being tracked and assigned dates and owners through project management tools, enabling better follow-up and accountability.
 - c. Empowering staff to work more independently and less top-down so that we can expand our reach.
 - d. Reexamining what we are collecting, why we are collecting things, and what we plan to do with that data. All initiatives that require community input must be communicated, tracing the results through a full cycle, so that the community can know their participation matters.

Harnessing technology for greater facilitation, organization and modernization

As a corollary to the above, tools to modernize our work are not always obvious unless we've been exposed to what is possible. We then must decide what changes are desirable and important enough to set time aside to do them.

With a fresh perspective, there were some clear options available – often even free ones – that could allow us to save human effort by implementing more modern systems or processes. We also spent a little time and money to reorganize our IT systems, making day-to-day tasks easier and allowing people to focus on what matters most.

We focused on two areas:

1. Modernization of our IT infrastructure: using Microsoft Office 365, which is free for non-profits, we have been able to:
 - a) Establish shared calendars to reduce the time spent organizing meetings in a hybrid workplace
 - b) Use the Teams app, which provides each staff member their own meeting space, reducing the time spent sharing paid Zoom accounts
 - c) Simplify forms and surveys, which can now also output to graphs and charts (like the ones in our AGM presentations) for better visualization and easier follow-up
 - d) Provide the staff with access to Microsoft Sharepoint, which acts as an internal team website and simplifies the task of sharing and collaborating on documents and projects
 - e) More easily share documents and files with people outside the organization, with greater security than before
 - f) Implement planning and project management tools which allow us to set cadences for projects, track deadlines and set priorities, which are then visible to everyone
 - g) Identify areas for continued modernization in the coming year, including new booking systems and streaming tools to expand our social media reach.
2. Archives and data: data continues to be an area of concern for the sector as a whole, as organizations are collecting a high volume of data from our communities with very little capacity to effectively archive and sift through it. This clearly needs to be addressed. Starting with improved search features and document management internally, better data management practices at ELAN will also eventually help us

support the preservation and sharing of all this data to facilitate research in the sector and preserve anything of historic significance for posterity.

Up to now, these efforts have targeted these areas:

- a. Implementing a data structure to standardize how things are filed and named, allowing for better sharing between staff, and more sustainability in the future as the team changes and grows
- b. Internal archival efforts have begun, starting with identifying documents no longer in use after 20 years of organizational growth, in order to make it much easier to find documents and files quickly. All older files have been moved to their own archive to await any future projects for data collaboration with local and national partners.

All these changes have been implemented to build an expandable infrastructure that can grow and be self-sustaining. It will allow ELAN to withstand turnover, growth and shifting priorities. In other words, these are crucial changes to protect the future of the organization, and the future of the community it serves.

Changes to ELAN Projects

In a very real way, the changes we are implementing to our projects are just a smaller reflection of the internal changes, and stem from the same reasons. Again, more details will be given in the project reports, but below is an overview of a few specifics.

This year, projects were not without their setbacks. It was fairly clear that the expected outcomes from the start of the projects had not unfolded as planned. It was evident that they provided huge value to the community but faced with rising costs and new post-Covid challenges, some restructuring had to take place.

It was therefore a disappointment that with all the political upheaval related to the federal election, many funding requests we submitted were denied or put on hold. Additionally, a greater requirement to communicate and demonstrate the value of what we do, and the requirement to meet more stringent targets was requested of us at a number of levels. Again, this is completely understandable; it's our duty to adapt.

In broad strokes, the modifications have been as follows:

CDAH – The Hub Studio (local)

The Hub was closed for July to be able to reassess our objectives and implement systems to improve administration and user experience. An evaluation of the community-led model was also undertaken. At the suggestion of one of our board members, we analyzed what has been done and identified our most popular services, and a few changes are being made:

1. We will be revamping the “menu of services” and pricing structure to make it easier for users to determine what is available and balance studio costs with community accessibility
2. We have reassessed the model’s sustainability, so that administrative costs are better covered by user fees
3. Implementing a booking system to facilitate access and reduce admin time.
4. Facilitating greater autonomy and requiring more precise accounting on the project budget.

The next steps will be community consultation to reassess the level of our members’ engagement and build in future-proofing steps to keep the studio open and thriving.

CDAH in the Regions

Due to various funding freezes, we were not able to immediately launch the second phase of our regional activities. Thus, CDAH in the Regions is shuttered for now, but new projects are coming. Nevertheless, the project generated a lot of goodwill and led to funders like the SRQEA inviting us to take part in important regional discussions which could help to reawaken this initiative.

As we move forward, any new project should focus on a combination of practicality, outreach and partnership, with a view to permanence, rather than one-time events and activities. We are also hopeful that our participation in the Consortium of Official Language Minority Community Media will also enable us to reexamine our promotional benefits and solidify of our offerings.

ArtistsInspire Grants

While it is always sad to see a project team go, the new team will be more strictly focused on a tighter reporting cadence, facilitating the application process for schools, hitting targets set by funders and tracking and measuring impact. We are working hard to adapt our strategy to ensure that all 300 English-speaking schools in Quebec will have benefitted from the program, and we are implementing the technological tools to facilitate this in the coming months.

External Communications and Demonstrating Impact

We will be working on ways of making sure our partners understand the challenges and opportunities facing our community, with new executive summary reports going out regularly. Furthermore, the *how* and *why* of ELAN communications has now been revised and established and will guide us in everything we do moving forward. We will then expand

our efforts exponentially to better publicize the value of the work we do and explore new avenues to share our efforts in places we have not yet been.

Bolstering Community Ties

Naturally, with the level of reach we have (calculated at roughly 25,000 people annually), this requires a community effort. ELAN's various committees are crucial in helping us push forward our mandate. Additionally, we have accomplished the following:

Collaboration with our sibling organizations

QDF, QWF and AELQ are all represented on our board, and we support each other through letters of support, events, publicity and a variety of other initiatives.

Greater Engagement with our Francophone Colleagues

We have been able to pursue this objective by joining committees and sitting on boards where possible, including:

- Renewing our seat on the Board of Culture Montreal
- Joining the Education and General committees organized by CALQ
- Active participation in an advocacy group pursuing a social safety net for artists, including collaboration with Compétence Culture
- Opening a dialogue with the Guilde des musiciens et musiciennes du Québec (GMMQ) with an eye towards future collaboration

Ongoing Work with Community Partners

We continue to foster strong ties in the wider English-speaking community sector, either through formal partnership or a shared spirit of collaboration and exchange. We've been able to build or maintain fruitful relationships with:

- Y4Y Québec
- TALQ
- LEARN
- Indie Montreal
- QEPC
- CEDEC
- Telefilm
- NFB

Supporting the Efforts of Other Organizations

We're always happy to show up for our community, and it's led to many great opportunities to promote ELAN in and outside of our usual areas of activity:

- Public speaking at a variety of events, allowing us to explain ELAN's role and connect people with members of our team, including:
 - Blue Metropolis
 - Our first schmoozer in Ormstown, helping us to strengthen ties with the Gleaner
 - Presenting at Telefilm's press conference for the signature of our historic OLMC collaboration agreement
 - Multiple interviews with CBC to discuss issues in arts and culture
- Serving as Outreach and Engagement Chair of Mass Culture's technical Board
- Sponsorship of festivals and community events
- Facilitating discussions to establish local needs and carry out advocacy with regional organizations looking to develop community cultural spaces

Advocacy

Of course, one of the main functions of ELAN is to advocate for English-speaking artists in Quebec, because artist rights are human rights. In causes large and small, we have participated in a number of important discussions and sought key allies. Through this collective effort, we disseminate the important message of preserving the integrity of culture in general, and of the English-language minority in Quebec in particular.

A few of the contributions we have made this year are:

- Contributing to the Ville de Montréal's Politique de développement culturel de Montréal 2025-2030, ensuring that the English-speaking community was explicitly named as a target group
- Participating in consultations with Quebec's Finance Minister, and working to ensure that, instead of anticipated cuts, \$544 million was attributed to the cultural sector in Quebec's latest budget
- Getting involved in social safety net discussions to improve the working conditions of artists
- Joining CALQ committees to ensure that the unique perspectives of Quebec's English-speaking artists' are taken into account
- Ongoing contribution to CRTC consultations on Official Languages and Broadcast policy, including a presentation to the Senate of Canada

- Developing a guide for navigating Official Languages policy in collaboration with QEPC
- Participation in a Canada-wide committee of Arts Service Organizations to address common challenges and share best practices
- Working towards the development of a historic OLMC collaboration agreement with Telefilm Canada
- Ongoing discussions with the NFB to deepen our existing level of collaboration
- Coordination with members of the Front commun pour les arts
- Launching a dedicated ELAN Advocacy committee

Other

We are incredibly thankful to the continued generosity of our funders. However, times and requirements change, and for the sustainability of the organization, we must reach beyond our traditional sources of support. Specifically, this social responsibility to develop resilience has led us to the following initiatives:

Alternative Funding

- We are in the final stages of submitting an application to CAM's Fiscal Sponsorship program
- We are in the initial phase of developing compelling campaigns and promotional materials to highlight the community's needs and the importance of our work
- We continue to research realistic fundraising options that are compatible with our values

Social Causes

- We kickstarted the development and implementation of new Green initiatives to ensure ELAN stands as a leader in environmental responsibility and a model for other organizations to follow
- Working towards community projects for shared spaces and ownership of infrastructure, including ongoing discussions with Mainline Theatre and participation in various community consultations (TALQ, Quebec's Ministry of Finance, and various stakeholders in municipal government) with a view to joining forces to build an English-language community space.

