

# AGM PACKAGE

2019  
2020

CONNECT + SUPPORT + CREATE



**elan**  
english language  
arts network

# Table of Contents

Land Acknowledgement.....	02
Agenda.....	03
Minutes ELAN AGM 2019.....	04-09
Activity Report 2019-20.....	10-24
Financial Statements 2019-20.....	25-31
Board Resolutions 2019-20.....	32-33
Board Slate.....	34
Current and Planned Activities 2020-21.....	35-38
Budget.....	39-40
Board Committees and Staff Liaison.....	41
Board and Staff Bios.....	42-56
ELAN in Perspective 2019-20.....	57

# LAND ACKNOWLEDGEMENT

ELAN is an official minority language organization within the context of a country that only recognizes two languages as official. Our celebration today is hosted in Tiohtiak:ke, which is 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.

We would like to acknowledge the important work being done by First Nations to revive the traditional languages of these territories, and their advocacy for the official status of Indigenous languages. Kanien'kéha and Anishinaabeg are but two of the original languages of this province, in which English and French are colonial languages. While we are based in this city, our projects have taken place in many regions across the province that we know as Quebec — which 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. Atikamekw, Cree, Inuktitut, and Innu-aimun are among the many Indigenous languages spoken across Quebec as majority languages — and well before French and English.

In our work across the province, we are grateful for the generosity and openness of the people we've worked with, who have shared insight into their own communities and needs, and offered hope for future collaborations — most recently through our State of the Arts regional consultations and Activation Conference. As we begin to acknowledge both the land we work on, and the first languages that existed in this province before English and French, we are committed to shaping ELAN's programming and mandate on the principles of inclusion.

Beginning this new phase for ELAN and our community of artists, we commit to building our understanding and respect of the traditional territories and cultural protocols of the places where we live and work, and building ethical relationships with Indigenous artists and communities.

# AGENDA

## 16TH ANNUAL GENERAL MEETING

**August 24, 2020 - 4:30 - 6:30 PM**

### **Zoom meeting**

1. Welcome members and visitors, appoint minute-taker - Li Li
2. Approval of agenda - Li Li
3. Approval of minutes from 2019 AGM - Li Li
  - 3.1 Matters arising from the minutes
4. Report on 2019-20 activities:
  - 4.1 Guy Rodgers - Executive Director's report
  - 4.2 Deborah Forde - Admin Manager's report
  - 4.3 Sufia Duez - Communications report
  - 4.4 Emily Enhorning - Membership Services report
  - 4.5 Swati Khanna - Program Manager report
  - 4.6 Christie Huff - ArtEd ACE/AIG reports
  - 4.7 Dan Webster - ARTS2U, PNAEMF, hackathon reports
  - 4.8 Nick Maturo - Québec Relations report
5. Q&A
6. Five minute health break
7. Review of 2019-20 financial results and approval of audit  
- Kakim Goh and Deborah Forde
8. Ratification of all acts and resolutions of the board 2019-20 - Li Li
9. Appointment of auditor for 2020-21 - Kakim Goh and Deborah Forde
10. Presentation of slate and board candidates - Li Li
  - 11.1 Explanation of board structure and nomination process
  - 11.2 Presentation of candidates standing for election
  - 11.3 Election process
11. Presentation of new board (new VP and treasurer) - Li Li
12. Report on current and planned activities 2020-21 - Guy Rodgers
13. Budget 2020-21 - Kakim Goh and Deborah Forde
14. Farewell to departing board members: Karen Cho, Louise Campbell, Purna Bhattacharya, Lori Schubert and Keith Henderson.
15. Adjournment 2020 AGM

# ELAN AGM MINUTES

## AUGUST 26, 2019



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### ELAN AGM 2019

August 26th, 2019, 6:00-8:30pm  
Rialto Theater - 5723 Park Ave, Montreal

### Minutes

6:00-6:30 Welcome and Registration

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

- Meeting is chaired by Bettina Forget,
- Bettina Forget calls the meeting to order at 6:40
- Bettina appoints **Christale Terris** as Minute Taker
- Bettina welcomes ELAN members.
- Guy Rodgers welcomes special guests : **Anne-Marie Jean**, Présidente-directrice générale du Conseil des arts et des lettres du Québec (CALQ); **Nathalie Maillé**, Directrice générale du Conseil des arts de Montréal (CAM); **Claude Schryer** – Senior Strategic Advisor, Canada Council for the Arts; **Éric Jabbari**, Conseiller Politique, Cabinet du Premier Ministre du Québec; **David Johnson**, Regional Representative of the Commissioner of Official Languages in Quebec and Nunavut; **Annelise Jensen**, Secretariat for Relations with English-speaking Quebecers (SRESQ) ; **Rebecca Estrada Macdonald**, the Department of Canadian Heritage (PCH), Quebec Region; **Frédéric Jannelle**, Analyste principal, CRTC.

#### 2. Land Acknowledgement

- *Bettina Forget presents* land acknowledgement found on page 3 of AGM Package.

#### 3. Approval of Agenda

- **Motion to Approve the Agenda, Kakim Goh, seconded by Kristelle Holliday**
  - Motion passed unanimously

#### 4. Approval of Minutes from 2018 AGM

- 3 minutes given for members to look over minutes before approval
- Motion to approve last year's minutes  
**Moved by Valerie Buddle, seconded by Anne Clark**
  - Motion passed unanimously

## 5. Report on 2018- 2019 activities

### **Executive Director's report**

*Guy Rodgers presents*

- ELAN's program funding from the Department of Canadian Heritage increased, and our first year of program funding from Canada Council enabled ELAN to hire full time Administration Manager.
- Hired Deborah Forde as Administrative Manager, giving Guy more time for advocacy and projects.
- ELAN worked hard to create a structure that allows freelance project managers to work closely in tandem with our in-house staff. Sometimes there is a problem with conflicting priorities and timelines - many programs taking place all at the same time - so better communication and planning reduces problems.
- ELAN's budget is nearly three times higher than two years ago, but it is important to underline that ELAN is not receiving funds that could have gone to artists or arts organizations. ELAN has targeted funding sources that are not available to its members.
- The funding from Innovation Science and Economic Development (ISED) Canada is rarely available for cultural projects. The ARTS2U project will benefit the entire community. The new federal micro-grants project was not initially aimed at arts. This massive project is intended to send artists to all 300 English-speaking for the next four years, and if successful the funding could be renewed for another five years. The ACE and Quebec Relations projects were funded by the Secretariat for Relations with English-speaking Quebecers, which does not specialize in arts. These projects were funded through ELAN to benefit the entire English-speaking community.
- ELAN's increase in funding adds considerable resources to the arts community.

### **Project Reports**

#### **Arts Alive! Quebec IV**

*Guy Rodgers presents for project manager Anne Clark*

- Partnering communities were given carte blanche to program what they thought best for their audiences: Wakefield, Knowlton, Hudson, Huntingdon and Quebec City all presented diverse festivals combining music, theatre, dance, film, literary activities, visual arts, and workshops for adults and children.
- The one region where we could not find a local producing partner was the West Island of Montreal, so we worked with local libraries to present readings accompanied by musical performances. These events were greatly appreciated and could serve as a model for future partnerships.
- ELAN will apply for funding for a fifth edition of AAQ in 2020.

## **Arts2U**

*Dan Webster presents*

- ARTS2U is designed to connect audience and artists using on-line search technology.
- A prototype is now being tested.
- The project has been built in phases - 2015 Digital shift, first ISED funding 2018, 2019 Canadian Council funding, and second ISED funding 2019.

## **Quebec Relations**

*Guy Rodgers presents*

- This three-year will identify needs, funding resources, and problems related to accessing provincial funding.
- CALQ makes great effort to fund English arts, but there is still work to be done to overcome real and perceived barrier.
- Nick Maturo translated 100+ provincial funding opportunities into English and he is now doing outreach to arts organizations to explain how to access grants.

## **Performing Arts Market Access Workshops**

*Guy Rodgers presents*

- June Park led this capacity building initiative featuring 46 workshops, 64 personal consultations.
- Guy read an appreciation letter and talked about numerous ways in which ELAN was able to showcase artists through this project.
- The 'In Quebec and Ready to Tour' Booklet produced featured 41 performing artists (music, dance and theatre) was distributed during CINARS to presenters from around the world.

## **ArtEd (ACE 2.0 and ArtistsInspire Grants)**

*Christie Huff presents*

- Tim Piper was invited onto the stage to play the anthem on the piano from 'Water's Children' a multilingual theater piece which emerged from the program.
- ACE project described as "The most embedded integrated curriculum program students have ever done". Christie's team supported 12 schools.
- Jennifer Cook helped identify the most experienced teaching artists in the province
- STEM (science, technology engineering and mathematics) has been the priority in the education system. The Art Ed team is working to demonstrate how arts also supports the STEM goals, which should be expanded to include the arts making it STEAM.
- ELAN received \$25, 000 from the Community Health and Social Services Network (CHSSN) to extend its work in this area.
- ArtistsInspire (micro) Grants:
  - Provides \$1,500 per school
  - Goal for year one is to reach 200 schools

## **State of the Arts**

*Guy Rodgers presents for Farah Fancy*

- Explains that the genesis of ELAN stems from the original State of the Arts Summit in 2004 and then a second conference held in 2011, which sought to expand ELAN's community beyond established artists and companies to include emerging artists and organization.
- Our goal this time was to reach culturally diverse and marginalized communities, to develop relationships that collaborate rather than exploit. We surpassed our target to talk with 150 artists.
- Our affirmation sessions for BIPOC people reached people who were not targeted at our previous community outreach conferences.
- The energy of the State of the Arts Summit 2019 was extraordinary - new connections were made, and feedback received will be a part of strategic planning for the future.

## **Communications Coordinator Report**

*Jennifer Broydell presents for interim Communication Coordinator Lital Khaikin*

This year's focus was to improve existing communications infrastructure and integrate membership recommendations.

- Two summer interns (Yonger Xie and Camille Horrocks-Denis) increased our communication capacity in social media, videos, artists illuminated blog.
- Sufia Duez, who is currently on maternity leave, created a communications guide for internal and project use, web accessibility initiatives.
- ELAN published our first year issued a public statement which condemned Bill 21
- New resources and insights will be provided in the year ahead.

