



CANADIAN ARTS
PRESENTING ASSOCIATION
ASSOCIATION CANADIENNE
DES ORGANISMES ARTISTIQUES

ANNUAL REPORT 2018-2019



Canada Council
for the Arts

Conseil des arts
du Canada



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO
an Ontario government agency
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1 - Programs and Services

Trade Missions

CAPACOA led three trade missions in 2018-2019. Thanks to our International Market Development Consultant Judy Harquail.

- October 2018: CAPACOA mission to ENARTES conference in Mexico City.

Participants: Heather Redfern, Joyce Hinton, Majdi Bou-Matar, Sherrie Johnson

- January 2019: CAPACOA mission at Santiago a Mil Festival in Santiago, Chile / PLATEA 19 and Argentina

Participants: Beatriz Pizano, Santee Smith, Franco Boni, Natalie Lue, Naomi Campbell, Clothilde Cardinal, Jim Smith

- February 2019: CAPACOA mission to APAM and the BlakDance Presenters Series

Participants: Tim Yerxa, Sara Palmerei, Ronnie Brown, Nick Beach

In addition, CAPACOA collaborated in a CINARS-led mission to CIPAE, China.

In November 2018, CAPACOA announced the formation of the **International Market Development Committee**, a sector-led consultative and coordinating entity that will strive to develop opportunities for Canadian artists and enhance reciprocal exchanges with key markets.

Members of the Committee

Jim Smith - ***Chairperson***

Cathy Levy

Clothilde Cardinal

Keith Barker

Franco Boni

Ravi Jani

Mark Hammond

Margaret Grenier

Renellta Arluk

Annick Patricia Carriere

Gillian Reid

Kathi Sundstrom

Tim Yerxa

Cynthia Lickers-Sage

Sherrie Johnson

Natalie Lue



Professional Development

Indigenous Professional Development Sessions

CAPACOA, in partnership with IPAA, continued to offer professional development sessions to foster meaningful cross-cultural collaboration between Indigenous and non-Indigenous cultural workers.

In 2018-2019, we co-produced three professional development sessions at three industry events:

SPARC (Supporting Performing Arts in Rural and Remote Communities) hosted a session led by Judy Harquail and Patti Shawnessy. This gathering provided an opportunity for those working in the performing arts in the Kawartha Lakes area to:

- Learn more about each other
- Participate in a relationship-building workshop
- Identify assets and challenges in their communities
- Brainstorm ways to support each others' initiatives through new collaborations
- Think about their work as part of larger, regional and provincial, ecosystems

Contact East hosted *Indigenous Workshop & Performance - The Debwewin Collective: Indigenous Land-based Research Project*. The workshop was facilitated by Denise Bolduc and Ronnie Brown and it included a performance by Christine Friday and Brian Solomon. This workshop hosted approximately 70 participants.

OSAC Showcase hosted a session led by Dr. Terri-Lynn Brennan, Judy Harquail, Terrance Littlelent, and elder Harold Lavalee. Facilitators shared their vision, process and how they navigate challenging and respectful connections. They asked the participants to explore together how to create meaningful and supportive relationships and engage in meaningful cross-cultural collaboration.



Terri-Lynn Brennan
@InclusiveVoices

It was an honour to be in Regina last week with @CAPACOA sharing knowledge about Indigenous engagement processes in the arts and shifting the conversation about theatre and community! Thank you Tatum Duryba Paper Moon Photography for the photos.



8:13 AM · Oct 17, 2018 · [Twitter Web Client](#)

4 Retweets 9 Likes

The Succession Plan

We delivered two editions of our mentorship and peer network development program in 2018-19.

- Contact East (7 participants, 7 mentors)
- CAPACOA Conference (5 participants, 5 mentors)
- TOTAL TSP Participants: 12
- TOTAL TSP Mentors: 12

These numbers are similar to last year. Although we have not succeeded in increasing the number of partner events. TSP continues to deliver value to both mentors and mentee: 83% of mentees said the program was a valuable experience for them. TSP participant feedback also continues to be extremely positive:

"Our experience in the TSP program was wonderful. Not only did our Mentor provide industry guidance and help navigate Contact East, but also ended up going way above and beyond the call of duty and going hiking with us and taking us around the area. We are potentially going to continue working together in the future as well."