Setting new goals and making them tangible priorities

This year the board set 5 new initiatives that were deemed to be of top priority to the community, they were:

- Regional Development
- Diversifying Membership
- Technology & Data
- Social Responsibility
- Professional Artist development

Please see below for how we're planning to address these important topics in the near future, as well as other events and initiatives to look out for.

Looking to the Future – Current & Planned Activities

Report, 2025-26

Regional Development

The post-pandemic period has seen ELAN expand its efforts to connect with English-speaking artists in regional communities. In parallel with our efforts to expand our regional membership, ELAN also has plans to stimulate the development of regional arts and culture sector. One of the biggest concerns ELAN has heard from the community in recent years is the lack of access to studio, rehearsal and performance spaces. Through the **Arts and Culture Regional Roundtable**, of which ELAN is a member, we are developing an engaging webinar series that will share key resources related to repurposing disused religious and heritage buildings to serve as regional artistic and cultural hubs. We hope that this will serve as a catalyst for the development of new arts infrastructure outside of Montreal in the years to come.

Diversifying Membership

A growing and diverse membership is crucial to ensure that ELAN can effectively speak on behalf of the English-language arts community. The Membership Department has developed several initiatives to expand membership in three key areas. First, we have identified two underrepresented artistic disciplines – Dance and Circus Arts – where we will be looking to recruit new members through strategic partners with organizations working in those communities. Second, while we have seen an important growth in emerging artist members in recent years, we will be shift our focus to mid-career artists by offering targeted workshops and resources to emphasize the value of ELAN membership. Finally, we will continue the push to increase regional representation that has been underway in recent years, starting with more regional schmoozers planned in partnership with organizations working in regional communities throughout Quebec as well as our ongoing commitment to offering online/hybrid events whenever possible. These efforts will be greatly aided by important connections made during the CDAH in the Regions project. This initiative has already gotten off to a strong start thanks to our successful schmoozer in Ormstown on June 18th, in partnership with The Gleaner, which saw 30 local artists show up to network with each other and connect with the ELAN team.

Technology and Data

ELAN's Community Digital Arts Hub remains the go-to source for training for digital technology in the arts and access to affordable facilities and equipment. After an internal review period in July to assess the Hub's development since its launch in 2022, we are re-launching in August with a revised pricing structure for greater sustainability balanced with continued affordability, as well as a new streamlined booking system and a fresh slate of workshops planned for Fall 2025.

One of the issues that has been stressed by both our board and our members at large is AI and the many possible ways it can impact artistic careers. With that in mind, we're planning our first two workshops on related topics: AI Ethics and Implementation for Cultural Workers (September 2025) and AI and Copyright Law (October 2025). We hope that these sessions will be an important first step to share practical information as well as an opportunity to ask participating members what topics they would like to see explored in future sessions.

Social Responsibility

As an outgrowth of ELAN's State of the Arts: Equity, Diversity and Inclusion project (2022-2024), our SOTA on EDI Community of Practice is a key venue for ELAN to continue its work of supporting greater inclusion in the English-language arts community. With many organizations and individuals struggling to find the resources to build their DEI training and capacity, we have partnered with Equality 360 with to provide all ELAN members with access to a free online platform of Diversity, Equity & Inclusion (DEI) microlearning, as well as DEI templates, tools and resources. Members who need help getting started will also have access to a tailored learning path featuring a guided learning journey on important topics in the field. These resources are available now and we're excited to see how members make use of them to support their continued growth and commitment to greater inclusion in the community.

We also plan to be the first English language arts organization to submit a full Green Plan to CALQ. These plans are meant to blueprint standards for the community at large.

Professional Artist Development

As ever, the ability of artists to develop their professional skills and build capacity is a central focus across all ELAN's activities. With that in mind, our Membership Department has prepared another busy calendar of workshops and webinars for the year, with further activities still in development. Here's a sneak peak of our calendar so far:

- May 14, 2025 – Getting Media Attention with CBC
- June 12, 2025 – Content Strategy in Digital Promotion with Indie Montreal
- June-August 2025 – One-on-one Sessions for Digital Promotion Consulting with Indie Montreal
- September 2025 – Managing Finances for Tax Season with Dael Foster
- October 2025 – Nonprofit Governance for the Arts
- November 2025 – Immigrant and Refugee Law for Students in Quebec
- December 2025 – Harassment Protections for Cultural Workers
- January 2026 – How to Spot Festival and Submissions Scams
- February 2026 – Filing Taxes as a Self-Employed Artist
- March 2026 – Housing Law

Additional Initiatives

In collaboration with the Membership Department, the Communications Department is working to overhaul all public communications related to membership services, including updates to Membership pages on our website, the creation of a “Members First” sticker and campaign to highlight the value of our Member Exclusive Newsletter and the development of a major Membership campaign to highlight the benefits of being an ELAN member. This will be coupled with clearer and more frequent communications related to ELAN’s advocacy work to help our members better understanding where, when and how we’re representing their interests.

With access to funding an ever-present concern in the community, ELAN’s Québec Relations (QR) project remains another key service to build professional capacity around navigating Quebec’s arts funding ecosystem and submitting effective grant applications. To date, QR has offered 41 funding consultations to members of the community, with 21 referrals for free grant assistance. We are also working to grow QR’s client base through more consistent outreach activities, including presentations to Carrefour Jeunesse-Emploi Montreal Centre-Ville in April, both the NDG Community Council and the Carrefour Jeunesse Emploi Côte-des-Neiges in July, and future activities in partnership with POP Montreal (September) and Art Volt (December) already in development.

Maximizing the Impact of our Projects

ELAN’s various projects are a fundamental way of expanding our core service offerings with targeted, time-sensitive support to the community in key areas. In addition to QR and CDAH,

we're excited to continue the important work we're doing through ELAN's ArtEd initiatives. The **ArtistsInspire** (AIG) program heads into its 7th year, with a new project team starting in August with the goal of maintaining this crucial resource for both Teaching Artists and schools and expanding our capacity and reach wherever possible. Most crucially, this will see a new application portal launching on the AIG website in August ahead of the 2025-26 school year. So too will our **Mental Health Initiative** continue to offer important paid professional development opportunities to participating Teaching Artists, with new workshops planned around topics related to better supporting neurodiverse students in the classroom.

The **What We Choose to Remember** project will also continue with the latest phase of its activities this year, with a draft version already completed of a new book about Guy Rodgers' experience of touring the film. A French translation of the book is also planned for release to facilitate continued dialogue with the Francophone majority about anglophone identity in Quebec. Research activities are also underway to document the exclusion of students from the Quebec education system's French Catholic sector between 1945 and 1977, with additional research projects about the evolving nature of Quebec identity following in 2026.

Finally, we're extremely pleased to see the community's response to the **Trellis Micro-grants** (TMG) project so far, with our second round of applicants already receiving funding in July. We're excited to share their wonderful work with you and have prepared a coordinated communications plan to promote their work across multiple online and print media channels. We are also looking forward to our third call for applications this October to continue offering this important new source of funding to the English-language arts community.

Conclusion

Changing times can rock the sturdiest boats, but nothing is unsinkable, so we cannot afford to be complacent. We have robust foundations, a talented team, and a supportive community. We have funders who believe in us and allies ready to fight by our side.

We have all the tools at our disposal to be able to weather anything thrown at us, so long as we are ready to adapt, ELAN is poised for continued success in the years to come. Our standards remain high, and we will continue to lead the way towards an arts community which truly supports us all, and that we can all be proud of.

Full Activity Report, examples of RACI charts, or examples of executive summaries available upon request.

Operations Report, 2024-25

Deborah Forde, Director of Operations – deborah@quebec-elan.org

At ELAN, some days can be very long, like when we host our annual holiday gathering. Yet the year? It zooms by in a flash. The steady hand of Nick Maturo, our now Director of Programing, projecting normalcy in the abnormal situation, and a team that stepped up, had us ready to welcome and have a smooth handover to the incoming Executive Miranda Castravelli, who joined us in October 2024.

Nick and I entered the year, having eliminated our deficit and maintained the confidence of our funders. It was a rollover year for almost all our core funding. We were successful in securing an 18% increase from CAM and were very pleased to receive not one but two increases from Canadian Heritage (PCH), raising funding from \$169,000 to \$211,250 in one year. We also applied for renewal of our core funds from PCH, and the level of funding was renewed for another 3 years. The one disappointment is that while we were renewed by CALQ, we did not receive any increase. We did, however, receive a new responsibility: to join Creative Green, and develop and institute a plan to assess and reduce ELAN's green footprint. As Creative Green is a project ELAN supported in its conception, we are pleased to see and support it in taking hold across the Quebec arts sector.