## **Membership Coordinator's Report**

### **Membership Coordinator's Report**

*Emily Enbornig presents*

- During the past year she worked with the Centre for Community Organizations (COCO) to implement a new database, launch pay-what-you-can PWYC membership fees, and create better tools to track needs and engagement.
- New priorities: accessibility, artists health, new features, expanded deals and discounts, membership nights.

## **Inclusion Plan Update**

*Emily Enbornig presents*

- ELAN's Inclusion Plan Implementation: is live now! Available on website, feedback welcomed and encouraged.



## Ratification of all acts and resolutions of the board from 2018-2019

*Bettina Forget presents*

- Bettina read all the important decisions made during Board of Directors throughout the 2018-2019 year.
- Motion to approve board and resolutions.  
**Moved by Chuck Childs, seconded by Karen Cho.**
  - **Motion passed unanimously**

## Review of 2018-2019 financial results and approval of audit

*Kristelle Holliday presents*

- Explains that while members are not asked to approve the financial report, we present it for transparency reasons.
- The Audited financial statements shows that
  - Revenue increased from 578,000 (2018) to 900,000 (2019)
  - Highlights: Salaries have gone up (more staff, new positions, contractors)
  - Publicity went down because of the nature of projects each year
- Members are invited to review Page 13 of AGM package to see funding sources.

## Appointment of auditor for 2019-2020

*Kristelle Holliday presents*

- Motion to approve retaining auditors DLS CPA, SENCRL **moved by Kristelle Holliday, seconded by Kakim Goh.**
  - **Motion approved unanimously**

## Budget 2019-2020

*Kristelle Holliday presents*

- Preliminary budget 2019-2020 is \$1,151,750.00
- We have deliberately programmed a deficit this year to cover the costs of ELAN 15 celebrations. We have an accumulated surplus of \$40,000 over the past three years that allows us to do so without destabilizing finances.
- Next year looks financially solid.
- Motion to Approve the budget **moved by Kristelle Holliday, seconded Chuck Childs**
  - **Motion approved unanimously**

## Report on current and planned activities 2019-2020

*Guy Rodgers presents*

- More ARTS2U: we will be seeking funding for 1 or 2 more phases for this project.
- ArtistsInspire Grants year 2. We will aim to send artist to 250 schools.
- Quebec Relations

- Surveys went out, now doing focus groups, encourage people to apply for money and monitor results, working group with government
- Next steps are to create a searchable webpage for the funding one-pagers, and to conduct focus groups and workshops.
- Strategic Planning: We are looking to have a new strategic plan in place before the new Executive Director comes in. A part of our focus is making connections and links, ensuring capacity to utilize resources well.
- Succession Planning: Guy will leave in 18 months and we need to ensure the connections are made and strengthened

### **Farewell to outgoing board and staff**

*Guy Rodgers presents*

- Bettina Forget (outgoing president), Kristelle Holiday (outgoing treasurer) and Fortner Anderson have all reached the maximum term limit of six years for ELAN board members. All three have been dynamic members of ELAN's board and active ambassadors.
- Program Manager Amy Macdonald left in July after six years with ELAN. She played a vital role in ELAN's growth and development.
- ELAN created merit certificate for all four to give thanks for their valuable contribution over the years.

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

*Bettina Forget presents*

- Explanation of board structure and nomination process
- Presentation of candidates standing for election
- Goes through the new Board of Directors list of names and returning Board of Directors
- Election process
  - **No vote was necessary so new board members were acclaimed.**

### **Presentation of new board**

- Each person states their name and who they represent
  - Blair Mackay (Presenting Organizations)
  - Tim Piper (Regions)
  - Deirdre Potash (Regions)
  - Quinten Sheriff (Visual Arts )
  - Victoria Sanchez (Film and Video)

### **Adjournment**

- 8:00-10:00 15th Anniversary Party!

# ACTIVITY REPORTS

## APRIL 1, 2019 - MARCH 31, 2020



### Executive Director Report - Guy Rex Rodgers

ELAN's 15th anniversary was an occasion to look back at what ELAN has accomplished over the years. As founding Executive Director of ELAN, it was an opportunity for me to work with Sufia Duez and Lital Khaikin, interim Communications Coordinator during Sufia's maternity leave, to document ELAN's history year by year, highlighting pivotal events and identifying friends and collaborators in the thousands of photographs collected in ELAN's archives.

We produced detailed annual histories for on-line presentation, a 15th anniversary booklet and commemorative videos. The 15th Annual General Meeting at the Rialto Theatre concluded with a mega schmoozer and a lively range of performances by ELAN members. ELAN had accumulated significant surpluses in recent years, so the board voted to spend \$15,000 to celebrate our anniversary and document our history.

A change in management at the Quebec Community Groups Network (QCGN) produced widespread complaints about lack of representation and collaboration from a group created by the community to provide collective representation. Numerous attempts at dialogue met with resistance, which provoked most of QCGN's regional members to resign, along with ELAN, the Quebec Writers' Federation, the Quebec Drama Federation, the Association of English-Language Publishers, and half of QCGN's board of directors. This is a disturbing development for Quebec's English-speaking community at a time when we need to work together.

In February we celebrated the 10th annual meeting of the Arts, Culture and Heritage Working Group that brings together 25 community members and 25 government partners from the Department of Canadian Heritage, Canada Council for the Arts, the National Film Board, CBC, Telefilm, CALQ, the Secretariat for Relations with English-speaking Quebecers, and the Conseil des arts de Montréal. These annual meetings have greatly contributed to the flow of information about federal funding programs. ELAN's Québec Relations project has made overtures to Quebec's Ministry of Culture and Communication to establish a similar working group at the provincial level.

After 18 months, still no response from the Minister of Culture, which is reminder that ELAN was created because there were - and continue to be - challenges inherent in being an English-speaking artist in Quebec.

The Covid-19 pandemic hit Montreal in March. Thanks to multiple sources of program funding, ELAN was able to continue providing full-time employment for all its staff. The office was closed in mid-March and ELAN staff began working from their respective homes, with daily Zoom check-ins to maintain morale and redirect energies toward helping the arts and culture community respond to the Covid-19 crisis.



Guy Rodgers with Emily Enhorning at the ELAN / Fringe schmoozer, July 2019.  
Photo by Amy Macdonald.

## Administrative Manager Report – Deborah Forde

The greatest responsibility for ELAN’s Admin Manager is to make it as easy as possible for ELAN staff to do their job. ELAN is a highly flexible environment with a small core team so it is essential that we all stay connected. In addition to regular staff meetings, this year we joined together to create opportunities for casual sharing, team building and further developing a collective vision of work. I have also worked at setting up structures to ensure the accuracy of our financial records and reporting. These new systems enabled our team to respond quickly to working remotely due to Covid-19 shutdowns.

The annual meeting of Arts, Culture and Heritage Working Group is one of ELAN’s most important activities. During the 2019 - 20 year, I worked with our departing Executive Director to assume responsibility for planning the annual event. I continue to work with the ACH Co-leaders on actions that have come out of this year’s meeting to ensure a smooth transition.

Our year-end was overtaken by Covid-19. ELAN quickly pivoted to working remotely, and putting major focus on assisting our members to find information and resources, as well as work with funding partners to assist them in understanding the realities faced by our membership base. ELAN has ensured staff well-being by providing support and resources to do their job.



Christie Huff, Deborah Forde, and Quinten Sheriff at ELAN's 2019 Christmas party. Photo by Guy Rodgers.

## Membership Report – Emily Enhorning

Having reinstated member drop-ins as an official benefit, the guiding priority of 2019-2020 was to offer individual support to members, while also documenting collective needs and adapting services accordingly. This often led to the evolution of existing benefits, such as:

- Continuing to promote members work online while also showcasing them through a **Member Film Night**, a **Member Services Bank**, and on stage at our **15th Anniversary party**;
- Continuing to offer skill-building workshops (with the CBC, with Casting Workbook), while also introducing online resources, including a guide to networking in Montreal, public templates for auditing venue accessibility, and summaries of financial aid and emergency funds during the initial weeks of Covid-19;
- Continuing to host regular Schmoozers, while also exploring alternative options for networking such as speed-mentoring and **MEETS (Monthly ELAN Evolving Themed Sessions)**, a new drop-in activity.

A major initiative that sparked from conversations with members was **Creative Resilience**, a pilot series exploring the intersection of arts and health. The series gathered 120 participants between three workshops, a round-table discussion, and a panel, while disseminating summaries and additional resources online for those who could not attend. Conversations documented during **Creative Resilience** also planted the seeds for **Our Futures**, a four-part writing workshop for disabled artists that began just after the 2019-2020 period.

Though the final weeks of this period were spent organizing activities that the pandemic ultimately cancelled, we were able to re-launch many of them online, experimenting with and documenting virtual event options alongside our community. We now have the tools in place to continue supporting our 400+ members remotely, each of whom have been contacted directly for input as we plan our long-term response to Covid-19.



ELAN / Mainfilm event . October, 2019. Photo by Laurence Ly.



Creative Resilience Panel Event, January 2020. Photo by Nasuna Stuart-Ulin.

## Communications Report – Sufia Duez

For the past year, the strategic focus for Communications has centred on improving existing communications infrastructure as well as implementing communication goals outlined in ELAN’s Inclusion Plan. Communications has worked closely with ELAN’s Membership department integrating insights from Membership drive surveys, project consultations, and conversations with our members. Such insights led to the development of ELAN’s **Creative Resilience** series (November, 2019 to January, 2020), which examined the intersection of art and health.

Furthermore, ELAN Communications explored new editorial approaches focusing on storytelling and promoting the work of our peers. Stats of our online presence:

### April, 2019



3622  
Facebook  
followers



411  
Instagram  
followers



2937  
Twitter  
followers



2478 ELANews  
subscribers

### March, 2020



4128  
Facebook  
followers



690  
Instagram  
followers



2934  
Twitter  
followers\*



2417  
ELANews  
subscribers\*\*

From April, 2019 to February, 2020 Lital Khaikin served as ELAN’s interim Communications Coordinator while Sufia Duez was away on maternity leave. In addition to successfully carrying out ELAN’s Communication goals, Lital resurrected ELAN’s online presence on Instagram, continued to develop ELAN’s Artists Illuminated blog, and led ELAN 15’s Communications campaign. In March, 2020 Communications developed a Covid-19 page and shifted its focus on amassing information and resources to respond to the needs of Artists.