Terence Jack - Mentee

"Being a mentor in the TSP was an awesome opportunity to spend some quality time with two amazing, inspiring, already somewhat accomplished young professionals and not only impart parts of my long journey as an arts presenter but to learn new practices from them! We really discussed quite a lot and it was actually kind of great to have both of them there who were about the same age and they have now formed a friendship that I think will last as well. Both Kerry and Chris are amazing. I can't wait to see what they do! "

Terri Dollar - Mentor

"Attending CAPACOA this year was a fantastic opportunity, and I am extremely thankful for the scholarship. Up until CAPACOA 2018, my network of arts workers was in mostly Toronto. My goal for the conference was to change this, and expand my network both nationally and internationally, and this was something I feel I accomplished. I now have great contacts from Vancouver to Charlottetown. I met a number of international agents who are interested in working with me in the future. I would not have been able to attend CAPACOA, CINARS, or Mundail without the support of this scholarship, and I am truly thankful for it."

-Adam Moffatt – Mentee

Presenters Capacity Building Program

The sixth edition of this program was delivered with Canadian Heritage (CAPF) funds by both RIDEAU and CAPACOA to presenting members in 2018-2019. Following a rigorous two-day peer assessment, the program delivered \$152,740 in capacity building funds to 16 presenting organizations under three components: organizational consultation, mentoring, and professional development.



27 total applicants: 16 recipients, 10 of these were CAPACOA members.

The program is continuing in 2019-2020.

Arts in Perspective / Les arts en contexte

CAPACOA continued with the *Arts in Perspective / Les arts en contexte* interactive web conference series.

Five *Arts in Perspective* conversations were held during the 2018-2019 fiscal year. They were either related to the Digital Innovation Council for the Performing Arts or the Vitality and Impact of Arts Presenting research initiative. These web conferences brought together 77 participants:

Conversation	Month	Participation
Where are we now? A digital catch-up	April 2018	20
Digitizing arts services	June 2018	15
What's your digital initiative?	October 2018	4
Envergure et retombées de la diffusion	March 2019	14
Vitality and Impact of Arts Presenting	March 2019	24

We did not receive enough evaluation survey answers to enable a statistically reliable analysis. However, the answers we received were in line with last year's positive results. Testimonials and unsolicited feedback were also positive:

"The hosts managed the time very well to cover many different examples, and still provide a welcoming platform for all to participate (by chat or voice)."

"Someone noted that it's the arts services organizations that are most involved in digital initiatives, rather than arts organizations -- and noting that the federal funders may not have expected this. For me, this reinforced the importance for arts services organizations to collaborate re data use, infrastructure, etc. Having participants from across the breadth of Canada all together at the same time was also an "ah ha" moment for me.

"Very valuable information as usual...!"

Other Professional Development

CAPACOA and the Atlantic Presenters Association co-presented the Canadian Presenting Touring Network Forum at **East Coast Music Week**. This session was designed to provide insight to artists and artist representatives and to unveil the different roadmaps available to build and expand touring networks in communities across Canada.

The topics included: audience engagement, market demand, showcasing process, presenters needs and requirements, fee and pricing structure, block booking, community outreach programs and the tools to deliver an effective showcase and maintain business presence at contact events.

National Network Meeting



Network members of CAPACOA and RIDEAU had a joint meeting for the second time to continue to learn from one another and explore ways to collaborate in the future.

The convening was held in Ottawa at ALT Hotel on May 22-23, 2019. The event was scheduled to enable participation at the Culture Outaouais's Digital Tour held at the National Arts Centre. Terri-Lynn Brennan was the moderator.

The two days opened with many networks sharing initiatives they were working on with presentation of 15 minutes each. This led to an open space forum on the next day where many of these initiatives were further explored and collaborations were created.

Other topics included an overview of the current digital strategies CAPACOA, RIDEAU and APA are working on; a sharing round of "Where do we stand in relation to the Royal Commission on Aboriginal Peoples, TRC and the Calls to Action?" gave the chance to network to review their current missions in order to start making them more indigenous friendly; the two days finished off with an open forum session where many network initiatives were further explored.