We started off with one less project as SOTA on EDI finished with agreed upon a set of guiding principles. To further the work started with the project, ELAN established the Community of Practice (COP) on EDIB. This work took over the focus of the Inclusion Committee and many people populated both committees. The CHSSN-funded projects went from 3 to 1, with only the Youth Mental Health Initiative continuing in 2024-25.

In the summer of 2024, PCH approached ELAN and the Quebec Anglophone Heritage Network (QAHN) with a proposition. The Liberal Action Plan for official languages included funding to promote connection between the English and French speakers of Quebec through the arts. In our case, this would take the shape of microgrants given out to the community through ELAN. They invited us to submit a proposal, and provided us with some the basic data needed to support the request. We submitted and were approved for a \$1,425,000 over 4-year, project, Trellis Micro-grants (TMG). Since this project was primarily focused on fund distribution and tracking, I volunteered to act as Project Manager.

ELAN has long practiced keeping the organization stable by keeping a small but mighty core team, and extending our reach via projects managed by hired consultants. This new approach for TMG is allowing us to test out another approach to project management, with

an internal staff member acting as project oversight, and a hired coordinator handling day-to-day activities. This means a more direct tie to ELAN core activities. Project Coordinator, Fred Azeredo, is contracted to be with us through March 31, 2028.

The biggest challenge we faced was the ongoing disposition of the Community Digital Arts Hub (CDAH), given that funding for CDAH in the Regions was in its last year. We initially diverted a large amount of core funding into supporting CDAH's operation so that it could support the project. While the primary goal of CDAH was reached – that of setting up an accessible low-cost resource to support community digital content development – two challenges emerged. First was the studio earning enough to sustain basic costs of operation, and second was facilitating a transition to community ownership. Thankfully PCH heard our cries and supported us in applying for funding to support very basic operation of the studio for two more years, 2024-2026. This meant we were able to redirect funding back to the other objectives we had for the year, including securing opportunities for EDI training and support for the community through ELAN.

In addition, as we had already received the max top up from PCH, we used the opportunity for phase 3 funding to propose a project that will support the continued efforts of CDAH in the Regions, as well as put focus on capacity building for arts related content development for youth. The election put the process on hold, but we anticipate a response to this application soon.

Elsewhere, the Annual Arts, Culture and Heritage Working Group meeting ran into scheduling issues. As this was intended to be the 15th annual meeting, we decided to use the landmark year to reflect on the process, and bring the community together to agree on a plan of action. To carry out this work, ELAN engaged former board member Quinten Sheriff to carry out the assessment and lead process. The results for the most part were anticipated. Co-leadership was not working, and any ongoing process needed resources to support it. The one surprise, however, was QAHN deciding to withdraw from our shared process, aiming to set up a parallel process that focuses singularly on heritage.

In replacement of project focused Co-leadership, the Arts and Culture Working Group has adopted an ongoing roundtable approach, focused on a) Capacity Building and Skill Development, chaired by Lori Schubert b) Arts and Culture chaired by Rob Luttes c) Regional Development – chair to be named d) and yet to be named table to take up the space that QAHN has vacated. This will allow room for the community to continue to explore shared challenges and pursue opportunities that come up together and allows for quicker pivots and responsiveness to emerging trends and new resources.

The above activities were supplemental to the usual rinse and repeat of reporting, accounting and support for ELAN infrastructure that mark my year. The laptops that Nick and I worked on had reached relative obsolescence (security wise) and had been written off. As agreed to when they were first purchased, Nick and I purchased those laptops for personal use, and ELAN replaced our work laptops with faster ones.

In addition to the breath of fresh air she brought with her, Miranda also quickly put focus on the tools ELAN uses for team communication and file storage. We moved from Slack to Teams, and from our private server to Microsoft SharePoint. In addition, ELAN engaged a consultant to assist us with reordering our filing and archiving systems.

We continue to work towards optimization of all related ELAN websites, seeking to move from cumbersome tools that require paid expertise to tools that ELAN staff can easily manage and maintain.

Overall, ELAN sailed from the calm waters at the start of the year, into the exciting and warm waters that Miranda ushered in. As such we are well poised for controlled growth and the further extension of ELAN into the Regions.

Communications Department, 2024-25

Lauren Katherine Clinton, Communications Manager –

laurenkatherine@quebec-elan.org

Francisco Gonzalez-Rosas, Communications Coordinator –

francisco.gonzalez@quebec-elan.org

Department activities focused on:

Project support:

- The Communications department continued to provide support to ELAN's various projects. This year, we designed a new *Communications Onboarding for Project Managers* document and process which allows us to better support new project managers as they join the ELAN team and assess the communications needs of their projects.
- Some highlights:
 - ☐ Significant support in ushering in the launch of the Trellis Microgrants project's first year, including project launch and preparing communications materials to be shared with recipients
 - ☐ Québec Relations Regional Survey dissemination
 - ☐ Community Digital Arts Hub rentals, schmoozers, photo exhibitions & more
 - ☐ Promoting the Youth & Mental Health Podcast
 - ☐ Supporting AIG in their calls for participants

Membership & Core Team support:

- We worked with the Executive Director to create a Communications Policy to help guide our interactions with folks on our online platforms based on ELAN's values of dignity, equality and respect.
- Supported Membership in promoting initiatives such as:
 - ☐ Éducaloi workshop series
 - ☐ Fringe Schmoozer
 - ☐ Artist Capacity Building Clinics
 - ☐ 20th Anniversary Holiday Party
 - ☐ Getting Media Attention with the CBC
 - ☐ Regional Schmoozer in Chelsea
 - ☐ Joint Arts Community Open House with YES Montreal, QDF, QWF
- Attended Regional Development Network conference with Nick Maturo to develop connections with organizations in regions outside of Montreal

- We have noticed and encouraged an increase in traditional media reaching out to ELAN to speak with our Executive Director as a community voice on current issues facing the English-language arts community in Quebec.

ELAN's Website:

- Continued to expand member use of the Events Calendar on our website.
- We updated the home page of our website in order to facilitate quick access to top links and to better present key information about ELAN.
- Redesigned Team & Board page to help clarify the roles and responsibilities of ELAN Team and why community members may reach out.
- Updated our website to ensure compliance with Law 25 and Law 96.

Newsletter and social media:

- Our monthly newsletter continues to attract new member contributions and we have had a steady flow of member submissions for both the Artists in the News sections and the Community News sections.
 - Our Newsletter Subscribers have increased from **2,519** in April 2024 to **2,776** in May 2025.
 - Over the course of the Winter of 2025, we redesigned the appearance of the newsletter for an improved reader experience.
- We have grown our Instagram following from **2,300** followers at last year's AGM to **2,700** in May 2025.
- We continue to experiment and evolve our social media approaches. We continue to see a decrease in Facebook interactions (a trend we have noticed for other organizations as well). However, we have still noticed a small increase in followers from the previous year. Given the big uptick in inappropriate content on Facebook, we are approaching our relationship with the platform cautiously and starting to imagine other future possibilities for our social media communications channels.

Looking Ahead

A significant development in the communications department in the coming year is the establishment of the new Communications Manager position. This new position came into existence in April 2025, and we are hopeful that this new structure for the communications department will allow us to take on new initiatives and campaigns in the coming year.

As well, the Communications department has now begun to work with Membership, the Executive Director, and the Director of Programming to develop clear messaging around what it means to

become an ELAN member and to put this messaging to work in service of a new membership campaign.

Membership Department, 2024-25

Antonia Neatby, Membership & Community Engagement Coordinator –
membership@quebec-elan.org

The 2024-25 fiscal year was a transitional period for the Membership department in a number of respects. Most significantly, Antonia Neatby replaced Iso Setel as Membership Coordinator on an interim basis from October-December, 2024, becoming a permanent employee in January of 2025. The first quarter of the year also saw the implementation of a new membership CRM system (MembershipWorks), which launched in June 2024. Iso, supported by Antonia in a Membership Assistant role at the time, worked extensively with ELAN's IT Consultant Andre Athanasiadis to migrate the member database and troubleshoot any issues before the public launch. This transition to MembershipWorks has not only addressed technical issues with the previous system, resulting in fewer member requests for support, but it has also allowed for deeper integration with other resources such as the ELAN event calendar.

With the new CRM fully launched, the Membership department once again carried out its annual survey of members in the lead-up to the 2024 AGM in August. Member feedback was incorporated into ELAN's Fall-Winter programming, which once again focused on core activities: networking Schmoozers, workshops (including the second year of our partnership with Éducaloi, and Artist Capacity-Building Clinics.