\*ELAN prioritized Facebook and Instagram content over Twitter during the past year. We will introduce a new social media plan in 2020-2021.

\*\* Mailchimp newsletter list was cleaned during summer 2019 to remove inactive subscribers.

# Program Manager Report - Swati Khanna

## Inclusion Report

In 2017, ELAN drafted an Inclusion Plan to address our overall priorities, which includes our work in the areas of Communications, Human Resources, Membership, Governance, and Advocacy.

## Communications

- In July 2019, ELAN published a statement objecting to the implementation of Bill 21, "An Act respecting the laicity of the State".
- In November 2019, ELAN published a statement in support of Conseil des arts de Montréal's report on systemic racism in arts institutions.
- We updated the Land Acknowledgement on ELAN's website incorporating feedback from board members and community.
- The Inclusion Plan was published on ELAN's website in July 2019, on a newly created Inclusion web-page: [quebec-elan.org/inclusion](http://quebec-elan.org/inclusion). The Inclusion Plan was shared in newsletters and social media.

## Human Resources

ELAN has improved its recruitment and hiring processes, staff evaluations, making the process less formal, more transparent, in line with best practices for inclusion so that the contributions and skills of all staff members are recognized and evaluated equitably.

## Membership

**Our Futures** workshop facilitated by Aimee Louw (Online Writing workshop) was widely appreciated and each of the 4 sessions was well attended. Priority was given to disabled, d/Deaf, neurodiverse, chronically ill, crip-identified folks, and people with mental illness, are often uniquely isolated by barriers to physical space.



Emily Enhorning and Swati Khanna at Expozine 2019.  
Photo by Guy Rodgers



Aimee Louw speaking at the Creative Resilience Panel.  
Lisa Ndejuru on the left.  
Photo by Nasuna Stuart-Ulin



# REPORTS OF ELAN PROJECTS

## ArtEd Report - Christie Huff

ELAN's Artists, Communities and Education (ACE) Initiative began in 2016 to meet the overarching goal of enabling English-speaking Quebecers to engage in arts and culture in their regions, enhancing personal development, individual well-being, and community vitality.

**The ACE team** developed expertise in linking schools with qualified artists to deliver projects that engage students, educators, and school communities in learning about, in, and through the arts. ACE projects take place in phases: Connect, Collaborate, Create, Celebrate.

In 2019, ELAN launched ArtistsInspire Grants with multi-year micro-grant funding from the Department of Canadian Heritage. Through their work on ACE and ArtistsInspire, the ArtEd team has developed extensive expertise: capacity building with educators and artists; matchmaking between artists, schools, school boards and community organizations; and cross-sector collaboration.

Together, these areas of expertise transcend ACE and ArtistsInspire as individual projects. The ArtEd team is now using their expertise to develop partnerships and relationships that will promote the core goals of access to arts and culture and increase community vitality. During summer 2019, ArtEd was adopted as a new term to recognize this evolution of expertise and the kinds of long-lasting change the ArtEd team seeks to develop through their work.

### **Mental Health**

For example, because of well-established evidence base for the benefits of creativity to mental health in youth and adults, and based on prior the results of ACE from participation in learning community conversations, the Community Health and Social Services Network (CHSSN) offered ELAN financial assistance for work in the area of mental health.

In 2019-20 CHSSN provided \$10,000 to support training for Artists because ACE artists in the previous year had expressed a need for more training to better equip them when facilitating creative experiences with youth. CHSSN provided an additional \$25,000 for Artists who received training to facilitate creative experiences with teachers and students that contribute to improved mental health by developing awareness, tolerance, pro-social behaviours, etc.

### **Artists, Communities and Education (ACE) results**

2019-20 was the 4th year of ELAN's ACE initiative. The first two years were funded by the Department of Canadian Heritage and the current two years by the Secretariat for relations with English-Speaking Quebecers. Each school received on average \$5,000 for their first project, plus considerable planning support from ELAN's project team. Following the Connect, Collaborate, Create, & Celebrate model, projects are developed with teachers that integrated art-making in projects that met education goals, including community outreach by creating art with and/or for the community to experience.

From the twelve schools that began their planning in 2018-19, ten completed projects and nine of those received support from the ArtEd Team in 2019-20 to find funding from other sources and developed new projects, achieving our sustainability goals.

During 2019-20, ten new schools received funding to complete their first project, including that were incomplete from Year 1. Only three of the projects were complete when the Coronavirus pandemic struck. Seven of the projects were interrupted and will continue in 2020-21 when that is possible.

<b>School Name</b>	<b>#Schools Board</b>	<b>Name of the Artist</b>
Cookshire Elementary	ETSB	Lisan Chng
Franklin Elementary	NFSB	Adele Reeves
Hemmingford Elementary	NFSB	Alyson Champ
Good Shepherd Elementary	RSB	Deanna Smith
Jimmy Sandy Memorial School*	CQSB	Brandon Hecht
Ste-Agathe Academy*	SWSLSB	Guillaume Jabbour
St. Michael's High School	WQSB	Jimmy Baptiste and Gregory Paul Stone
Kegaska School	Littoral	Emily Rose Michaud
Portneuf Elementary	CQSB	Tina Tucker-Bye
St. John's School	RSB	Alyssa Kuzmarov



Students at Jimmy Sandy School learning the technical side of music making with Violent Ground. Photo by Tina Vibert.

### ArtistsInspire Grants (AIG) results

This micro grants project is funded by Canadian Heritage to promote Arts and Culture in minority language public schools across the country. For Quebec the funding available is:

## Annual Funding from 2019 - 2023:



\$1500/English public school (elementary/secondary)



To connect with qualified artists from Quebec's English-speaking communities



To facilitate learning experiences during the school day



Plus travel costs for rural/remote schools

Consultation with Arts, Community, and Education leaders in Quebec informed the ArtEd Team's focus on strategic priorities essential to the program'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.

By the end of March, 109 Artists were approved to be profiled. 88 Artists created Profiles for Year 1 Grants.

**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.

***LEARN, InPath and Youth Fusion partnerships were established to reach schools in all twelve eligible school boards.***

Through its provincial programming, including online courses, homework support, pedagogical consultants, and the Community Learning Centre Initiative, LEARN's connections and administrative capacity made them an ideal partner for the 10 Quebec English School Board Association School Boards.

Inpath with its MikwChiyâm Arts residency program in Quebec's eligible Cree Schools was able to include more local Artists in their program with our funding, providing them with mentoring and support to develop in their ArtEd practice.

Youth Fusion's work in communities helped us to connect with pedagogical consultants from the Kativik School Board. While we had a slow start due to turnover of personnel, a strong relationship was established amongst the organizations with our first project ready to begin when Coronavirus closed schools.

The ArtistsInspire Grants project has made strong inroads in all the regional schools boards, except Western Quebec. Montreal and Laval have been slower to respond, in part due to having many other cultural offers available. The weakest result came from the English Montreal School Board, which is suffering serious management problems and was put into trusteeship in November 2019. We expect results will be stronger in the English Montreal School Board in coming years. The weakest result came from the English Montreal School Board. We expect results will be stronger there in coming years.

School Board	# Schools Eligible	# Schools Applied & Complete
Central Quebec SB	17	10 (58%)
Cree	9	9 (100%)
English Montreal SB*	63	17 (27%)
Eastern Shores SB (Gaspé)	16	9 (56%)
Eastern Townships SB	23	12 (52%)
Kativik (Northern Quebec)	19	13 (68%)
Lester B Pearson SB (Quebec)	47	25 (53%)
Littoral SB (Lower North Shore)	9	6 (66%)
New Frontiers SB (Montérégie)	12	10 (83%)
Riverside (South Shore Montreal)	22	16 (72%)
Sir Wilfrid Laurier SB (Laval)	35	14 (40%)
Western Quebec	25	7 (28%)
<b>Totals</b>	<b>297</b>	<b>148 (50%)</b>

The program is well positioned to achieve its goals, 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:

Average satisfaction rating for Artist’s facilitation and program administration **4.75/5!**

The ArtEd Team in 2019-20 included self-employed Consultants with specialized knowledge and experience:

- Christie Huff oversaw ArtEd strategy and program management.
- Guillaume Jabbour, ArtEd Coach, musician and teacher, vetted Artists and supported Artists to create their profiles and helped schools to Connect with Artists.
- June Park crafted our communications including website content and news articles.
- Paula Knowles facilitated ACE - engaging educators, artists and community organizers in planning their projects.

After a year of tremendous growth, the international Covid-19 pandemic struck Quebec in March, causing all ACE and AIG projects-in-development to be postponed to the next school year or cancelled. Thanks to supportive policies from funders, ELAN was able to pay all artists whose projects were cancelled. The enduring and unpredictable impact of Covid-19 forced ELAN’s ArtEd team to devise multiple scenarios for the 2020-21 school year, anticipating that many schools will not resume normal activities until a vaccine is discovered and disseminate throughout the community.

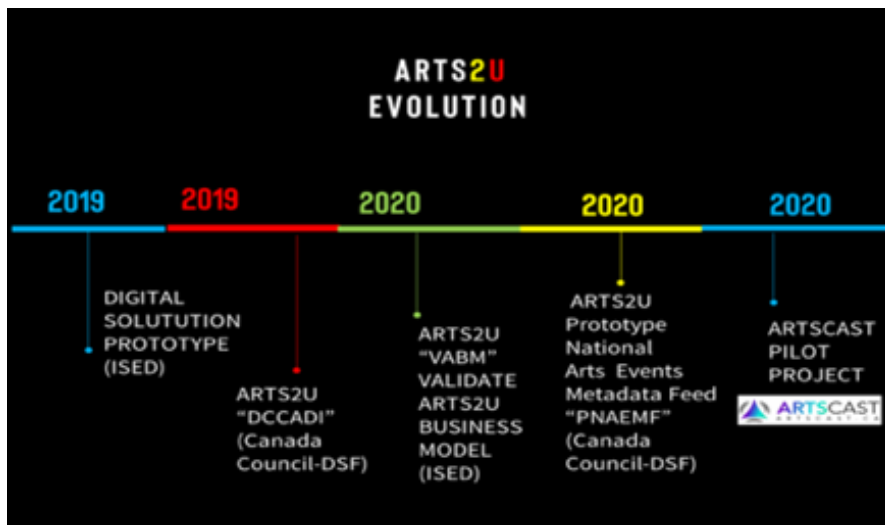
## ARTS2U Report - Dan Webster

**Background:** The eternal challenge for artists to connect with audiences began to be a serious problem when the cultural weeklies (*Mirror, Hour, Voir, and ICI*) ceased to publish almost a decade ago, accompanied by a decline in all the traditional media. Social media filled the gap, in part, and at a price. While social media giants traffic in arts to build their user bases, local cultural producers are left with diminished value for digital assets and less meaningful connections with their audiences. It is increasingly difficult for the general public to find arts events. The number of online sites offering arts event information is myriad, and patrons have difficulty combing through venue, producer and social media sites to find out where an artistic production is happening. A third problem is the time it takes for producers to upload information to all of the outlets including social media and traditional media along with sector specific blogs and listings sites.