Participants had very positive words about this joint meeting, and are looking forward to repeat the experience in years to come.

- 26 presenting networks

Conference

CAPACOA @ CINARS

Ottawa, November 12-13, 2018

The 31th CAPACOA conference was the second collaborative event with CINARS and Mundial Montreal.

The conference saw 137 delegates in attendance.

With 10 [Professional development sessions](#), the program once again received high evaluation marks. In the final evaluation survey, it averaged 4.26 out of 5 (85%). This confirms a consistent trend of excellence in professional development, ever since the January 2015 Conference.



Comments from delegates

'CAPACOA is leading the way in national conversations about the need to change our models and paving the way for difficult conversations about our role as presenters in Canada's changing environment as well as our place in the international presenting ethos. This is the only conference I attend that feeds my professional development at such a deep level, and challenges me in ways I don't expect, and gives me a space for deep reflection about the work I do.'

'The quality of the sessions I attended was very high. I found them informative, inspirational and challenging. Thanks for putting together sessions worthy of a national conversation!'

'It was invaluable to see the huge variety of extraordinarily creative and exceptional performances, and approaches to presentation in the many venues.'

Though many of the artists may not be those I would directly engage or present under my present role, many of us working in the arts are connected to their communities in different ways.'

As I was seeing performances, I was continually texting, emailing and passing links to my colleagues at various arts organizations back home and across Canada with messages: "check this out, you have to see this...", "I've just learned about this by talking to....".

I've been talking about what I've seen and learnt to many people since I've been back and will be doing so for a long time, as it's become part of my knowledge base. Thank you CAPACOA, CINARS and MUNDIAL!'



Research

CAPACOA undertook and/or completed no less than 4 new research initiatives in 2018-2019. Three are covered in this section; the Linked Digital Future report is discussed in a distinct section.

Vitality and Impact of Arts Presenting

In May 2018, CAPACOA and other presenting networks commissioned Hill Strategies Research to conduct a survey of Canadian presenters with the goal of better understanding the scope, vitality, and practices in the presenting sector.

The survey was sent to a list of 1,028 presenting organizations. We received 250 responses, coming from each province and every territory. Although this sample wasn't large enough to produce a reliable estimation of the economic impact of the sector, the survey provided a wealth of information regarding the presentation of Indigenous artists and the state of community engagement practices.

The survey report, infographics and other communication tools were released in February 2019. Preliminary results were shared at Folk Alliance International and at RIDEAU (to audiences totaling 130). Findings were unpacked during two webinars. The report and infographics were very well received. Participating networks used the communications toolkit extensively to spread the word. We measured almost 10,000 impressions on CAPACOA's tweets alone. The report was downloaded almost 700 times in the month following the publication.

Policy makers at Canadian Heritage used the report to inform the evaluation of the Canada Arts Presentation Fund.

Culture Track Canada / Diversity and Drivers of Arts Attendance

CAPACOA participated in an advisory capacity in [Culture Track Canada](#), an online survey of 6,444 Canadians. This groundbreaking study of the attitudes and behaviours of Canadian cultural consumers by LaPlaca Cohen and Nanos Research Group was released by Business/Arts in June 2018.

CAPACOA explored of the Culture Track Canada dataset over the course of the year in various activities and publications, including an article in the [International Arts Managers](#) magazine.



In January 2019, CAPACOA and partner associations from the Performing Arts Alliance commissioned a supplementary analysis of Culture Track Canada to Nanos. The [Diversity and Drivers of Arts Attendance](#) report explores what's motivating arts attendance among different segments of the Canadian population, and how these motivators influence frequency of attendance of specific performing arts disciplines.

This report was released in May 2019. It was downloaded 250 times during the month following its publication.

Tourism, Festivals and Live Performances: Facts, Trends and Opportunities

The release of tourism statistics by the Culture Satellite Account and federal government policy activities for the development of a tourism strategy prompted an unanticipated research activity. Initially meant as a policy brief, [Tourism, Festivals and Live Performances: Facts, Trends and Opportunities](#) grew into a substantial research paper with many valuable insights for industry stakeholders. The report was released in May 2019



“with the rise of the experience economy, live performances are poised to become sought-after activities by tourists, whether as a central travel activity or as a complementary activity, in leisure tourism and business tourism, year-round.”