Schmoozers

- **April 10, 2024: ELAN x La Fab sur Mill Schmoozer in Chelsea, QC.** Hosted at La Fab sur Mill and aimed at connecting with English-speaking artists in Western Quebec, with participation from Culture Outaouais.
- **June 10, 2024: ELAN x Fringe Schmoozer 5 a 7.** Held at Parc Amerique (Fringe Park), in partnership with Montreal Fringe Festival.
- **November 28, 2024: CommUNITY Arts Open House with ELAN/YES/QWF/QDF.** Held at Café Pista, in partnership with YES Montreal, Quebec Writers' Federation, and Quebec Drama Federation.
- **March 25, 2025: ELAN Grant-Writing Workshop and Schmoozer.** Held at the Café-bar of Cinematheque Quebecoise. Grant-writing portion in partnership with Quebec Relations (Jean-Paul Osta) and Corey Gulkin.

Workshops

- **November 11, 2024: Managing Finances for Tax Reporting with Dael Foster.** Hybrid in-person at ELAN offices and online via Zoom. This workshop, aimed at self-employed artists, discussed how to keep track of expenses and calculate taxes owed throughout the year to be prepared for filing come spring. *This event was made possible with the financial support of the Secrétariat aux relations avec les Québécois d'expression anglaise.* 15 registrants.
- **November 12, 2024: Sell Yourself Without Selling Out with Amy Blackmore.** Held online via Zoom. This workshop, aimed at self-employed artists, covered methods of marketing your artistic work. 3 registrants, 3 attendees.
- **November 25, 2024: Contract Law with Alexandra Lorange.** Held online via Zoom. This workshop tackled the complicated topic of contract law for artists and cultural workers, particularly for emerging artists. *This event was made possible with the financial support of the Secrétariat aux relations avec les Québécois d'expression anglaise.* 7 registrants, 3 attendees.
- **February 26, 2025: Join CultureBrew.Art (CBA)!** Held online via Zoom, facilitated by Chris Gatchalian at CultureBrew.Art. This event was aimed specifically at BIPOC artists, and took them through the resources available to them at CultureBrew.Art. 13 registrations, 5 attendees.
- **February 19, 2025: Landlords and Tenants: Rights and Responsibilities.** Held online via Zoom, facilitated by Richard Goldman from Educaloï. Target audience was very broad, but housing security is an issue that touches many artists and cultural workers. The workshop took participants through their rights as tenants, and laid out the landlords' responsibilities. *This event was made possible with the financial support of the Secrétariat aux relations avec les Québécois d'expression anglaise.* 30 registrants, 16 attendees.
- **March 13, 2025: Harassment in the Arts and Culture Sector.** Held online via Zoom. Facilitated by Legal Information Clinic at McGill. This workshop, aimed at freelance artists and contract cultural workers, tackled the nuances of harassment protections in the context of non-permanent positions. *This event was made possible with the financial support of the Secrétariat aux relations avec les Québécois d'expression anglaise.* 10 registrants, 5 attendees.
- **March 20, 2025: Nonprofit Governance.** Held online via Zoom. Facilitated by Legal Information Clinic at McGill. This workshop, aimed at emerging nonprofit groups, covered the law surrounding the facilitation of nonprofit organizations. *This event was made possible with the financial support of the Secrétariat aux relations avec les Québécois d'expression anglaise.* 16 registrants, 7 attendees.
- **March 24, 2025: Filing Taxes for Artists with Dael Foster.** Hybrid online via Zoom and in-person at ELAN offices. This four-hour workshop, aimed at self-employed artists and

cultural workers, went through the 2024 tax filing document page by page. *This event was made possible with the financial support of the Secrétariat aux relations avec les Québécois d'expression anglaise.* 4 registrants, 4 attendees.

- **March 25, 2025: ELAN Grant-Writing Workshop and Schmoozer.** See same event in “Schmoozers” above. This combination event aimed to educate participants on grant-writing skills and techniques, particularly for Quebec provincial funding, with the option to network with other artists and enjoy drinks and food. 33 registrations, 20 attendees.

Artist Capacity Building Clinics

- **September 30-October 6, 2024: Federal Grant Writing with Amber Berson.** These one-on-one sessions tackled grant writing for federal funding bodies like CCA. 10 out of 10 slots filled, but one no-show.
- **November 13-15, 2024: Market Your Work with Amy Blackmore.** In follow up to Amy’s workshop, these one-on-one sessions were able to be more specific to the marketing of each artist’s individual artistic practice. 7 out of 10 slots filled.
- **February 20-21, 2025: Taxes with Dael Foster.** In these sessions, Dael went through the individual’s tax documents with them to ensure everything was done correctly. 11 out of 11 slots filled.
- **March 4, 11, 18, 2025: Law 25 and Bill 96 for Organizations.** Facilitated by Quentin Sheriff. In these clinics, Quentin worked with each organization to ensure they were compliant with either Law 25 or Bill 96, depending on what the participant selected at registration. 6 out of 10 slots filled.

Community Engagement

- December 4, 2024: ELAN 20th Anniversary Holiday Party. Held at Cabaret Lion d’Or. The evening featured performances by several ELAN staff members, in an effort to showcase the ELAN team is made up of artists working hard to support their peers. We also aimed to highlight ELAN’s successes over the past 20 years, and we thank attendees for their support.
- The first half of the year was focused more internally (CRM setup, etc.), but in the second half we were able to do more outreach in the form of schmoozers, workshops, and community events.
 - Antonia and Nick attended the Y4Y Forum in March 2025, after which we got a lot of new members!
- Consistently responded to email queries
- The sibling organization schmoozer cemented our connections with our partner organizations.

Programming Report, 2024-25

Nick Maturo, Director of Programming – nick.maturo@quebec-elan.org

This year saw the creation of the new Director of Programming role, which I assumed full-time after concluding my tenure as Interim Executive Director in October 2024. While in the Interim role, Deborah Forde and I had essentially split the tasks carried out previously by the Program Manager, which focused on project oversight, in addition to our core tasks. We worked this way throughout 2023-24 and the first half of 2024-25 until Miranda Castravelli was hired as permanent Executive Director. With this new Director position created to expand the scope of the Program Manager role, I am now able to provide greater oversight of all areas of ELAN programming, including projects as well as our core departments. I can also act as day-to-day support for ELAN staff to help free up Miranda's schedule for her most pressing ED duties. I also continue to support her with advocacy and representing ELAN in the community as needed.

Before fully assuming the Director of Programming role, April through October required balancing Interim ED duties with project support. Particularly from April through to the AGM in August, I prioritized getting out into the community to represent ELAN as ED, as I had not been able to do so as much as I would have liked in 2023-24. I also made a point of continuing to do so after Miranda came on board to help lighten the load of representing ELAN – given how many disciplines we cover and all our community partners, there is never a shortage of opportunities to do so. Throughout the year, I represented ELAN at over 40 different events, including partner organizations' AGMs, community consultations held by various government bodies, networking sessions, as well as presentations delivered to the community on behalf of the organization. A particular highlight was being able to represent ELAN at an event hosted by the Regional Development Network (RDN) in Quebec City in March 2025, along with my colleague Lauren Katherine Clinton, to show our partners that ELAN is committed to supporting regional communities.

During the first half of the year, I also devoted significant energy to supporting the ED recruitment process. I'm very pleased to say that this ultimately proved extremely positive, with Miranda joining the team and hitting the ground running after a rigorous recruitment process. On behalf of the team and the entire ELAN community, I thank both the board members who served on our recruitment committee and our hiring consultant Quinten Sheriff for the significant time and effort they put into making this process a resounding success.

Another significant aspect of my work for the year was staff onboarding in key roles. For example, October through December was highly focused on onboarding Miranda, with the aim of providing her with a solid grounding in ELAN's core activities, projects, advocacy objectives, and key stakeholders in the community. Despite the significant amount of information, Miranda was able

to comfortably assume all aspects of the ED role quite quickly, allowing me to focus solely on the Director of Programming role to start 2025. Elsewhere, I worked with Jean-Paul Osta to train him for the role of Project Coordinator for the Québec Relations (QR) project, aiming to transfer as much of the knowledge I'd accrued as project manager as possible and allow him to take over the funding consultation service. Finally, I worked extensively with new Membership Coordinator Antonia Neatby, who came on board to replace Iso Setel in October. Antonia had previously worked with Iso as a summer assistant in the Membership Department, which provided an excellent base that allowed her to pick up where Iso left off with minimal disruption, and I made myself available to provide additional training and support as needed.

Beginning in January 2025, I focused primarily on supporting core and project staff in ensuring they reached their deliverables in the final quarter of the fiscal year, as well as contributing to reporting for our funders. This was particularly important for CDAH in the Regions and QR, which were both in the final year of their funding agreements (though the latter is slated for renewal in 2025-26). I am pleased to say that we were able to successfully achieve the overwhelming majority of our objectives for the year and I thank the staff and our project teams for all their hard work in getting us over the finish line this year.

Finally, a more dedicated focus on the Director of Programming role, supplemented by the experienced gained since settling in, has allowed me to begin developing and implementing more rigorous oversight and tracking systems that should make for a smoother and more efficient year in 2025-26. I'm grateful to Miranda for sharing her expertise in this area and offering consistent support, which has greatly sped up the development and implementation of these new internal processes. Together with Deborah serving as our Director of Operations, whose dedication to ELAN has been fundamental in allowing us to weather this transitional period of the last two years, I feel we now have a very strong leadership team and I'm extremely optimistic about the work we can accomplish together in the years to come.