To help resolve the above problems faced by the Arts Community, ELAN started the Initiative **ARTS2U** where Information about arts events is compiled into a structured database and fed to media for display on their websites, and directly to arts audiences, saving producers time and bypassing marketing intermediaries.

ARTS2U began with two research projects to examine the problem and potential solutions. **Digital Shift**, funded by Canada Council for the Arts (2015), was followed by **Digital Solutions Research** (2016), funded by Industry Canada. In 2018-19 ELAN conducted additional research with **Prototype Digital Solutions**, funded by Innovation Science Economic Development Canada (ISED) and Canada Council for the Arts.

Canada Council's Digital Strategic Fund (DSF) found that ELAN's earlier research made an important contribution to work that other organizations across Canada were doing to solve the artists/audience disconnect. In 2019-20, the DSF funded ELAN's **Developing Connections & Collaborations Among Digital Initiatives (DCCADI)** project to investigate the requirements of a national metadata repository for arts events from which Canadian artists and producers may derive benefits. Four years of research, prototypes and collaborations are now identified as ELAN's ARTS2U initiative.



## Highlights of ARTS2U work in 2019-20

### 1) DCCADI (Developing Connections and Collaboration Among Digital Initiatives) project

- Connected with over 45 arts organizations to discuss approaches to modernize arts event listings such as Digital ASO, CAPACOA's Linked Open Data Initiative, Quebec's Measure 111, and organizations including Espaces Temps, La Vitrine, StagePage (Toronto) Culture Creates, Mass Culture, The Film and Video Arts Society of Alberta, *Exclaim!*, and Quebec Spectacles.
- Reviewed data structures, research of commonalities, strategic alignments, and best practices. Mapping of regional initiatives, the arts sector value chain, and initiatives connected by funding.
- Provided recommendations for the benefit of Canadian artists and organizations seeking to have increased visibility on digital platforms.

DCCADI's results were shared at a webinar and moderated web conference in January 2020 and published on ELAN's website.

### 2) VABM - Validation of ARTS2U Business Model

*"ARTISTS of Quebec have world-wide audiences. We need to develop systems that get them to their audiences without them being fleeced by social networking intermediaries! The balance needs to tip back in favour of the artist for their digital goods!" - Dan Webster*

This VABM project reviewed the sustainable business model of ARTS2U to report on various aspects of the model such as detailing cost structures, comparative analysis of a Quebec model versus and Canada wide model, technology scalability and interoperability and review of legal framework and terms and conditions documents.

- The research identified that a Canada-wide solution is more viable than a Quebec-only solution.
- The goal of maintaining the bilingual model and developing the semantic infrastructure to accommodate French and English and potentially other languages remains essential to the identity of any Canadian model.
- Economically viable. Looking at the international potential of ARTS2U we discovered that global market for this silo-breaking technology in the event space is 60 billion annually.

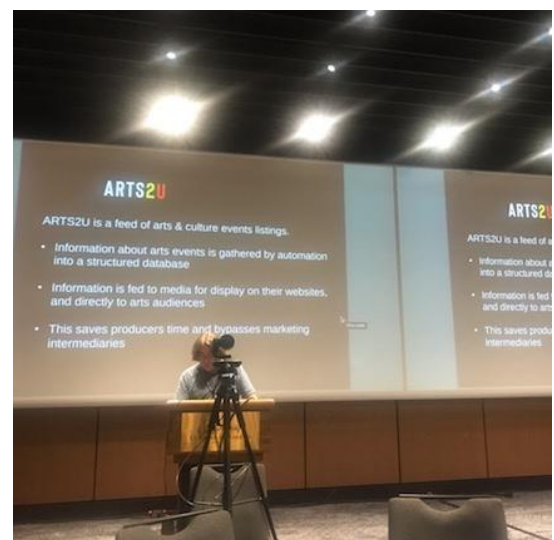
### 3) Hack Arts Montreal

The joint workshop-hackathon was presented to participants by four partner presenters – Espace Temps, Culture Creates, Wired on Words and Design Thinking Montreal. The hackathon focused on specific technical and coding challenges by dividing participants into groups and working in parallel toward comparable solutions. Specifically, participants built tools from ARTS2U base API's that could be shared externally, with the goal of distributing information from arts producers to reach wider audiences.

- Hack Arts Montreal received 20-programmer coder's registrations. Participants represented all Montreal universities, McGill, Concordia, UQAM, Université de Montréal, as well as four other universities -- Bishops University, University of Waterloo, University of Ottawa, University of Alberta -- and two Montreal area CEGEPS.
- A design thinking exercise was delivered by Design Thinking Montreal, which laid the groundwork for the hacking participants and helped them formulate ideas to address challenges. Two hacking teams produced proof of concept level models that can be fully developed in the future by arts and technology developers.



Hack Arts promo digital poster



Dan Webster speaking at IETF hackathon. Photo by Rio Victoria



## Québec Relations Report - Nick Maturo

Québec Relations carried out extensive research into available provincial funding and as well as the needs of English-speaking arts and culture organizations, while also offering services to facilitate new grant applications. Based on our research into available provincial funding, we identified 139 relevant programs from 11 different funding bodies, both in the arts and across other sectors. A one-page summary document was drafted for each program, including important information and eligibility criteria, all translated into English. This information was subsequently disseminated through a freely accessible and searchable platform hosted on the ELAN website, which launched in March 2020.

Beginning in May 2019, 267 surveys were sent to organizations across disciplines throughout the province to learn more about respondents' funding needs and their experiences in accessing funding. These surveys yielded a 34.83% response rate, and from these respondents we selected nine organizations to participate in three focus group sessions, held between October and December 2019. Participants expanded on their survey responses and provided important feedback on the format and overall usefulness of our program one-page summaries. This process was crucial in determining both how our research should be shared and what extra support would be required to ensure more organizations apply for new funding based on that research.

As a result, we began offering one-on-one funding consultations in March 2020 in order to suggest relevant grants to potential applicants and provide additional support as needed. We also offered referrals for subsidized grant writing assistance with our consultant June Park in order to facilitate the application process as well as to impart fundamental grant writing skills that will benefit these organizations well beyond their current applications.



Québec Relations consultation with Amanda Kellock and Linnea Jimison of Repercussion Theatre, Alan Conter from SBC Gallery, and Sandra D'Angelo from Snowglobe Theatre. Photo by Guy Rodgers

# FINANCIAL STATEMENTS

## APRIL 1, 2019 - MARCH 31, 2020

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

FINANCIAL STATEMENTS

MARCH 31, 2020

### SUMMARY

Independent Auditor's Report	1 - 2
Appendix to Independent Auditor's Report – Description of the Auditor's Responsibilities for the Audit of the Financial Statements	3
Statement of Operations	4
Statement of Changes in Net Assets	5
Balance Sheet	6
Statement of Cash Flows	7
Notes to Financial Statements	8 - 12
Additional Information	13



**DLS CPA, S.E.N.C.R.L.**  
922, rue de Liège Est  
Montréal QC H2P 1L1  
Téléphone: 514.387.8140  
Télécopieur: 514.387.6334

## **INDEPENDENT AUDITOR'S REPORT**

To the Directors of  
ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

### *Opinion*

We have audited the financial statements of ENGLISH LANGUAGE ARTS NETWORK - QUEBEC (the organization), which comprise the balance sheet as at March 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

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

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is included in the appendix of this auditor's report. This description, which is located at page 3, forms part of our auditor's report.

Montreal,

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

**ENGLISH LANGUAGE ARTS NETWORK - QUEBEC**

**STATEMENT OF OPERATIONS**

**FOR THE YEAR ENDED MARCH 31, 2020**

	<u>2020</u>	<u>2019</u>
<b>REVENUES</b>		
Grants (schedule A)	\$ 1,041,127	\$ 864,327
Partnership	40,000	29,685
Membership fees	7,835	7,562
Other revenues	<u>5,611</u>	<u>2,134</u>
	<u>1,094,573</u>	<u>903,708</u>
<b>EXPENSES</b>		
Salaries, employee benefits and honorariums	320,628	303,280
Contractors	639,180	417,886
Rent	41,723	40,722
Publicity	2,607	11,605
Translation	6,839	7,615
Workshop expenses	12,608	2,287
Travel and representation	10,742	49,389
Communications	7,226	3,878
Website and maintenance	11,973	9,005
Printing and mailing	8,156	6,831
Office and general	19,531	16,658
Meetings and general	7,739	11,190
Membership	355	421
Professional fees	11,349	4,816
Training	3,491	4,496
Insurance	1,294	1,196
Interests and bank charges	1,182	835
Amortization of capital assets	<u>3,409</u>	<u>1,944</u>
	<u>1,110,032</u>	<u>894,054</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<u>\$ (15,459)</u>	<u>\$ 9,654</u>

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

BALANCE SHEET

AS AT MARCH 31, 2020

	<u>2020</u>	<u>2019</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash - Operating account	\$ 11,763	\$ 31,568
Enhanced Business Account, 1% (1% in 2019)	104,581	37,996
Accounts receivable (note 3)	22,562	14,562
Contributions receivable	38,628	98,881
Prepaid and deposits	<u>5,818</u>	<u>8,118</u>
	183,352	191,125
CAPITAL ASSETS (note 4)	<u>14,281</u>	<u>11,026</u>
	<u>\$ 197,633</u>	<u>\$ 202,151</u>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities (note 6)	\$ 36,818	\$ 138,206
Deferred contributions (note 7)	<u>112,329</u>	<u>-</u>
	<u>149,147</u>	<u>138,206</u>
<b>NET ASSETS</b>		
INVESTED IN CAPITAL ASSETS	14,281	11,025
UNRESTRICTED	<u>34,205</u>	<u>52,920</u>
	<u>48,486</u>	<u>63,945</u>
	<u>\$ 197,633</u>	<u>\$ 202,151</u>
COMMITMENT (note 8)		

APPROVED BY,

\_\_\_\_\_

DATE

\_\_\_\_\_

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

NOTES TO FINANCIAL STATEMENTS

AS AT MARCH 31, 2020

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7. DEFERRED CONTRIBUTIONS

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

	<u>2020</u>	<u>2019</u>
<b>Opening balance</b>	\$	\$ 79,733
Less : amount recorded as income	-	(79,733)
Plus: amount received for the following year	<u>112,329</u>	<u>-</u>
<b>Closing balance</b>	<u>\$ 112,329</u>	<u>\$ -</u>
<b>Deferred contributions</b>		
Canadian Heritage - Micro-Grants	<u>\$ 112,329</u>	<u>\$ -</u>

8. COMMITMENT

The commitment of the organization under a lease agreement aggregates to \$43,535. The instalments over the next two years are the following:

2021	\$ 37,316
2022	\$ 6,219

9. SUBSEQUENT EVENTS

In March 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a global pandemic, which continues to spread in Canada and around the world.