Attendance Trends Series

Last year, CAPACOA initiated a highly successful series of articles exploring offering deep dives into attendance trends statistics. We only published a single analysis of this kind in 2018-2019. As it with previous articles, it generated a very good response.

- [The Cultural Participation of New Canadians](#) – 475 page views

Linked Digital Future initiative

In November 2018, CAPACOA received \$586,000 from Canadian Heritage to undertake the [Linked Digital Future initiative](#) (LDFI). The LDFI builds off of the *Digital Innovation Council for the Performing Arts*, which culminated with the publication of the *Digitizing the Performing Arts* report, in 2017. The LDFI will foster discoverability, digital collaboration and digital transformation along the performing arts value chain.

LDFI activities initially focused on action research with the goal of developing a standard data model for the performing arts. A presentation of early findings was made at DASSAN, in Toronto, in March 2019.

LDFI partners include: Bern University of Applied Science, Culture Creates, RIDEAU, Atlantic Presenters Association, Mass Culture and BC Alliance for Arts + Culture.

A progress report is available on the linkeddigitalfuture.ca website.

Policy Development and Advocacy

2018-2019 was an exceptional year on the cultural policy front. It was marked by two policy wins and a historical investment in the 2019 federal budget.

Canadian Arts Coalition

CAPACOA's Director of Research and Development, Frédéric Julien, continued to serve as Co-Chair of the **Canadian Arts Coalition**. In these capacities, he led the following activities:

- Securing funding for the [Respectful Workplaces in the Arts](#) initiative.
- Representation of the arts sector on the *Ad hoc Cultural Sector Advisory Committee on International Trade*, during the final stages of the NAFTA/CUMSA negotiations.
- Submission of a brief as part of the parliamentary [study on Cultural Hubs and Cultural Districts](#).
- Testimonial and submission of a supplementary brief as part of the Senate [Study on the impact and utilization of Canadian culture and arts in Canadian foreign policy and diplomacy](#). The resulting [report on Cultural Diplomacy at the Front Stage of Canada's Foreign Policy](#) cited the Coalition's position on artist mobility and international taxation.

In addition, CAPACOA was one of the lead organizers of the 2018 edition of [Arts Day on Parliament Hill](#). Mélanie and Andrew handled the logistics of the event, while Frédéric participated in the messaging committee. This edition of Arts Day was a very important step in the advocacy campaign for increasing the Canada Arts Presentation Fund.

Frédéric stepped down from the Coalition Co-Chair position in March 2019 after four years in the position. By the end of his tenure, annual funding for arts and culture had increased by \$ 250 million as a result of the Coalition's advocacy:

- \$180 million for the Canada Council for the Arts (Budget 2016)
- \$30 million for the Canada Cultural Spaces Fund (Budget 2017)
- \$25 million for the Creative Export Strategy (Budget 2016, extended in 2018)
- \$8 million for the Canada Arts Presentation Fund (Budget 2019)
- \$7 million for the Building Communities through Arts and Heritage program (Budget 2019)

Increase to the Canada Arts Presentation Fund

The doubling of the Canada Arts Presentation Fund (CAPF) was the top advocacy priority for CAPACOA and the **Canadian Arts Coalition** for the last budget cycle of the 42nd Parliament. CAPACOA, with the support of the Coalition and the precious collaboration of **Festivals and Major Events** led a relentless advocacy campaign from July 2018 right until release of the budget.