ELAN Projects Reports

ArtistsInspire Grants, 2024-25

Project funded by Canadian Heritage (2024-28)

Incoming Project Manager: Quinten Sheriff

Report compiled by Louise Campbell, elanarted@quebec-elan.org

In 2019, ELAN's ArtEd Program launched the ArtistsInspire Grants project with multi-year micro-grant funding to promote Arts and CulAture in minority language public schools across the country from the Government of Canada's Department of Canadian Heritage. In August 2024, we received the excellent news that the funder renewed the project funding for four years, which will allow us to continue the program until 2028.

ArtistsInspire provides grants and support to English public elementary and secondary schools in Quebec to provide quality in-person and virtual Arts & Culture Experiences with a professional artist. In 2024-25, we integrated the One Day Event (a pilot project in 2023-24) into the overall program structure, allowing all artists to showcase their professional practice to large groups over the course of one day. With this change, English public elementary and secondary schools are eligible to apply for a \$1,500 School grant with an optional add-on of a \$1,500 One Day Event, for a total value of \$3,000. Projects connect schools with qualified artists from Quebec's English-speaking communities who facilitate artistic & cultural learning experiences during the school day.

Results from the 2024-2025 School Year

The program is well positioned to achieve its goals in this second phase of funding, having demonstrated to educators that the program and Artists are easy to work with, and the experiences facilitated are consistently high quality. Feedback on completed ArtistsInspire experiences shows an average satisfaction rating for both Artist's facilitation and program administration of 4.89/5 for 2024-25!

Statistics compiled at the end of the 2024-2025 fiscal year show that:

- € 268 x \$1500 grants were given out (142 school workshop grants, 126 One Day Event grants)
- € 1,469 workshops were given to 33,219 students
- € 138 schools participated in AIG projects (out of a total of 296 made up of 266 QESBA schools, 10 from Cree SB, 17 from Kativik SB and 3 from the Kahnawà:ke Education Center)
 - o Out of 266 QESBA schools, 257 have participated in at least one AIG project over the past 5 years
- € 67 unique Artists participated in at least one AIG project (out of a total of 137 profiled Artists). Note: The program renewal received in August 2024 shifted the new artist recruitment period to Sept-Oct 2024, which was not ideal for new artist visibility. Efforts were made to showcase new artists in our communications, with a return to the regular timing for artist recruitment planned for 2025. Some participating Artists were recommended by the schools and are not profiled yet

In addition, by the end of 2024-25, ArtistsInspire had:

- € Recruited 23 new Artists, including artists from the EMSB, Riverside, LBPSB, New Frontiers, Eastern Shores, and SWLSB regions.
- € Offered group and individual consultations to teaching Artists and produced and disseminated a podcast series related to Youth, Adult and Older Adult mental health with support from the Community Health and Social Services Network (CHSSN)
- € Offered individual consultations for supporting teaching Artists' applications to the Culture in the Schools program, in collaboration with ELAN's Québec Relations project
- € Produced and disseminated a podcast series on Arts and Older Adults, update and disseminated the Arts and Older Adults listing, with support from ELAN's Québec Relations project

Additionally, consultation with Arts, Community, and Education leaders in Quebec informed the ArtEd Team's focus on strategic priorities essential to the project's successful development:

Priority 1: Profile artists from Quebec's English-speaking communities who have experience facilitating high quality hands-on creative arts and culture experiences.

We continue to expand our list of qualified Artists, reaching out to contacts across the province, participating in virtual and in-person outreach efforts, launching recruitment periods and actively working to ensure we are inclusive and represent the diversity of eligible Teaching Artists in the province. This year, our recruitment period took place at the end of the summer/early fall 2024 and in spring 2025.

Priority 2: Identify partners who work with educators and communities to reach schools in the twelve eligible English-language boards to achieve our goal of supporting artists and schools to Connect, Collaborate, Create & Celebrate.

This past year, LEARN continued to demonstrate their role as community partners for AIG, helping us to reach schools in all twelve eligible school boards. Thanks to an Artist's initiative and existing relationships with the Littoral School Board, AIG projects took place during a time when the retiring administration was handing leadership over to younger workers. Prior experience with the Cree and ESSB School boards shows that when AIG champions within those institutions change positions or move on, it is essential to make efforts to transition these relationships to new or existing partners in the community. For this reason, efforts were made with the Littoral School Board by the Artist to involve the new administration and staff in the projects in hopes of bolstering these relationships and opportunities for the future. After successful projects in the 2023-24 school year, all three Kahnawà:ke Education Center schools realized AIG projects again with a teaching Artist from our roster, indicating that long-term relationship building efforts with these communities are proving to be successful. The feedback on these projects was extremely positive, and we look forward to supporting projects with these communities going forward.

Similar relationship building efforts are in the beginning phases with the Kativik School Board, spearheaded by an artist who has previous relationships and experience with this board, in view of AIG projects to take place in 2025-27.

CHSSN also supported many of our teaching Artists through their mental health professional development initiative, which allowed our artists to connect with particular communities, such as in schools with students with special needs and in schools where students are facing mental health challenges. Discussions with CHSSN partners on how to partner with schools are made possible through CHSSN's annual forum, Community of Practice sessions, and outreach activities. Discussions on projects with combined funding from AIG and CHSSN partners are in progress for the 2025-26 school year. Building and maintaining these relationships is made possible thanks to CHSSN funding through the Youth Mental Health Initiative (see project report for more details).

The ArtistsInspire Grants Team

The team has developed extensive expertise in the following areas: capacity-building with educators and artists; matchmaking between artists, schools, school boards and community organizations; communications and storytelling; and cross-sector collaboration. During the 2024-25 year, the project management was transferred from Guillaume Jabbour to Louise Campbell, with Guillaume continuing on in an advisory position. The team in 2024-25 continued to include self-employed consultants with specialized knowledge and experience including:

- ✦ Louise Campbell: Project Manager, managed day-to-day communications, vetted Artists, helped schools to connect with Artists, coached underrepresented Artists, prepared and put out calls for submissions, updated website and project documents, worked to establish collaborations and partnerships and prepared reports to funders, aligned and revised ELAN and project budgets, managed communications & social media strategy.

- ✧ Guillaume Jabbour: Consultant as past project manager, provided support in onboarding and transitioning project management to Louise, provided institutional memory of project management crucial to making decisions on strategic special initiatives and relationship building.
- ✧ Barbara von Thaden continued her work as our grants administrator, ensuring smooth communications with artists and schools, troubleshooting any issues, and maintaining meticulous stats and progress notes.
- ✧ Rain Huff continued in their role as social media coordinator, organizing posts as per the funder's requirement, updating catalogue entries, and ensuring that every single ArtistsInspire has a story and a photo to share. Rain's role expanded to project coordination tasks, including website updates on the AIG and ELAN websites, designing MailChimp campaigns, and coordinating and disseminating program announcements to partners.

This incredible team is a huge part of what makes ArtistsInspire Grants work so well. Here's to many more years of ArtEd projects in Quebec's ESC schools and beyond!

Sign up for Mailchimp updates on artistsinspire.ca

Follow us on Social Media:

Facebook & Instagram @elanarted #artistsinspiregrants #artedinspires

Watch videos showing why and how ArtEd makes a difference on ELAN's YouTube channel

Contact us: 438-979-1171

elanarted@quebec-elan.org

CHSSN Youth Mental Health Initiative, 2024-25

Project funded by CHSSN, Secrétariat à la jeunesse & Fondation Lucie & Andre Chagnon (2021-2025)

Incoming Project Manager: Sheron Edey

Report compiled by Louise Campbell, elanarted@quebec-elan.org

ELAN's ArtEd Program has supported teaching artists who facilitate arts & culture experiences for all ages since 2016 through a range of projects. Since 2021, this has included our Youth Mental Health Initiative (YMHI). In the 2024-25 season, YMHI activities included addressing teaching artists working with youth ages 15-29 years of age, connected with numerous partner organizations across Quebec, and created and disseminated new resources.

Youth Mental Health Training for Teaching Artists

The heart of this initiative is providing professional development workshops for Teaching Artists working with youth. Facilitated by Teaching Artist and social worker Alyssa Kuzmarov, the goal of these sessions was to develop knowledge and skills specifically related to Youth Mental Health in the practice and context of Teaching Artists. Topics of discussion included:

- Needs and behaviours
- Classroom management
- Inclusion, diversity and cultural competencies
- Working with neurodiverse participants
- Self-care as a facilitator, and more.

In 2024-25, 34 teaching artists in total received training, including:

- 15 who took part in a 5-session training series for new artists
 - 10 of the 15 artists were youth workers themselves (under 35 years of age)
- 16 who took part in a single session for returning artists
- 3 who participated in individual coaching sessions.