The organization is aware of changes in its operations as a result of the COVID-19 crisis, including the pursuit of remote activities.

Management is uncertain of the effects of these changes on its financial statements and believes that any disturbance may be temporary; however, there is uncertainty about the length and potential impact of the disturbance.

As a result, we are unable to estimate the potential impact on the organization's operations as at the date of these financial statements.

ENGLISH LANGUAGE ARTS NETWORK - QUEBEC

ADDITIONAL INFORMATION

FOR THE YEAR ENDED MARCH 31, 2020

	<u>2020</u>	<u>2019</u>
<b>SCHEDULE A</b>		
<b>GRANTS</b>		
Canadian Heritage - Program funding	\$ 162,000	\$ 162,000
Canadian Heritage - Arts Alive! Québec	-	91,508
Canadian Heritage - State of the Arts	-	99,700
Canadian Heritage - Micro-Grants	422,421	55,500
Canadian Heritage - The First Spark Initiative	5,000	-
Canada Council for the Arts - Program funding	35,000	35,000
Canada Council for the Arts - Performing Arts Market Access	-	79,733
Canada Council for the Arts - DCCADI	43,750	-
Innovation Science and Economic Development Canada - Digital Solutions	24,185	24,185
Conseil des arts et des lettres du Québec - Program funding	75,000	75,000
Secretariat for Relations with English-speaking Quebecers - ACE 2.0	108,193	100,000
Secretariat for Relations with English-speaking Quebecers - Québec Relations	140,000	100,000
Conseil des arts de Montréal - Inclusion	12,500	10,000
Canada Summer Jobs	3,984	-
Young Canada Works	4,183	5,953
Emploi-Québec	4,911	7,812
Broadcasting Participation Fund	-	9,785
The Foundation Assisting Canadian Talent on Recordings (FACTOR)	-	8,151
	<u>\$ 1,041,127</u>	<u>\$ 864,327</u>

Draft for discussion only



# BOARD RESOLUTIONS

## APRIL 1, 2019 - MARCH 31, 2020

### 05-08-2019-01

Motion that people leaving the Board be designated the Nominating Committee.

**Moved by Lori Schubert, seconded by Kakim Goh. Carried.**

### 05-08-2019-02

Motion that ELAN write a letter in support of Chinatown Working Group saying that the Chinese Canadian Community deserves a cultural centre.

**Moved by Karen Cho, seconded by Li Li. Carried.**

### 06-30-2019-1 (by email)

Motion to make Guy Rodgers ELAN's official voting delegate at the QCGN Annual General Meeting on June 15.

**Moved by Li Li, seconded by Lori Schubert. Carried.**

### 06-30-2019-2 (by email)

Motion to authorize our new admin manager Deborah Forde to sign checks.

**Moved by Li Li, seconded by Lori Schubert. Carried.**

### 08-15-2019-01 (by email)

Motion to adopt 2019 financial statements.

**Moved by Lori Schubert, seconded Keith Henderson. Carried.**

### 09-09-2019-01

Motion to make Li Li, Kakim Goh, Patrick Lloyd Brennan, and Swati Khanna signing officers for banking purposes.

**Moved by Keith Henderson, seconded by Isak Goldschneider. Carried.**

**09-13-2019-1 (by email)**

Motion to sign letter demanding a call for a QCGN membership meeting which should take place in the next 30-45 days.

**Moved by Karen Cho, seconded by Paul Bracegirdle. Carried.**

**09-27-2019-1 (by email)**

Motion to sign open letter to leaders, to be published in *Le Devoir*, ahead of the leaders debate.

**Moved by Purna Bhattacharya, seconded by Louise Campbell. Carried.**

**10-29-2019-01**

Motion to mandate Li Li to sign the letter of withdrawal from the QCGN, with the accompanied reasons agreed to.

**Moved by Kakim Goh, seconded by Purna Bhattacharya. Carried.**

**10-31-2019-01 (by email)**

Motion to sign letter, explaining withdrawal from QCGN.

**Moved by Lori Schubert, seconded by Quinten Sheriff. Carried.**

**12-9-2019-01**

Motion to mandate Li Li, Bettina Forget, Blair Mackay, Lori Schubert, and Chuck Childs to form a Selection Committee, for the purposes of recruiting and selecting the next Executive Director.

**Moved by Quinten Sheriff, seconded by Louise Campbell. Carried.**

**12-12-2019-01 (by email)**

Motion to accept amended Land Acknowledgement statement.

**Moved by Lori Schubert, seconded by: Patrick Lloyd Brennan. Carried.**

**17-02-2020 (by email)**

Motion to approve the Executive Director's job description, for the use of the job posting for the new Executive Director.

**Moved by Quinten Sheriff, seconded by Isak Goldschneider. Carried.**

# BOARD SLATE

## 2020 - 2021

	Standing for Election 2020	Elected in 2019 for Two Years
<b>Dance</b>	Roger Sinha	
	Angie Cheng (Treasurer)	
<b>Film &amp; Video</b>	Emmanuel Hessler**	Victoria Sanchez
<b>Music</b>	Brian D'Oliviera**	
	Isak Goldschneider	
<b>Presenting Organizations</b>		Blair Mackay
<b>Regions</b>		Deirdre Potash
		Tim Piper
<b>Theatre</b>	Patrick Lloyd Brennan (QDF)*	
	Li Li (President)	
<b>Visual Arts</b>	Kakim Goh (Vice-president)	Quinten Sheriff (Secretary)
<b>Writing &amp; Publishing</b>	Elise Moser(QWF)*	Paul Bracegirdle
	Anna Leventhal(AELAQ)*	
<b>Corporate</b>	Anna Scollan**	

Special thanks and farewell to Louise Campbell (Vice-president) and Karen Cho (Secretary) who served on ELAN's board for six-years, and Purna Bhattacharya, Lori Schubert and Keith Henderson who each contributed in important ways.

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

\*\*Joining ELAN's board as a new member.

# CURRENT AND PLANNED ACTIVITIES APRIL 1, 2020 - MARCH 31, 2021

When the current financial year began, Quebec was two weeks into Covid-19 shutdown. Everything that ELAN has done during the summer months, and will do for the rest of this year, will be heavily influenced by the pandemic and anticipating when there will be a second or third wave. As of the 2020 AGM, ELAN staff have been working remotely for more than five months and no full-time return to the office is on the horizon. It is impossible to predict when students will be back in all schools without additional periods of shutdown, or when artists will be able to perform live under conditions that are both safe and economically viable.

The initial shutdown of public gatherings impacted ELAN's core activities and all of our projects. The cancellation and postponement of planned activities left ELAN staff with time to respond directly to the pandemic crisis by aggregating and sharing useful resources: **Emergency Support and Job Listings; Safety information; Discipline Specific Support and Services; Housing, Legal Services and Food Services; Ways to Help Others in Need; and Educational and Fun Activities** for adults, children, and families. ELAN staff also participated in many information sessions offered to service organizations by all levels of government, and then ensured that valuable information about emergency government assistance was shared immediately with the English-speaking arts community.

ELAN staff and Project Managers also responded directly to the crisis in several ways:

- Answering members' questions and seeking additional information on their behalf,
- Posting daily updates on all ELAN's communication platforms,
- Québec Relations offered webinars and consultations to the English-speaking arts community regarding emergency government assistance and new programs specifically created to respond to the Covid-19 crisis,
- ArtEd filled a gap for student and teachers isolating at home by offering 58 online youth and family workshops,
- ARTS2U created the ARTSCAST pilot project to assist venues and performing artists develop alternative ways of presenting their work and connecting with artists.

One of the first priorities was to equip ELAN staff to work at home by providing adequate workspaces. Part of this involved compensating staff for additional expense incurred by operating home offices. Capital investments on office equipment or computers was treated the same as in-house equipment. The asset belongs to ELAN and is amortized at standard rates. Additional costs incurred due to Covid-19 will be offset by special Canada Council funding.

ELAN's Inclusion committee responded to racism targeting Quebec's Asian citizens because of the Chinese origin of Covid-19 by publishing an article by and about Asian artists. ELAN supported the Black Lives Matter movement by publishing a statement in June. In addition, ELAN published an article on differently-abled artists during the time of Covid-19.

ELAN is in the throes of a major succession event this year. Founding Executive Director Guy Rodgers will not be extending his contract beyond March 31, 2021. A Succession Planning committee was formed in 2019 to undertake the search for a new Executive Director, who is expected to assume his or her duties April, 2021.

### **ArtEd Planned activities 2020-21**

Due to Covid-19, all planned projects in the first quarter of 2020 (April – June) were cancelled or postponed because schools were closed. To respond to the rapidly shifting and uncertain environment, ELAN developed on-line workshops available to students all around Quebec who were confined to their homes. These workshops were developed and offered for three reasons:

- To offer stimulating workshops to students isolating at home, cut off from their schools and friends.
- To assist artists to develop skills to present their workshops on-line in an engaging manner.
- To prepare the project to 'pivot' in the 2nd, 3rd and 4th quarters if some or all schools remain closed.