- July 2018 The Canadian Arts Coalition submits a [pre-budget brief](#) requesting a \$30 million increase to the Canada Arts Presentation Fund.
- October 2018 100 arts advocates meet Members of Parliament during [Arts Day on the Hill](#). The rationale for a CAPF increase, positioning the program as a weak link in the performing arts value chain, is well received by Members of Parliament.
- October 2018 – Further to Arts Day and to individual meetings following Arts Day, **24 MPs write letters** to
February 2019 express support for an increase to the CAPF.
- October – Members of the Canadian Arts Coalition and of partner associations appear before the Standing
November 2018 Committee on Finance as part of the pre-budget consultations.
Sue and Frédéric meet with individual members of the Standing Committee.
- October 2018 Randy Glynn, from Live Art Dance, meets with Finance Minister Bill Morneau to explain what presenters are and why they need support from the CAPF.
- November 2018 Gisèle Côté, from Aramusique, and Frédéric Julien meet with Minister of Canadian Heritage and Multiculturalism, Pablo Rodriguez, and Bloc québécois critic, Monique Pauzé, to discuss the role of presenters in the value chain and the importance of the CAPF.
- Coalition Co-Chairs meet with policy advisors to Minister Rodriguez to explain how the CAPF, Building Communities through Arts and Heritage (BCAH) and the Canada Music Fund form a suite of complementary programs that support touring and presenting activities.
- December 2018 The Standing Committee on Finance recommends an increase to the Canada Arts Presentation Fund in its [pre-budget report](#).
- January 2019 The Canadian Arts Coalition and partner associations publish an [open letter](#). The Minister of Canadian Heritage and Multiculturalism, Pablo Rodriguez, replies a few days later.
- February 2019 The Minister of Canadian Heritage and Multiculturalism confirms his support in a letter to Festivals and Major Events.
- Frédéric meets with policy advisors to the Minister of Canadian Heritage to position the CAPF and BCAH within the context of the new federal government strategy for tourism.



On March 19, 2019, after months of collective advocacy efforts, the [2019 federal budget](#) announced increases to both the Canada Arts Presentation Fund and Building Communities through Arts and Heritage:

To support the production of more artistic events across the country, Budget 2019 also proposes to provide \$16 million over two years, starting in 2019–20, to the Canada Arts Presentation Fund. This Fund supports not-for-profit professional performing arts organizations—including festivals and performing arts series—in all regions of the country, and provides targeted support for the Confederation Centre of the Arts in Charlottetown, Prince Edward Island. This investment will provide support for professional festivals and performing arts series, as well as emerging arts presenters in underserved areas, and will help support the activities of the Confederation Centre of the Arts. Collectively, this will help bring the talents of Canada’s live performers to more communities across the country, giving more Canadians a chance to see, hear and celebrate Canadians’ talents.

To support more festivals, large-scale and community-based celebrations and commemoration initiatives, Budget 2019 proposes to provide \$24 million over two years, starting in 2019–20, to the Building Communities Through Arts and Heritage Program and the Celebration and Commemoration Program. These types of events bring Canadians together, and help foster a stronger sense of connection between diverse Canadians—especially those from underserved and underrepresented communities—while underscoring our shared interests and values.

This historical investment would not have been possible without the close collaboration of precious partners and dedicated arts advocates. We would like to thank in particular:

- Kate Cornell, Canadian Arts Coalition and Canadian Dance Assembly
- Martin Roy, Festivals and Major Events / Regroupement des événements majeurs internationaux
- Erin Benjamin, Canadian Live Music Association
- Warren Garrett, Ontario Presents
- Mimi Beck, The CanDance Network
- Randy Glynn, Live Arts Dance
- Gisèle Côté, Aramusique
- and every single arts advocate who participated in Arts Day on the Hill or who answered the call to action and contacted their Members of Parliament.

International Taxation



In June 2018, After three years of consultation with the Performing Arts Tax Working Group and dialogue with the federal government, the Canada Revenue Agency finally introduced a [simplified taxation process for non-resident artists](#).

This simplified process did not resolve all issues related to international taxation. Work continued during the year to [further streamline international taxation](#) at the tax treaty level.

Some wins are long and arduous...

Artist Mobility

In July 2018, CAPACOA brought attention to growing artist mobility issues: visitor visas were soaring and new biometrics requirements were about to make it even more difficult for international artists to come to Canada. Our [article on this topic](#) had more than 4,000 views. CAPACOA shared its concerns with Canadian Heritage and with Immigration, Refugees and Citizenship Canada. The topic of artist mobility was discussed at an inter-ministerial meeting on artist mobility in March 2019. In April 2019, [IRCC launched a Special Event Unit](#) and introduced an international event registration form in order to reduce the impact of visa refusals on Canadian event organizers.