Collectively, these teaching artists were better supported in their work and went on to reach 1,253 youth in 44 unique one-time event settings and 3,556 youth in 494 workshops. Artists felt supported, empowered and connected in ways that enabled them to engage youth more appropriately and effectively. As one of the participants wrote,

“Participating in the Youth Mental Health Initiative greatly benefited me as a Teaching Artist. The community we built in the workshops, alongside sharing knowledge with peers, provided immense support and sparked introspection about my own practice. These discussions helped me reflect on how to improve my approach and integrate new strategies to be more inclusive, sensitive, and adaptable to the diverse needs of youth... This experience has truly enriched my practice and given me more confidence in my ability to make a positive impact.”

Resource development and dissemination

With the goal of empowering artists and community organizations, new resources were developed and disseminated in 2024-25, including:

- € [Arts and Youth Mental Health Podcast](#) (4 episodes, (282 listens to dates)
- € [3 Stories and News Articles](#),
- € [1 guest blog for LEARN](#)
- € [Arts and Older Adults listing](#) update to include new artists, an option for intergenerational workshops and language(s) of facilitation
- € 2 digital flyers
- € 6 learning community PowerPoint presentations

Extensive outreach to 14+ community partners was conducted throughout the year, for the purposes of building relationships, pursuing current and future partnerships and disseminating resources, including CHSSN, WIN, REISA, EMSB, LEARN, QPAT, REISA, CASE, Vent Over Tea, QWF, QDF, Head & Hands, 4 Korners, Agape, Centre for Dreams and Hopes and more.

We are thrilled to announce that we have received renewed funding for the Youth Mental Health Initiative from 2025 to 2028. Artists interested in participating in the 2025-26 initiative are encouraged to contact project lead Louise Campbell at elanarted@quebec-elan.org.

Québec Relations, 2024-25

Project funded by le Secrétariat aux relations avec les Québécois d'expression anglaise, (2023-25)

Project Team:

Jean-Paul Osta, Project Coordinator – research@quebec-elan.org

Francisco Gonzalez-Rosas, Outgoing Research Coordinator – francisco.gonzalez@quebec-elan.org

This year marked the final year in the latest 2-year funding agreement with the *Secrétariat aux relations avec les Québécois d'expression anglaise* (SRQEA) for the Québec Relations (QR) project. This continued support ensures that QR can carry on its vital mission: facilitating access to Quebec's arts funding ecosystem for artists and arts organizations within the English-speaking community through research, consultation, information sharing and personalized support.

Funding Support Services

This year marked a period of internal transformation for the project. In the summer of 2024, Jean-Paul Osta assumed the role of Project Coordinator, following his tenure as ELAN's Communications and Compliance Assistant. His transition into this leadership role brought a renewed focus and fresh perspective to QR's strategic direction and day-to-day operations.

QR's core service offerings—funding consultations and free provincial grant assistance—remained highly popular with ELAN members and the wider community. This continued level of engagement is a direct result of a more streamlined and strategic approach introduced under the new leadership. These enhancements improved the flow of services, making it easier for artists to access timely, tailored support.

Throughout the year, QR delivered **119 one-on-one consultations**, leading to **61 formal referrals** for grant application assistance. Artist feedback remained overwhelmingly positive, underscoring the meaningful impact of the program. One artist shared:

“I got valuable assistance at every stage of the grant writing process. I am extremely pleased with the help I received. The advisor guided me throughout and offered crucial advice, support, and encouragement. Without their help, I would have struggled with the preparation, writing, and submission of my grant.”

Another participant highlighted the importance of consistent engagement:

“Having three scheduled consultations really helped us stay on track and be prepared for each meeting, allowing us to make the most of our time with the advisor.”

As part of our ongoing efforts to improve, we also collected constructive suggestions from artists, which will be considered in the next phase of the project. Key recommendations included:

1. Training opportunities for newcomers, artists, and writers on subjects such as donor relations and sustaining a career in the arts.
2. Expanded consultation services to include federal and out-of-province funding opportunities, such as Canada Council for the Arts (CCA).
3. Extended support throughout the full grant process, including timelines that allow for more comprehensive review beyond the project description and impact statements.

QR continues to serve as a vital gateway for both emerging and established artists, connecting them to ELAN and the broader Quebec arts funding landscape. These one-on-one services are further supported by ELAN's [online funding platform](#), which was further expanded to include municipal and federal funding programs as well as all the latest updates from provincial funders such as CALQ and SODEC.

In addition to direct services, QR also expanded its visibility through strategic outreach. Previous project manager Nick Maturo offered detailed presentations on the Quebec arts funding landscape to emerging artists with Carrefour jeunesse-emploi Montreal Centre-Ville in June 2024 and again to Concordia fine arts alumni through Art Volt in December 2024. The project was then promoted at community events such as the “YES Connecting Artists” event, reaching new audiences across the province. Furthermore, QR grant advisor Corey Gulkin joined Jean-Paul Osta to present an in-person workshop at ELAN's most recent Schmoozer event in March 2025—an initiative that deepened community ties and shared practical knowledge with attendees.

Looking ahead to 2025–2026, Québec Relations is committed to building on this momentum. We aim to further streamline our consultation and referral services while continuing to prioritize accessibility, responsiveness, and the long-term success of Quebec's English-speaking artists.

Research Activities

Building on research conducted in previous years, our 2024-25 research activities focused primarily on surveys and focus groups with the community. This began with the dissemination of surveys for Montreal and regional organizations in the spring of 2024. Then, in January 2025 we launched a second survey focused on artists living and working in Quebec regions outside of Montreal. These surveys were meant to gather relevant information about the state of English-speaking artists and organizations across Quebec. These research efforts were then supplemented with focus groups with relevant actors in the community to document more detailed feedback. A detailed research report covering these activities and all previous QR research will be shared with the community at a future date to highlight key findings.

It is important to mention that in this cycle of QR we saw an overall decrease in community engagement regarding our research efforts. While our survey focused on artists in regions outside of Montreal was widely shared and responded to, making it one of our most successful campaigns to date, the response for the survey for arts organizations was a lower number than in 2022. Similarly, the interest in attending our focus groups was also low, even though we offer an honorarium for participants. Among the possible explanations, we believe the community may be experiencing post-pandemic fatigue from these kinds of consultations, as well as capacity limitations for arts organizations. We are therefore reevaluating the utility of any further emphasis on research activities in the next phase of the project to better mobilize resources to support the community in the current context.

What We Choose to Remember, Book and Research, 2024-25

Project funded by le Secrétariat aux relations avec les Québécois d'expression anglaise (2024-26)

Project Manager: Guy Rex Rodgers, guyrexrodgers@gmail.com

Last year's project, the feature-length documentary What We Choose to Remember, had been invited to 42 screenings around Quebec by March 31, 2024. The project was funded by le Secrétariat aux relations avec les Québécois d'expression anglaise (SRQEA).

During the financial year beginning April 1, 2024, the film was screened in 15 additional communities, which included educational screenings in high schools, CEGEPs and universities (Bishops, Concordia and McGill). A Teacher's Guide was developed and distributed to educators free of charge via the film's website. Funding for film promotion ended in October 2024.

The SRQEA signed an agreement for new activities that began in January 2025 and will continue for two years until December 2026. The project has six components:

- A book about touring the film for 30 months to more than 50 communities as the cloud of Bill 96 became increasingly gloomy
- Three research projects:
 - o Quebec's education system and the number of students turned away from the French Catholic sector between 1945 and 1977
 - o Memories of the 1995 referendum (30th anniversary) and its impacts
 - o How the definition of 'who is Québécois' has changed over time and is currently understood
- Production of two short documentaries:
 - o The creation of an Irish Memorial Park around the Black Rock
 - o The Quebec government's adoption of a Scottish tartan

By March 31, 2025, the book project was underway with a third of the chapters written in collaboration with a political content advisor, a researcher for demographic data and a graphic artist to create maps.

The education portion of the project was launched with an online survey and individual interviews with ex-students and educators. This work will continue until mid 2026. The referendum research was launched in June 2025. The other components of the project will mostly occur in 2026.

Trellis Micro-grants (TMG), 2024-25

Project funded by Canadian Heritage (2024-2028)

Project Team:

Deborah Forde, Project Manager – deborah@quebec-elan.org

Fred Azeredo, Project Coordinator – fred.azeredo@quebec-elan.org

Summary

Micro-grant projects, supported by the Department of Canadian Heritage's Official Languages Support Programs, seeks to highlight English-language Arts and Artists to make them visible to a broader community, and build bridges between Québec's English-speaking minority and Francophone majority. ELAN's Trellis Micro-grants (TMG) project was initiated in response to a reported need for new sources of funding for the English-speaking artistic community, which was brought up during meetings of the Arts and Culture Round Table.

The short timeline for implementation required that the call for the two first rounds (August 2024-March 2025 and April 2025-March 2026, respectively) be sent out simultaneously. This was followed by a call for jurors, most of whom served in both rounds. Given the low number of applications for the first round, we pushed out the second-round deadline to allow for briefing sessions. Consequently, with more time available for outreach, there were significantly more applicants for the second round in all categories.