From April to June, ELAN offered 58 online youth & family workshops involving more than 1300 participants. Feedback was excellent and we learned from the experience how to help Artists to adapt to online teaching. In June, we offered elementary teachers the opportunity to participate in workshops with their classes online or in-person and had an excellent response for a short term of three weeks with challenging conditions.

Our visibility as a matchmaker for Artists to support other organizations' goals enabled us to have Artists illustrate a '**Letters of Love**' outreach project for seniors that was promoted to all of LEARN's network of schools and to facilitate lantern-design workshops for a project that is now going to be Quebec-wide. ELAN's ArtEd team has remained in close contact with schools and educators during the Covid-19 upheaval period. Based on our conversation with educators and partners, we feel that the most likely number of eligible schools that will use their ArtistsInspire Grant in year two is 215, a significant increase over the first year total of 148. To achieve the goal, we will be partnering with a number of non-profit organizations with common goals to reach schools they regularly connect with in a virtual ArtistsInspire version of their programs (including Black Theatre Workshop, Geordie Productions, Poetry in Voice and a LEARN identity & belonging project partnerships).

Given the many unpredictable factors ahead, ArtEd will also offer online workshops for youth who are not in school because they qualify for distance learning or their parents have decided to homeschool during the 2020-21 school year.

### **ARTS2U Planned activities 2020-2021**

The 2019-20 phase of ARTS2U -- Developing Connections and Collaboration Among Digital Initiatives (DCCADI) -- delivered a Quebec-focused multi-user listings prototype system. With DCCADI complete, ELAN had a roadmap for the implementation of a national prototype and applied for funding from Canada Council's Digital Strategy Fund for the current phase of ARTS2U - Prototype National Arts Event Metadata Feed (PNAEMF). Funding was confirmed in April and the PNAEMF initiative will scale up the existing multidisciplinary bilingual prototype to a national digital art listings platform for producers, media and the public. This work will be completed by Feb 28, 2021.

The Covid-19 pandemic forced the ARTS2U team to undertake a thorough review of project activities given the new and uncertain situation for arts event listings. No one knows when venues will resume regular live activities so our best response would be to fast-track the long-term goal of adding digital media created by artists.

### **ARTSCAST**

Keeping the new challenges in mind, ARTS2U came up with a pilot project. ARTSCAST is a series of broadcasts, ticketed and sold online, which are hosted by small arts venues. To test the concept, the Pilot Project is being funded by ELAN for the amount of \$25,000. The pilot project will work with six venues and 11 artists to create eight broadcast events. ARTSCAST will utilize the artscast.ca website and broaden the mandate to include Quebec artists with a focus of diversity and inclusion of aboriginal and other marginalized event producers. ARTSCAST also spans disciplines and includes various performing arts including dance, visual arts, and music events.

## **Application to CALQ - expanded ARTSCAST**

ELAN has applied to CALQ to expand the ARTSCAST pilot to add 94 artists and 12 venues artists to create 24 broadcasts events.

## **Application to ISED - ARTS2U integration**

The ARTS2U business model as presented to Industry, Science and Economic Development - Canada (ISED) prior to the Covid-19 outbreak was based mainly on generation of revenue from the listings of real world cultural events through ticketing associations, and advertising. The new application for funding to ISED is to test and iterate the development of a robust content management and monetization system as well as further the testing of the ARTSCAST brand and transitions of ARTS2U due to Covid-19 on previous arts event listing models.

## **Québec Relations planned activities 2020-2021**

2020-21 is the final year of the Québec Relations project, although we hope funding will be extended to continue providing valuable information about Quebec funding opportunities to English-speaking artists. Activities currently planned for 2020-21 are:

- Monthly webinars held via Zoom from May to December 2020 on a variety of topics related to funding for arts and culture organizations.
- Grant writing workshops held via Zoom and facilitated by June Park.
- A CALQ information session for the English-speaking community (date TBD).
- One-on-one funding consultations offered to organizations to help identify relevant funding options, assess eligibility and provide additional support.
- Ongoing referrals for grant writing assistance offered to eligible organizations applying to provincial programs in order to facilitate more applications for new funding and teach grant writing skills.
- Grant writing assistance offered to individual artists applying for CALQ's Exploration and Digital Deployment grant on an exceptional basis, in order to provide additional support during Covid-19.
- Additional focus groups (held remotely) and surveys planned for Fall 2020 to expand upon initial research, assess the QR program's impact to date and determine how the project can be expanded when applying for renewed funding beyond March, 2021.

# BUDGET

## APRIL 1, 2020 - MARCH 31, 2021

ENGLISH LANGUAGE ARTS NETWORK	Previous Year Actual y 2018/19	Last Year Actual y 2019/20	Preliminary Budget y 2020/21
<b>Core Revenue</b>			
PCH program funding	\$162,000.00	\$162,000.00	\$162,000.00
CCA program funding	\$35,000.00	\$35,000.00	\$48,500.00
CALQ program funding	\$75,000.00	\$75,000.00	\$75,000.00
CAM program funding	\$0.00	\$12,500.00	\$12,500.00
Earned revenues - Interest	\$2,134.00	\$2,985.00	\$1,800.00
Earned revenues - Membership miscellaneous	\$7,562.00 \$0.00	\$7,835.00 \$2,626.00	\$8,000.00 \$0.00
YCW, CSJ, Emploi Québec	\$13,765.00	\$13,078.00	\$21,000.00
<b>Total - Core Revenue</b>	<b>\$295,461.00</b>	<b>\$311,024.00</b>	<b>\$328,800.00</b>
<b>Project Revenue</b>			
PCH Arts Alive! Québec	\$91,508.00	\$0.00	\$0.00
PCH State of the Arts	\$99,700.00	\$0.00	\$0.00
PCH ArtistsInspire Grants	\$55,500.00	\$422,421.00	\$666,020.66
CCA Performing Arts Market Access	\$87,884.00	\$0.00	\$0.00
CCA COVID Relief Funds (additional \$17 k available)	\$0.00	\$0.00	\$30,000.00
Broadcasting Participation Fund*	\$9,785.00	\$0.00	\$0.00
ISED ARTS2U Digital Research	\$24,185.00	\$24,185.00	\$0.00
CCA ARTS2U Digital Research	\$0.00	\$48,750.00	\$0.00
CCA ARTS2U PNAEMF	\$0.00	\$0.00	\$203,195.00
Secretariat ACE	\$129,685.00	\$148,193.00	\$11,350.00
Secretariat Québec Relations	\$100,000.00	\$140,000.00	\$160,000.00
Secretariat Selfies	\$0.00	\$0.00	\$90,000.00
CAM- Inclusion	\$10,000.00	\$0.00	\$0.00
<b>Total - Project Revenue</b>	<b>\$608,247.00</b>	<b>\$783,549.00</b>	<b>\$1,160,565.66</b>
<b>TOTAL REVENUE</b>	<b>\$903,708.00</b>	<b>\$1,094,573.00</b>	<b>\$1,489,365.66</b>
<b>EXPENSE</b>			
<b>Core wages + contract</b>			
Staff salaries	\$226,346.00	\$248,725.00	\$253,627.52
Salary overheads (10.2%)	\$22,000.00	\$20,701.00	\$26,329.66
CSST	\$2,500.00	\$2,220.00	\$1,858.56
<b>Total Wages &amp; Social Benefits</b>	<b>\$250,846.00</b>	<b>\$271,646.00</b>	<b>\$281,815.74</b>
<b>Core Admin Expenses</b>			
Contract labour	\$15,538.00	\$8,476.00	\$11,000.00
Rent and insurance	\$25,235.00	\$28,084.00	\$32,857.29
Maintenance & Repair	\$5,877.00	\$9,947.00	\$6,600.00
Equipment and Depreciation	\$2,486.00	\$3,409.00	\$10,050.00
Office Supplies	\$6,172.00	\$2,835.00	\$4,000.00
Photocopies	\$210.00	\$217.00	\$500.00
Telephone, Internet	\$3,509.00	\$3,740.00	\$4,000.00



Email costs	\$562.00	\$764.00	\$830.00
Postage & Courier	\$793.00	\$798.00	\$850.00
Training and Professional Development	\$949.00	\$3,385.00	\$3,900.00
Publicity	\$3,151.00	\$1,586.00	\$3,087.44
Printing	\$583.00	\$1,017.00	\$1,000.00
Web Site (maintenance, development)	\$7,789.00	\$9,351.00	\$2,800.00
Translation (website, PR)	\$3,236.00	\$4,341.00	\$4,500.00
15th anniversary	\$0.00	\$16,349.00	\$0.00
A.G.M. (fall)	\$2,932.00	\$6,203.00	\$1,000.00
Travel costs	\$899.00	\$0.00	\$300.00
Travel (regional reps)	\$547.00	\$229.00	\$1,000.00
Meetings (board)	\$1,144.00	\$1,560.00	\$1,500.00
Professional Fees (accounting, audit)	\$5,760.00	\$6,446.00	\$4,600.00
Memberships and Subscriptions	\$530.00	\$2,253.00	\$4,907.00
Bank Charges, Tax, other	\$1,576.00	\$1,662.00	\$1,200.00

<b>Total - Administration</b>	<b>\$89,478.00</b>	<b>\$112,652.00</b>	<b>\$100,481.73</b>
<b>Total - Core Expenses</b>	<b>\$340,324.00</b>	<b>\$384,298.00</b>	<b>\$382,297.47</b>

### Project Expenses

Advocacy	\$1,847.00	\$1,650.00	\$1,800.00
Workshops	\$0.00	\$4,755.00	\$9,000.00
Inclusion	\$9,742.00	\$4,483.00	\$3,000.00
ArtsCast	\$0.00	\$0.00	\$25,000.00
PCH Arts Alive! Québec	\$88,709.00	\$0.00	\$0.00
PCH State of the Arts	\$94,505.00	\$0.00	\$0.00
PCH Performing Arts Market Access	\$87,883.00	\$0.00	\$0.00
PCH ArtistsInspire Grants	\$0.00	\$422,990.00	\$651,020.66
Broadcasting Participation Fund	\$8,585.00	\$0.00	\$0.00
ISED ARTS2U Digital Research	\$23,207.00	\$23,072.00	\$0.00
CCA ARTS2U Digital Research	\$0.00	\$42,847.00	\$0.00
CCA ARTS2U PNAEMF	\$0.00	\$0.00	\$203,195.00
Secretariat ACE	\$149,685.00	\$147,481.00	\$11,350.00
Secretariat Québec Relations	\$89,567.00	\$78,456.00	\$117,702.53
Secretariat Selfies	\$0.00	\$0.00	\$85,000.00

<b>Total - Project Expenses</b>	<b>\$553,730.00</b>	<b>\$725,734.00</b>	<b>\$1,107,068.19</b>
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<b>TOTAL EXPENSE</b>	<b>\$894,054.00</b>	<b>\$1,110,032.00</b>	<b>\$1,489,365.66</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$9,654.00</b>	<b>-\$15,459.00</b>	<b>\$0.00</b>

# BOARD COMMITTEES AND STAFF LIAISON

## ELAN Committees 2019-20

All ELAN board members participate in committees. ELAN members are also welcome to sit on committees. People with expertise in specific areas (e.g. communications, membership, inclusion, corporate planning) may also be invited to join committees.