Some wins are simpler and quicker...

Communications

All Access / Libre Accès (Newsletter)

- 12 issues in 2018-2019.
- Average readership (765 single opens) was 7% lower than last year. This is a consequence of combined declines in the total number of subscribers (2500 at the end of the year) and open rate (30%, which is still very good compared to industry standards). Click rate, at 23% was excellent.

“The CAPACOA newsletter is one of few newsletters that I always open and always find useful.”
– Jackie Hoffart, (formerly with) PuSh Festival

Inside news to members

- 9 member-only emails with exclusive insights on public funding opportunities and policy issues.

Website

- In 2018-2019, we had 21,000 unique visitors (77% increase), and 60,000 page views (6% decrease).

- We posted 31 news articles (8 less than last year). In spite of the lower number of publications, the total news readership (14,300) was our largest ever. The four most read articles were:
 - Visa Refusal Rates and New Biometrics Requirement Are About to Seriously Impede Artist Mobility - 4745
 - The Canada Revenue Agency Simplifies International Taxation in Response to Sector Recommendations - 1115
 - Taking Bold Steps to Foster Digital Collaboration in the Live Performing Arts - 702
 - Arts Presenting Impacts Both Creators and Communities - 503
- Our research pages had 6600 views.
- An overhaul of the website design is currently underway.



2 – Operations

Membership

CAPACOA had 159 members on March 31, 2018 (5% more than last year)

- 94 presenter members
- 23 artists liaison members
- 22 network members
- 9 individual members
- 10 supporting members

- 1 Lifetime member

Visibility in the Community

In 2018-2019, CAPACOA had a presence at the following events:

- East Coast Music Week, Halifax, NS
- SPARC, Peterborough, ON
- International Circus Market, Montreal, QC
- Intertribal Gathering, North Bay, ON
- Contact East, Sydney, NB
- Arts Day on the Hill, Ottawa ON
- OSAC Showcase, Regina, SK
- National Arts Service Organizations Meeting, Ottawa, ON
- APAP, New York NY
- Bourse RIDEAU, Québec, QC
- Folk Alliance International, Montreal, QC
- Undercurrent Festival, Ottawa, ON
- Digital Arts Services Symposium, Toronto, ON
- Edinburgh Fringe, Edinburgh, UK
- ENARTES conference, Mexico City, Mexico
- Santiago a Mil Festival, Santiago, Chile
- APAM/BlakDance, Brisbane, AUS

Human Resources

Executive Director: Sue Urquhart

Operations Manager: Melanie Bureau

Director of Research and Development: Frédéric Julien

Andrew Giguère, Communications and Membership Coordinator

CAPACOA continues to subcontract several areas of operations including Maggie Clarkin as the Controller, Judy Harquail as the International Market Access Director, Denise Bolduc as Guest Programmer for the Conference, Antoine La course as Technical Director for the Conference, research consultants, IT support, translation, graphic design and printing.

In total, we had 3.6 Full Time Equivalents in the 2018-2019 fiscal year.

Partnerships

CAPACOA is able to most effectively reach its goals through meaningful partnerships and collaborations. In fact, nearly all our programs and services are delivered in partnership with other organizations. The following are examples of associations and organizations with whom CAPACOA partnered in 2018-2019:

Australian Performing Arts Centres Association
Atlantic Presenters Association
Bern University of Applied Sciences
BC Alliance for Arts + Culture
Canadian Arts Coalition
Canadian Live Music Association
Culture Creates
CINARS
East Coast Music Week
Festival and Major Events

Fédération culturelle canadienne-française
Indigenous Performing Arts Alliance
Mass Culture
MUNDIAL MONTRÉAL
NAPAMA
National Arts Centre
OSAC
Performing Arts Alliance
RIDEAU
SPARC



Appendix A – Board Chair Report

It is with great pleasure and pride that I submit my President's report on the activities of CAPACOA over the last year. It is also with great humility as I read the exhaustive list of activities and initiatives that the staff have undertaken, and how much has been accomplished in such a short period of time.