The jurying process began in earnest in February, when Project Coordinator Fred Azeredo was hired. All applications, received by email were anonymized and processed according to discipline (Literature, Music/Audio Arts, etc.) and jury 'pods' made up of artists with relevant experience were chosen to judge each of them. These pods assessed applications with the support evaluation sheets, then met on Zoom to discuss their recommendations for the Final Jury. Said Final Jury, made up of one representative of each pod as well as a Regional and Arts Administration representative, made the final decisions about allocating funding. As not all recipients had requested the maximum amount, we were able to fund more projects than anticipated.

Since the awarding of both rounds of grants in mid-March, the project team has shifted into the role of supporting the recipients and raising awareness about the project in anticipation of the next round callout in Fall 2025. We have operated Bluesky, Instagram, and Facebook feeds spotlighting recipients' projects and found widespread engagement. All Round 1 recipients have received the bulk of their funding and almost all have sent in their reports (testimonials are included below). Recipients and jurors alike have expressed widespread

satisfaction with the project's goals and implementation, though our compressed timeline has occasionally caused some difficulties.

That is far outweighed, however, by TMG's success in reaching previously underfunded groups. Due to the simplified form and easy process for application, as well as a completely blind jury preventing bias and supporting equity considerations for emerging, racialized, and regional applicants, many artists and organizations received grants for the first time. Among the latter is independent theatre group Contact Theatre, which hires a large number of emerging artists just breaking into the field, and Heritage Lower Saint Lawrence, which serves the smallest English-speaking community in Quebec.

On the artists' side, the recipients are equally groundbreaking. They range from Tyson Houseman, an Indigenous nêhiyaw multimedia artist whose work brings a highly specific Plains Cree perspective to environmentalism, to Stephanie Sedlbauer, who organized Montreal's only open mic for classical voice artists, offering an accessible means into a highly gated genre. All of these projects have enriched Quebec's arts community and made Anglophone arts more visible to the Francophone majority.

Statistics (General)

- Applicants (Total) in both rounds: 325
- Projects funded (Total) in both rounds: 38

Round 1

- Applicants (Total): 61
- Projects (Total) funded: 24
- Applicants (Artists): 44
- Projects (Artists) funded: 11
- Applicants (Organizations): 17
- Projects (Organizations) funded: 14

Round 2

- Applicants (Total): 264
- Projects funded (Total): 13 (+1)
- Applicants (Artists): 171
- Projects funded (Artists): 6
- Applicants (Organizations): 93

- Projects funded (Organizations): 7

Statistics (Artist Applicants)

- Total: 213
- ELAN Members: 35
- Non-ELAN Members: 168
 - Note: number of ELAN Members does not add up to total as multiple submissions by a single artist/organization were counted once
- Regional applicants: 52
- BIPOC applicants: 63
- Emerging recipients: 49

- Round 1: 44
 - Visual/Studio Arts: 2
 - Film/Video Arts: 5
 - Theatre/Performance: 3
 - Literature: 4
 - Music/Audio Arts: 18
 - Dance: 0
 - Community Engaged: 4
 - Multimedia/Other: 8

- Round 2: 171
 - Visual/Studio Arts: 13
 - Film/Video Arts: 22
 - Theatre/Performance: 28
 - Literature: 12
 - Music/Audio Arts: 34
 - Dance: 5
 - Community Engaged: 27
 - Multimedia/Other: 30

Statistics (Organization Applicants)

- Total: 110
- ELAN Members: 33
- Non-ELAN Members: 64

- o Note: number of ELAN Members does not add up to total as multiple submissions by a single artist/organization were counted once
- Regional applicants: 22
- Round 1: 17
 - Visual/Studio Arts: 0
 - Film/Video Arts: 2
 - Theatre/Performance: 10
 - Literature: 3
 - Music/Audio Arts: 0
 - Dance: 0
 - Community Engaged: 1
 - Multimedia/Other: 1
- Round 2: 93
 - Visual/Studio Arts: 2
 - Film/Video Arts: 4
 - Theatre/Performance: 32
 - Literature: 6
 - Music/Audio Arts: 16
 - Dance: 5
 - Community Engaged: 25
 - Multimedia/Other: 3

Testimonials (Jury)

“I thought this jury experience compared very favourably to other experiences I have had. There was a solid emphasis on constructive, positive feedback, and I felt my fellow jurors were invested in the process.”

Testimonials (Recipients)

“This opportunity to celebrate the mixed nature of this community and not to fall into the myth of the two solitudes allowed me to really create something that feels true to my home. This kind of funding that seeks to emphasize building bridges and creating connections allows us to weave ourselves into the culture of our environment, rather than to define ourselves and our work by exclusion.”

“Trellis stands out because it values innovation not just in form, but in intention. It supports artists and companies pushing boundaries in content, process, and community connection—without requiring us to fit into ultra-specific buckets just to qualify for support. This flexibility allowed us to create something ambitious, immersive, and urgent, while remaining authentic to our practice. [...] In short, Trellis is helping to shape a more equitable, responsive, and artist-driven cultural landscape in Quebec.”

“As an anglophone creative, accessing Québec arts funding is often challenging and siloed. Trellis offers much needed funding to support and help close this gap.”

“As a non-profit organization, grants like this are what make our work possible. They provide the essential resources we need to grow, adapt, and serve our community in meaningful ways. Thank you for your support!”

“The Trellis micro-grant has been a precious contribution to the betterment of our season of activities, and a tremendous step to assisting us is better interaction with our extended Quebec community. THANK YOU!!!!”

“This grant supported something new and very exciting for youth and others in the community, an important message about shared history. It is the kind of message the needs to be shared often and across the province.”

Conclusion

The first year of funding of TMG has already proven a resounding success at its mission of funding underserved artists (be they emerging, racialized, and/or regional) and further connecting the English-language arts sector with the Francophone majority. We hope to only increase the number of applicants and the project’s reach in the community in the next two years and secure a renewal to continue to offer these hugely impactful grants in future.

Budget 2025-26

	A	C	D	E
1	ENGLISH LANGUAGE ARTS NETWORK	Previous Year	Last year	Preliminary
2		Actual	(Forecast)	Budget
3		2023/24	y 2024/25	y 2025/26
4	Core Revenue			
5	PCH program funding	\$190,125.00	\$211,250.00	\$211,250.00
6	CCA program funding	\$48,500.00	\$48,500.00	\$48,500.00
7	CALQ program funding	\$112,500.00	\$75,000.00	\$75,000.00
8	CAM program funding	\$12,500.00	\$12,500.00	\$15,000.00
9	CAM- DemArts	\$7,600.00	\$4,200.00	\$0.00
10	Bradcast Participation fund		\$46,682.00	
11	Relations	\$250,000.00	\$250,000.00	\$250,000.00
12	Educaloi	\$10,000.00	\$10,000.00	\$12,700.00
13	Earned revenues - Interest	\$5,853.34	\$5,769.41	\$4,000.00
14	Earned revenues - Membership	\$3,748.31	\$8,328.21	\$8,000.00
15	Miscellaneous	\$4,019.21	\$1,344.04	\$3,218.94
16	Amortization of differed contributions	\$43,765.00		
17	YCW, CSJ, Emploi Québec	\$10,072.42	\$18,376.16	\$18,970.00
18	Total - Core Revenue	\$698,683.28	\$691,949.82	\$646,638.94
19	Project Revenue			
20	PCH ArtistsInspire Grants	\$562,500.00	\$543,000.00	\$582,228.00
21	PCH- CDAH	\$64,840.16	\$0.00	\$0.00
22	CDAH -earned revenue	\$5,094.46	\$0.00	\$0.00
23	PCH-CDAH in the Regions	\$71,000.00	\$144,710.00	\$22,148.50
24	PCH-CDAH in the Regions Supplement		\$84,400.00	\$84,400.00
25	CDAH in the Regions earned revenue	\$10,915.00	\$0.00	\$0.00
26	PCH-Trellis Micro-grants	\$0.00	\$475,000.00	\$353,913.60
27	PCH- SOTA on EDI	\$92,850.45	\$0.00	\$0.00
28	Cole Foundation (SOTA)	\$1,500.00	\$0.00	\$0.00
29	CHSSN	\$100,000.00	\$40,000.00	\$30,000.00
30	Secretariat/ What We Choose To Remember +	\$23,912.23	\$73,028.77	\$75,688.94
31		\$0.00	\$0.00	
32	Total - Project Revenue	\$932,612.30	\$1,360,138.77	\$1,148,379.04
33	TOTAL REVENUE	\$1,631,295.58	\$2,052,088.59	\$1,795,017.98
34				