### **Executive Committee**

Chair: Li Li (President)

Members: Kakim Goh (Treasurer), Karen Cho (Secretary)

Staff liaison: Guy Rodgers

### **Arts, Culture and Heritage (ACH) Working Group**

Members: Li Li, Kakim Goh, Louise Campbell, Karen Cho Bettina Forget, Lori Schubert, Chuck Childs

Staff liaison: Guy Rodgers and Deborah Forde

### **Communications and Membership Committee**

Chair: Roger Sinha

Members: Paul Bracegirdle, Quinten Sheriff, Deirdre Potash, Victoria Sanchez, Tim Piper

Staff liaison: Sufia Duez and Emily Enhorning

### **Human Resources Committee**

Chair: Patrick Lloyd Brennan

Members: Li Li, Kakim Goh, Karen Cho, Blaire Mackay

Staff liaison: Deborah Forde

### **Inclusion Committee**

Chair: Kakim Goh

Members: Purna Bhattacharya, Karen Cho, Li Li, Angie Cheng,

Staff liaison: Swati Khanna

### **Succession Committee**

Chair: Li Li

Members: Bettina Forget, Chuck Childs, Blaire MacKay, Lori Schubert

Staff liaison: Guy Rodgers and Deborah Forde

# BOARD & STAFF BIOS

## BOARD:



### **Li Li - Board President**

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



### **Kakim Goh - Treasurer (Visual Arts)**

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

He holds a BFA in Painting and Drawing from Concordia University. Kakim has a long history of community engagement helping to advance equity, diversity and inclusion in the education, arts and culture sectors. Kakim sits on ELAN's Executive Board and serves as Chair of the Inclusion Committee and member of the HR Committee. He worked as Curator of the Visual Arts Program at Festival Accès Asie from 2014 to 2016 and was Vice-President on the Festival's Board of Directors from 2014 to 2019. He is an appointed Member of the Evaluation Committee for New Artistic Practices and Multidisciplinary Sector at the Conseil des arts de Montréal.



### **Karen Cho - Secretary (Film/Television)**

Karen Cho (Film/Television) is a Chinese-Canadian filmmaker known for her socially-engaged documentaries. Karen's filmography includes *In the Shadow of Gold Mountain* (2004), a documentary about the Chinese Head Tax and Exclusion Act and the Gemini-nominated *Seeking Refuge (Terre d'asile)* (2009) a film on refugees in Canada. *Status Quo?* (2012), Karen's documentary on women's rights, won Best Documentary at the Whistler Film Festival.

Karen also works as a Writer/Director, Story Editor and Content Producer for TV and Web series. Some of her credits include *Extraordinary Canadians* (CBC), *The Beat (City)*, *Licence to Drill* (Discovery), *Yukon Gold* (History), *We are Canada* (CBC), *Vice Guide to Film (Viceland)*, *Art is my Country* (CBC arts web) and *The Detectives* (CBC). In 2018, Karen was nominated for a Best Direction Canadian Screen Award for her work on the documentary series *Interrupt This Program* (CBC).



## **Purna Bhattacharya (Corporate)**

Purna Bhattacharya is an Indo-Canadian producer/composer/mixer, songwriter, musician, artist (pop, synth, rock, acoustic, folk, country), and artist developer based in Montreal, Canada. She uses music to create awareness, open public dialogue and provide work opportunities for various communities who deserve equal rights. This includes women and girls, LGBT, and the deaf/mute using ASL/QSL to communicate. She encourages ethnic diversity, representing her own background using India's national animal, the peacock, in her logo.

With 11 years of experience in music and business, Purna has taught at Concordia University and Carleton University and has been a sound engineer for the music video *"I Shot the Monkey"* by Mackenzie First which received rotation on MuchMusic and MusiquePlus. She is actively involved with Rock Camp for Girls and Non-Gender Conforming Youth Montreal, and gives various music workshops, both independently and in collaboration with organizations such as FACTOR Canada and Le Mama Festival & Conference (in Paris, France). She has a Bachelor Degree in Specialization in Communication, a Masters Degree in Musicology, and certificates in Teaching Assistance, as well as Music and Creativity.



## **Paul Bracegirdle (Writing / Publishing)**

Paul Bracegirdle is an award-winning writer and scriptwriter. Working as PJ Bracegirdle and under his pseudonym Paul Blackwell, he has written four novels for tweens and young adults as well as two picture books. A Montreal native, Paul has toured across Canada, appearing at schools and literary festivals. He has also mentored emerging authors and juried various literary programs and prizes. He is currently developing two original adult animated series for television with his creative collective Three-Digit Entertainment.



## Patrick Lloyd Brennan (Theatre/ Quebec Drama Federation)

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

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



## Angie Cheng (Dance)

Originally from Ottawa, Angie Cheng is a Montreal-based dance artist. Collaborative creation processes ground her ongoing research in performance; investigating the liminal space between creative process and performance event, between spectator and performer.

The embodied and specific understandings that arise from these investigations shape her current questions and engagements both in her own work and with others. What other platforms are --

available for presenting work and examining how we present the different states of work and the influence it plays with what we create. She has also been actively engaged in the dance community in the conversations of inclusivity, diversity and accessibility. She was a member of the now defunct inclusivity vivre ensemble committee of the RQD.



### **Isak Goldschneider (Music)**

Musician/producer Isak Goldschneider has worked extensively in diverse genres including classical, jazz, actuelle, and traditional musics.

As Artistic and Executive Director of Montreal's cutting-edge concert series Innovations en concert, he has produced and presented work by leading Canadian and international artists including Richard Reed Parry (Arcade Fire), Merrill Garbus (Tune-Yards), Nicole Lizée, and Gavin Bryars.



### **Anna Leventhal (Publishing -AELAQ)**

Anna Leventhal is the Executive Director of the Association of English-language Publishers of Quebec, and the publisher of the Montreal Review of Books. She's also served on the board of directors of CKUT 90.3 FM, where she was a volunteer for many years, and has been involved in community projects such as Projet MOBILIVRE/BOOKMOBILE Project and the Bibliograph/e Zine Library. She's a writer and the author of the short story collection: *Sweet Affliction* (Invisible Publishing 2014).



## **Blair Mackay (Presenting Organization)**

Blair's career over the last 40 years has been in the performance, direction, management, outreach/education and production of music. Since 1976, Blair has performed and recorded on percussion and drum-set in a variety of musical contexts - from contemporary chamber music with the ARRAYMUSIC ensemble, Ensemble Contemporaine de Montreal (ECM), and Societe de Musique Contemporaine du Quebec (SMCQ), to orchestral music with the Toronto Symphony

and the Esprit Orchestra, through to free jazz with Barry Romberg's Random Access, world music with The Ritual Party, pop jazz with Kim Richardson, and blues/rock recordings with artists such as Serena Ryder and Myles Goodwyn, and many diverse avenues in between. I have been a featured soloist with ensembles and as a solo artist, at festivals in London, Paris, New York, Kyoto, Jakarta, Mexico City, Montreal, Vancouver, Toronto, and on CBC national radio.



## **Tim Piper (Music)**

Timothy Piper has a Bachelor of Music degree from Carleton University and an ARCT in Organ Performance from the Royal Conservatory of Music in Toronto. In 2001, he became Associate Organist at Christ Church Cathedral in Ottawa. There he founded and directed the Cathedral Girls' Choir. Under his tenure, the choir grew into a first-rate performing ensemble, singing at weekly Cathedral liturgies and regular events involving dignitaries and parliamentarians, most notably the Induction Ceremonies for Governor General David Johnston, and in a private performance --

Her Majesty Queen Elizabeth II. During his 11 years as Director, the Girls' Choir toured to Kingston, Montreal, Quebec City, Washington DC, England and Belgium. In Europe, they sang services in Westminster Abbey, Canterbury Cathedral and at the Menin Gate in Ypres.





## Deirdre Potash (Visual Arts/Regions)

Deirdre is a Working Artist with a diverse practice including a specialty in cultural mediation. Introducing and establishing art programs, working with a diverse clientele, from children to seniors in public and private institutions from elementary to university, community groups, business environments and health and mental health institutions. Acting as curator, organizer and manager. Her mixed media art works can be found in public and private spaces through out Quebec. Deirdre lives her dreams.



## Victoria Sanchez (Film/Television)

Victoria Sanchez has been a part of the Canadian film industry for over twenty years. Since graduating from the Professional Theatre Program at John Abbott College in 1996, Victoria performed in over fifty Canadian productions (Theatre, Film & TV) starting with Canadian hit teen show *Student Bodies* to most recently Tom Clancy's *Jack Ryan for Amazon*, where she played John Krasinski's CIA branch chief. Victoria has also been writing, coordinating and producing with her company Just Believe Productions Inc. for several years. Some of her most recent --

productions include, the shorts *The Accident and Vision Stains in the Theatre Bizarre* anthology, her feature film adaptation of her favourite childhood ghost story, *Wait till Helen Comes*, and Adam MacDonald (Backcountry writer/director)'s second feature film, the now critically acclaimed psychological horror *Pyewacket* starring Laurie Holden (*The Walking Dead*). *Pyewacket* went on to make over 50 TOP 10 HORROR lists in the last two years, and *The New York Times* called it an indie gem! Victoria is currently developing several new projects, from shorts and feature films, along with both scripted and realty series.