The staff and members of the board participated in strategic planning work that was presented at last year's conference that is highlighted at the beginning of the annual report. This served as a starting point and foundation from which the board developed our vision, mission and values in a retreat held before the conference in Montreal last Fall.

Our Vision Statement and mission statements are:

Vision: A world where the performing arts are honored as essential and vital to everyone's wellbeing.

Mission: As the national leader of Canada's touring and presenting communities, CAPACOA cultivates a vibrant, healthy and equitable performing arts ecosystem, from artists to audiences.

The values and mission statement the board developed served as a guide to the work done over the past year, and in broad strokes, I believe serves the current and anticipated needs of the performing arts sector. The initiatives developed, the partnerships and relationships nurtured, and research projects aim to address the needs we see throughout our sector, both now and in the future.

CAPACOA has continued to offer various professional development opportunities both at our conference and conferences throughout the country. These include continuing the important work with the Indigenous Performing Arts Alliance (IPAA); a key partner in the Indigenous Professional Development Sessions which have continued to foster the development of relationships between Indigenous and non-Indigenous presenters, artists and producers across the country. These sessions have resulted in the building of deep relationships, which have created and held space in venues across the country for Indigenous artists to present their work to mainstream audiences.

Other professional development opportunities continue to be provided through the Succession Plan (TSP) initiative held at various regional presenting conferences; the Presenters Capacity Building Program, Webinars and network meetings and workshops

CAPACOA once again obtained funding and facilitated the gathering of agents and managers at their annual retreat, and brought together almost 30 networks from across Canada and Quebec at the annual National Network Meeting. These meetings are invaluable in bringing together colleagues for face to face meetings to discuss challenges and solutions – often so much easier when so many brilliant minds are together in one room.

Staff have also continued with the vital research projects that have become key to our conversations with our stakeholders, funders and government agencies. As a result of this research, we have key data and current information in our pockets for these important meetings with decision makers, most especially in an election year.

Adding to the previous year's research on Arts and Belonging, Attendance trends and other topics, CAPACOA was successful in funding the significant project - Linked Digital Future Initiative which is rolling

out across Canada in the 2019-2020 fiscal years. This project will play a fundamental role in helping the presenting sector shift the way we work, and allow us to compete and navigate our place in this increasingly digital world.

There was much work done in policy development and advocacy, most importantly in this election year. This centered around International taxation, increasing the CAPF and disseminating relevant information and talking points for the cultural sector.

CAPACOA staff and board attended conferences and events across the country, participating and/or facilitating workshops and professional development sessions, panels and networking events.

They have also continued to deepen existing partnerships, and have sought out and created new connections into communities that we are just getting to know, and whom we need to know. There are rich and thriving cultural communities across this country and we look forward to becoming a rich and thriving organization because of these new friendships being forged.

Finally, the largest and perhaps most impactful work that has been done over the past year is CAPACOA's work on various trade missions- taking Canadian presenters to festivals and events in Mexico, Australia, Chile, Scotland, Norway and Argentina. The relationships forged with International artists, producers and presenters will have a direct impact on touring in this country; and the relationships created between the presenters who attended together will result in a stronger more tightknit network of Canadian presenters, working together on behalf of artists and audiences. I would like to take this opportunity, on behalf of the Board of CAPACOA to thank the International Marketing Development Committee headed by board member Jim Smith and Judy Harquail who have worked tirelessly to promote these trade missions to their colleagues across the country and beyond.

I would also add at this time, a huge thank you to our staff: Frederic Julien, Melanie Bureau and Andrew Giguere for their hard work and dedication to CAPACOA and being always, always mindful of who they are serving – you, our dear members. I know they take this work very seriously and care about the performing arts sector beyond all measure.

And finally, our Executive Director, Sue Urquhart who has led the team through a mountain of work, often on little turn around time, while juggling many other balls in the air with one hand while she answers the phone, writes applications and reports and thinks of new ideas with the other.

I know I am joined by the Board when I acknowledge and say thank you for a great year. I look forward to developing the strategic priorities with my fellow board members this Fall to help guide the next few years.