	A	C	D	E
35	EXPENSE			
36	Core wages + Social Benefits			
37	Staff salaries	\$173,455.21	\$210,950.11	\$347,461.01
38	Salary overheads	\$17,214.32	\$20,652.47	\$35,441.02
39	CSST	\$1,274.36	\$3,143.49	\$3,104.18
41	Total Wages & Social Bene	\$191,943.89	\$234,746.07	\$386,006.21
43	Core Admin Expenses			
44	Contract labour	\$34,648.10	\$40,205.70	\$19,000.00
45	Rent and insurance	\$33,717.33	\$36,060.54	\$36,346.43
46	Maintenance & Repair	\$10,496.86	\$20,846.55	\$10,000.00
47	Equipment and Depreciatio	\$49,306.57	\$6,644.20	\$5,500.00
48	Office Supplies	\$2,335.08	\$3,394.20	\$2,500.00
49	Telephone, Internet	\$2,183.60	\$2,471.72	\$3,000.00
50	Email costs	\$964.61	\$1,056.62	\$1,000.00
51	Postage & Courier	\$1,032.98	\$1,009.04	\$1,000.00
52	Training and Professional Development	\$2,129.86	\$660.00	\$1,250.00
53	Publicity	\$2,721.71	\$2,129.13	\$1,500.00
54	Printing	\$128.35	\$684.19	\$700.00
55	Web Site (maintenance, de	\$10,506.81	\$2,545.59	\$2,000.00
56	Translation (website, PR)	\$721.50	\$151.50	\$2,000.00
57	A.G.M. (summer)	\$2,119.91	\$2,400.83	\$0.00
58	Travel costs	\$32.72	\$576.59	\$500.00
59	Travel (regional reps)	\$1,725.14	\$18.70	\$1,500.00
60	Meetings (board)	\$1,425.01	\$9,214.17	\$4,000.00
61	Professional Fees (accour	\$11,033.52	\$10,693.92	\$9,000.00
62	Membership activities	\$2,394.92	\$7,817.87	\$8,000.00
63	Memberships and Subscrip	\$6,176.20	\$8,052.60	\$6,000.00
64	Bank Charges, Tax,	\$2,138.18	\$2,890.54	\$1,400.00
65	other	-\$320.00	\$185.74	\$0.00
66	Total - Administration	\$177,618.96	\$159,709.94	\$116,196.43
67	Total - Core Expenses	\$369,562.85	\$394,456.01	\$502,202.64

	A	C	D	E
68				
69	Project Expenses			
70	Advocacy	\$3,167.40	\$59,101.82	\$5,000.00
71	Workshops	\$5,016.35	\$2,859.87	\$8,000.00
72	Inclusion	\$0.00	\$19,404.23	\$7,000.00
73	PCH ArtistsInspire Grants	\$562,488.71	\$546,342.19	\$580,504.36
74	PCH CDAH	\$116,594.66	\$0.00	\$0.00
75	PCH- CDAH in the Regions	\$150,957.48	\$261,594.00	\$109,589.48
76	PCH- SOTA on EDI	\$94,539.50	\$0.00	\$0.00
77	PCH-TMG		\$485,203.00	\$367,191.95
78	CHSSN	\$90,163.59	\$36,000.00	\$27,000.00
79	Secretariat Québec Relati	\$170,685.81	\$160,998.34	\$114,632.40
80	Secretariat Waves of Change/What We Choose To Remember	\$23,912.23	\$73,028.77	\$73,897.15
81	Total - Project Expenses	\$1,217,525.73	\$1,644,532.22	\$1,292,815.34
82				
83	TOTAL EXPENSE	\$1,587,088.58	\$2,038,988.23	\$1,795,017.98
84	NET SURPLUS (DEFICIT)	\$44,207.00	\$13,100.36	\$0.00

Board & Staff

Staff

Miranda Castravelli: *Executive Director (as of October 2024)*

Miranda Castravelli (she/her/hers) has walked a varied path. She is a veteran of the film industry, having produced and delivered multi-million dollar productions to Buena Vista, Viacom, Sony and a host of others. She has studied English literature, art history, interior design, and law. She has worked in the arts, education, film, sales, and technology. She even opened the very first foreign-owned language school in the province of Gyeonggi-do, South Korea. Despite the variation of subject matter, all of these endeavours were connected by two things: a desire for improvement, and a commitment to empowering her teams to reach new heights. She is a multi-disciplinary artist, mostly focusing on writing and visual arts.

She was President of the Women's Art Society of Montreal (est. 1894) for almost 5 years, making her the second-longest running president in the organization's history. During her tenure, the organization reached a record number of members, and re-opened itself to its original mission of "art for good", partnering with large charities in the Montreal area to use the power of art to effect social change. She hopes to continue her mission for artist advocacy into the future.

To see the complete list of Staff & Board biographies, please visit the Team & Board page at www.quebec-elan.org.

Deborah Forde: *Director of Operations*

Nick Maturo: *Director of Programming*

Antonia Neatby: *Membership & Community Engagement Coordinator (as of October 2024)*

Lauren Katherine Clinton: *Communications & Outreach Manager*

Jean-Paul Osta: *Project Coordinator, Québec Relations*

Francisco Gonzalez-Rosas: *Research Coordinator, Québec Relations. Communications Coordinator (Current)*

Andre Athanasiadis: *IT Coordinator & Consultant*

Board 2024-25

Angie Cheng – *President (Dance)*

Louise Abbott – *Vice President (Writing/AELAQ)*
Dr. Alexandra Fol– *Treasurer (Music) (2024-2025)*
Kuh del Rosario – *Secretary (Visual Arts)*

Peter Burton (*Music*)
Eryn Dace Trudell (*Dance*)
holly Greco (*Theatre/QDF*)
Leah Evangelista Woolner (*Visual Arts*)
Jessica Greenberg (*Corporate*)
Miranda Handford (*Theatre*)
Pamela Hensley (*QWF / Writing*)
Samantha Kaine (*Film/TV*)
Li Li (*Theatre, Past President*)
Willow Loveday Little (*Writing*)
Dr. Blair MacKay (*Music*)
Victoria Sanchez (*Film/Television*)
Shakiya Williams (*Writing / AELQ*)

ELAN Committees 2024-25

All ELAN board members participate in committees. ELAN members are also welcome to sit on committees but may not act as Chair. People with expertise in specific areas (e.g. communication, membership, inclusion, corporate planning) may also be invited to join committees.

Executive Committee

Chair: Angie Cheng (President)

Members: Louise Abbott (Vice-President), Dr. Alexandra Fol (Treasurer), Kuh del Rosario (Secretary)

Staff liaison: Deborah Forde/Miranda Castravelli/Nick Maturo

Communications and Membership Committee:

Chair:

Members: Louise Abbott, Victoria Sanchez

Staff liaisons: Antonia Neatby, Lauren Katherine Clinton

Human Resources Committee

Chair: Leah Woolner

Members: Shakiya Williams, holly Greco, Dr. Alexandra Fol, Angie Cheng, Willow Little

Staff liaison: Nick Maturo

Inclusion Committee

With the evolution of the State of the Arts on Equity, Diversity & Inclusion project and the associated Community of Practice (CoP), this committee has changed its form to include more organizations and more ambitious developments. The committee felt it was best to dedicate their energies on inclusion to the CoP to avoid duplication of efforts, to foster more collaboration, and to widen our impact

Chair: Quinten Sheriff

Members: Angie Cheng, Leah Evangelista Woolner, Shakiya Williams, Eryn Dace Trudell

Staff Liaison: Deborah Forde

Arts, Culture and Heritage Working Group (ACH)

In 2024-25 ACH celebrated 15 years of bringing the community together with federal government representatives to explore collective challenges and seek ideas and common solutions. This work was advanced during the year by Co-Leaders, individuals who sought to bring together inspiration, perspiration, and opportunity to produce projects that benefit the entire community. Recent fruit of that labour includes Arts Alive Quebec, the EDI(B) Community Guiding Principles facilitated by SOTA on EDI, and The Community Digital Arts Hub.

Given that this was a milestone year, we asked the community, is this still working/needed? Are there changes we could bring to make it stronger? What is holding us back?

The result of this work was a shift in our working model.

1. Our partner the Quebec Anglophone Heritage Network (QAHN), felt that Heritage needed to have its own space. However, in the Regions, Heritage organizations often also support artistic practice. As such, QAHN and ELAN will continue to be supportive of each other, and while QAHN will create a space of focus for the Heritage community, those who also work with the arts will continue to be welcomed around the new Arts and Culture Round Tables
2. Co-leadership proved to be a weak link in the process. Instead, with new financial support from Canadian Heritage, challenge focused round tables were formed with a Chair, who receives an honorarium for their work
3. As the real work of development happens through the round table process, our Canadian Heritage planning partners rightfully pointed out that “Working Group” in the title of our annual meeting is a misnomer. This led us to rename our annual meeting.

2024-25

Annual Arts and Culture Dialogue Day

To be held annually with requested government representatives, community stakeholders and community representatives.

Arts and Culture Round Tables:

With a Chair to drive the work, these focus groups have the ability to pivot their focus as needed and invite anyone into the process that aligns with their mandate.

1. Arts and Culture
2. Education and Skills Development
3. Regional
4. A table to be named later

If you would like to find out more about the work the roundtables do, or to join them you can contact the person who leads the group through their emails below.

1. Arts and Culture Roundtable

Lead: Rob Lutes, musician and artist educator: roblutes33@yahoo.ca

2. Regional ACH Roundtable

Lead: Louise Abbott, ELAN board member: carolinelouise7@gmail.com

3. Skills and Capacity Development Roundtable

Lead: Lori Shubert- Executive Director QWF : admin@qwf.org



ELAN website



ELAN useful links

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@elanqc



ELAN Quebec