## **Lori Schubert** **(Literature/Publishing)**

Lori Schubert is the Executive Director of the Quebec Writers' Federation. From 1998 to 2017 she was also a member and general manager of VivaVoce, a professional chamber choir. Prior to her work in arts management, Lori was a singer and corporate communications trainer in the New York metropolitan area, then taught written and oral communication at McGill and Concordia Universities. She was instrumental in the founding of ELAN, having coordinated the

Quebec Arts Summit, and served on its board as a music representative for its first two years. Lori currently serves in an advisory capacity for YES Montreal, the Blue Metropolis Foundation and the Atwater Writers' Exhibit.



## **Quinten Sheriff (Visual Arts/Music)**

Growing up in Zimbabwe gave Quinten the experience as a citizen in a democracy that since deteriorated into the chaos that stains the country as of this moment. Throughout his youth he was thrown into the strife that tore the country apart and went through much violence surrounding the farm invasions. It is these marks and scars of his past that have moulded him and given him a place to ground himself, and project into the future.



## Roger Sinha (Dance)

Roger Sinha was born in England to an Armenian mother and an Indian father and later moved at the age of eight to Saskatoon, Saskatchewan. After graduating from Toronto Dance Theatre, he settled in Montreal and quickly became involved in several collaborations within the blossoming local artistic community. In 1991, he formed his company Sinha Danse and began developing his distinct choreographic language based on an intermingling of his Indian background and Canadian culture. More than 30 shows were on tour across Canada and overseas.

His creations unite Bharata Natyam, a dance originating in Southern India, martial arts and contemporary dance. This unique fusion of influences has given birth to hybrid choreographies that are unquestionably distinctive.



## Bettina Forget - Past President

Bettina Forget is a visual artist, gallery owner, art educator, and researcher living and working in Montreal, Canada.

Bettina is the Director of the SETI Institute's Artist-in-Residence (AIR) program, where she facilitates the collaboration between artists and SETI researchers. Bettina owns and runs Visual Voice Gallery, which presents contemporary art exhibitions that create a dialogue between art and science.

Bettina's creative work explores the subjects of astronomy, science fiction, and feminism. She has exhibited her artwork in the USA, Canada, Germany, Iceland, Singapore, and Nicaragua. Born in Germany, Bettina has studied at Central St-Martins School of Art in London, England and at Curtin University in Perth, Australia and Nanyang Academy of Fine Arts in Singapore. She is currently a Public Scholar and doctoral candidate in Art Education at Concordia University, Canada. Her research examines the recontextualization of art and science, and how transdisciplinary education may disrupt gender stereotypes.

# BOARD & STAFF BIOS

## STAFF



### Guy Rex Rodgers - Executive Director

A graduate of the playwriting program at the National Theatre School of Canada, Guy Rodgers has worked in film and television, and specialized in writing large-scale multimedia productions for museums and special events across Canada, as well as the US, Europe and the Middle East since the 1980s.

A long-time arts activist, Guy Rodgers was co-founder of the Quebec Drama Federation (QDF) and the Quebec Writers' Federation (QWF), was a member of the founding board of le Conseil des arts et des lettres du Québec (CALQ), and was founding Executive Director of the English-Language Arts Network (ELAN). In 2015 he was appointed to l'Ordre des arts et des lettres du Québec. This will be his final AGM as ELAN's Executive Director, and he is grateful for the collaboration of staff and board members, artists, cultural workers, funders and community partners who helped transform ELAN from an idea with potential into a respected community institution with a proud history.



### **Deborah Forde - Admin Manager**

In 1999, after over 20 years in community development, Deborah's work led her to the practice of professional community engaged arts through the study of Theatre for Development at Concordia. Emerging first as a director, with Bryan James's *Terminal*, *Terminal* and Rahul Varma's *State of Denial*, Deborah went on to spend two years supporting other emerging artists through Black Theatre Workshop's YouthWorks, and 3 years serving the English-speaking theatre community as Executive Director for the Quebec Drama Federation.

She returned to directing, with the inaugural production of Canada's first Muslim theatre company, Silk Road Institute. Deborah continues to freelance with the Teesri Duniya Theatre and Silk Road Institute families, is pleased to continue supporting emerging artists and facilitate community connection to, and through, theatre.



### **Swati Khanna- Program Manager**

Swati has two decades of TV and Film production experience in India, working on everything from scripting, shooting, costumes, direction and post-production for TV shows, studio films and indies. As a Creative Director for a number of entertainment channels, her focus was non-fiction programming. Swati helmed super-hit reality shows like the Indian syndicated versions of *Dancing with the Stars*, *Fear Factor*, and *Bachelorette*. She also produced a number of live award shows. At NDTV (English language news) and MTV India, Swati produced entertainment news shows and worked as on-air talent.

|



## More on Swati...

In Canada, Swati has worked for a number of arts and entertainment organizations, including the Teesri Duniya Theatre, The Fringe Festival, Just for Laughs and the South Asian Film Festival. Her work has spanned events production and management, as well as more creative pursuits. She served as a creative producer for educational short films about Bollywood for Concordia University's Media Studies program. She also designed costumes for plays produced by Silk Road Institute and was critically appreciated for her work.

Currently, she is the Program Manager at ELAN where she oversees the Arted and Arts2U projects.



### **Sufia Duez - Communications Coordinator**

Sufia is a graduate of the University of Toronto and Ryerson University. She has been working in the arts and cultural sector for 10 years, predominantly in the field of literary arts and publishing. In 2016, Sufia co-produced a literary/music series of live performances entitled INVENTIONS, which combined free writing with musical improvisation. Sufia is also a classically-trained pianist and amateur multi-instrumentalist who has played in a few bands and enjoys composing music in her free time. She is currently working on the "final" edits of her first novel.



**Emily Enhorning -  
Membership Services Coordinator**

Emily's background is primarily in darkroom photography and printmaking, and she has been active in many community-based studios and artist run centres between Toronto and Montreal. Studying English Literature and Gender Studies at McGill, her undergraduate research focused on intersections of drone technology, transportation, and settler colonialism, and she has worked as ELAN's Membership Services Coordinator since graduating in 2018.



**Nick Maturo -  
Research Coordinator  
(Québec Relations)**

Nick Maturo holds an M.A. in Communications Studies from McGill University and a B.F.A. in Electroacoustic Studies from Concordia University. His ongoing research considers musician labour and the role of institutions within the rapidly evolving field of online music distribution. As an artist, Nick has been active in Montreal's experimental music community for over ten years and has performed at the Suoni Per Il Popolo and MUTEK festivals.

# Summer Students



## **Aysha White - Membership Assistant**

Aysha White, originally from Ottawa, will be working as ELAN's Membership Assistant over the summer. Aysha is a Concordia Journalism student, collage artist, creative writer, and designer. She's been covering the Montreal arts scene for four years, also working as the Fringe Arts Editor (print) and then Creative Director at the Link Magazine, a student-run advocacy publication. Aysha's ultimate dream is to combine all her passions into one arts and culture magazine, (title pending!) representative of the diverse creative scene in Montreal.



## **Juan Velasquez - Communications Assistant**

Juan Velasquez is an M.A. student in English and Cultural Studies at McGill University. His academic research focuses on the representation of labour and leisure in cinema, with an emphasis on the interruption of productivity. In his free time, he enjoys making videos with old video footage and writing short stories.



# Project Managers



## **Christie Huff - Arts & Education Lead Consultant. ACE Initiative. ArtistInspire Grants**

Christie Huff helps organizations in the arts, community and education sectors to align with the needs of the people they aim to serve to achieve measurable social impact. Her goal is to empower the people she works with to approach their challenges as collaboratively as possible so that their efforts may be successful and sustained. Before completing her Master's degree in Human Systems Intervention (2012, Concordia),

she had undergraduate degrees in economics and commerce, a Certificate in Adult Training & Development (OISE), and experience working with for-profit, government, and non-profit organizations and social enterprises. Christie currently oversees ELAN's strategic approach to connecting Artists with Educators through the ACE Initiative and the soon-to-be launched Micro- Grant program.



## **Daniel Webster - Digital Solutions, ARTS2U**

A 30 year veteran of the music industry Dan has led projects in digital distribution, sales and marketing, ticketing, artist development, and festival development. Dan is currently managing ELAN's (English Language Arts Network, Quebec) research on Digital Solutions, and managing the ELAN's ARTS2U prototype development. In 2019, Dan will lead a Canada Council -DSF funded project that develop connections and collaborations among --

digital initiatives. In 2018, the music company Dan founded 'Greenland Productions' celebrated 25 years in business. In 2014 Dan created TIXZA, a ticket solution for small venues. Dan is co-founder of Osheaga Music Festival and the creator of the Green Stage at Osheaga. Dan's early work in co-creating the peer-to-peer file sharing technology FLIP in 1999 was his first foray into offering a solution for artists to self-distribute music in the internet age.

# ELAN IN PERSPECTIVE

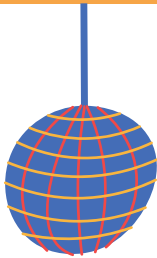
## 2019-2020



A few highlights:

- ELAN hired two new permanent staff members + 4 new temporary staff members;
- We published our Inclusion Plan;
- Celebrated our 15th anniversary at the Rialto theatre;
- Participated in the 10th edition of Arts, Culture, and Heritage Working Group.

## ELAN Stats



6 events hosted



400 active  
ELAN members



18 workshops



4128  
followers



690  
followers



2934  
followers



2417  
subscribers

## ELAN Projects

### ARTS2U

2019



Digital  
Solution  
Prototype  
(ISED)



ARTS2U  
"DCCADI"  
(Canada  
Council-DSF)

2020



ARTS2U  
"VABM"  
Validate Arts2U  
Business  
Model (ISED)



ARTS2U  
"DCCADI"  
(Canada  
Council-  
DSF)



### ELAN's ArtEd

- 109 approved artists;
- In collaboration with 10 English School Boards in partnership with LEARN;
- 148 schools connected.

### Québec Relations

- 267 surveys sent, 34.83% responses received;
- 139 funding programs researched across 11 provincial funding bodies
- Individual consultations began in March, 2020 (4 consultations, 1 referral in the month of March alone).

\*Stats are from March, 2020