Thank you for supporting CAPACOA through your continued membership, or becoming a new member, participating in this work with us and attending our conference. I look forward to meeting you in November and throughout the year.

With great respect,

Michele Emslie
President
CAPACOA

Appendix B – Treasurer’s Report

The 2019 financial statements were completed by Sharon R. O’Halloran C.P.A., Inc.

CAPACOA finished the year with an annual deficit of \$29,595. While the staff and Board of CAPACOA have made it a priority over the past few years to balance revenues and expenses, an unexpected shortfall in funding resulted in this year’s deficit. Despite this challenge, Sue, Frédéric and Mélanie did an exceptional job in reducing costs in other areas, and the Board is extremely appreciative of their on-going work to find efficiencies.

I want to highlight a few key items and draw attention to several changes from the previous fiscal year.

Statement of Financial Position (Page 3)

1. Cash assets of \$40,266 are detailed on Statement of Cash Flows (page 6).
2. The \$48,819 in Accounts Receivable consists primarily of holdbacks from several funding grants (page 9).
3. Deferred revenue of \$51,050 includes funding received in 2019 for specific projects that have expenses that will be incurred in the future (page 10).

Statement of Operations (Page 4)

1. Overall revenue for 2019 was \$626,522, which was an increase of \$133,414 from 2018. The majority of this increase is in-kind revenue of \$149,355, which represents professional fees incurred for the Linked Digital Future initiative that were paid for by a project partner. See page 14 for more detail on the Linked Digital Future initiative.
2. Revenue from the Government of Canada, the Canada Council for the Arts, and the Ontario Arts Council totaled \$271,289, which is 5.2% more than CAPACOA received from those three sources in 2018.
3. Revenue from memberships was \$58,786.
4. Conference income was considerably lower than in 2018, which reflects the difference in the Montreal conference format versus the previous year’s conference in Ottawa.
5. Overall expenses for 2019 were \$656,116. Administration expenses are outlined on page 12, program and service expenses are detailed on page 13, and the Linked Digital Future initiative budget can be found on page 14.

CAPACOA finished the fiscal year with a net deficit of \$2,577. While the financial results for 2019 were disappointing, the current year looks much more promising. With a significant increase in revenue to support the Linked Digital Future initiative and International Market Development activities, more rigorous budgeting and reporting has been adopted, and a Finance Committee has been formed to provide the staff with additional support.

Prepared and submitted by Chris Dearlove, Treasurer.

Appendix C – Nominations Committee Report

Committee members: Chris Dearlove, Robert Kerr, Michele Emslie, Stefania Paterak, Kevin Korchniski, Sue Urquhart (ex officio)

This is the final term for Stefania Paterak, Robert Kerr and Shahin Sayadi.

The Board of Directors extends its deep appreciation Stefania, Robert and Shahin for their service, expertise and deep wisdom they provided in guiding CAPACOA through these last few years of transition as we attempt to reflect and represent the needs of the performing arts sector in Canada. We would also especially like to acknowledge and thank Stefania and Robert for their years serving on the Executive Committee, where their contributions were invaluable and will be dearly missed.

In completing its work, the Nominations Committee considered the regional/geographic distribution of directors and the representation of CAPACOA's membership structure. With this nomination process and over the last two years, the board sought to bolster representation from Quebec, BC and to increase smaller venue representation, and to further the board's diversity.

Additionally, the current size of the board and recognition of the costs associated with annual face-to-face meetings remains a consideration.

The Nominations Committee recommends the following slate for election at the 2019 AGM:

Directors returning for re-election:

- Chris Dearlove: third term
- Michele Emslie: third term
- Laurie Gillis: third term
- Danielle Lefebvre – third term
- Michele Descottignies – second term
- Josh Gennings – second term
- Kevin Korchniski – second term
- Cynthia Lickers-Sage – second term
- Vincent Messenger – second term
- Jim Smith – second term

Nominees to be elected to the board (biography has been made available):

- Natalie Lue – Director, Vancouver Civic Theatres
- Umair Jaffar – Executive Director, Small World Music

As required by the CAPACOA by-laws, the Nominations Committee also recommends the continuation of Michele Emslie as president for 2019-2020.

Respectfully submitted,

Nominations Committee