



**CANADIAN ARTS
PRESENTING ASSOCIATION
ASSOCIATION CANADIENNE
DES ORGANISMES ARTISTIQUES**

**2010 CAPACOA ANNUAL GENERAL MEETING /
ASSEMBLÉE GÉNÉRALE ANNUELLE 2010**

**Westin Ottawa / Hôtel Westin Ottawa
1130 – 1315**

Saturday, November 5th, 2011 / le samedi 5 novembre 2011

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2010 CAPACOA ANNUAL GENERAL MEETING MINUTES / PROCÈS-VERBAL DE L'ASSEMBLÉE GÉNÉRALE ANNUELLE 2010

Westin Ottawa / Hôtel Westin Ottawa
1130 – 1230

Saturday, November 6th, 2010 / le samedi 6 novembre 2010

| Item |
|--|
| <p>1. Call to Order / Appel à l'ordre</p> <p>President Charles McFarland calls assembly to order to begin the meeting.</p> |
| <p>2. Revisions to Agenda / Modifications de l'ordre du jour</p> <p style="padding-left: 40px;">i. Motion: to accept agenda</p> <p>A motion is made to accept the agenda as written. Passed.</p> |
| <p>3. Adoption of the minutes of the 2009 Annual General Meeting / Adoption du procès-verbal de l'Assemblée générale annuelle 2009</p> <p style="padding-left: 40px;">i. Motion: to accept 2009 AGM minutes</p> <p>A motion is made to accept the 2009 AGM minutes. Passed.</p> |
| <p>4. Business arising from the minutes / Revue de la dernière réunion</p> <p>No business arising from 2009 minutes.</p> |
| <p>5. President's Report / Rapport du président – Charles McFarland</p> <p>Charles McFarland reads his report to the assembly (see Annual Report).</p> <p style="padding-left: 40px;">i. Motion: to accept the President's Report / d'accepter le rapport du président</p> <p>A motion is made to accept the 2010 President's report. Passed.</p> |
| <p>6. Management Committee Reports / Rapports des comités de gestion</p> <p style="padding-left: 40px;">I. Treasurer's Report / Rapport Trésorier – Richard Gagnon</p> <p>Richard Gagnon reads his report to the assembly (see Annual Report).</p> <p style="padding-left: 40px;">i. Motion: to retain the services of Ouseley Hanvey Clipsham Deep for FY11_12</p> <p>A motion is made to retain the services of Ouseley Hanvey Clipsham Deep for FY 2011_12. Passed.</p> <p style="padding-left: 40px;">ii. MOTION: to accept the 2009-2010 Audited Financial Statements / États financiers de 2009-2010, vérifiés</p> |

A motion is made to accept the 2009_10 financial statements. Passed.

iii. **Motion:** to accept the treasurer’s report / d'accepter le rapport du trésorier

A motion is made to accept the 2010 treasurer’s report. Passed.

II. Conference Committee 2009/10 / Comité de la conférence 2009/10 – Phyllis Stenson

Phyllis Stenson reads her report to the assembly (see Annual Report).

i. **Motion:** to accept the conference committee’s report / d'accepter le rapport du comité de la conférence

A motion is made to accept the 2010 conference committee report. Passed.

III. Professional Development / Comité de développement professionnel – Warren Garrett

Warren Garrett reads his report to the assembly. (submitted apart from the Annual Report).

i. **Motion:** to accept the professional development committee’s report / d'accepter le rapport du comité de développement professionnel

A motion is made to accept the 2010 Professional Development Committee report. Passed.

IV. Executive Directors Report / Rapport de la directrice exécutive – Erin Benjamin

Erin Benjamin reviews her report (power point) with the assembly (see Annual Report).

i. **Motion:** to accept the Executive Directors report / d'accepter le rapport de la directrice exécutive

A motion is made to accept the 2010 Executive Directors report. Passed.

7. Election of Directors / Élection des administrateurs

I. Nominations Committee Report / Comité des mises en candidature rapport – Tim Yerxa

Tim Yerxa reads his report to the assembly (see Annual Report).

i. **Motion:** to accept the Nominations Committee report / d'accepter le rapport des mises en candidature

A motion is made to accept the Nominations Committee report. Passed. A call is made for nominations from the floor. There are none.

ii. **MOTION :** to close nominations / près l'appel à candidatures

A motion is made to close nominations. Passed.

II. Election of Directors of Officers / Élection des administrateurs

Tim Yerxa presents the slate of directors for 2011_12 to the assembly.

- i. **Motion:** to elect directors as proposed by Nominations Committee / Comité des mises en candidature élection des administrateurs:
 1. Phyllis Stenson, Harrison Festival for the Arts, Harrison BC
 2. Fiona Black, Capilano University, Vancouver BC
 3. Angela Drainville, The Gibson Centre, Alliston ON
 4. Darcy Gregoire, The Agency Group, Toronto ON
 5. Debbie Peters, Magnum Opus Management, Whitehorse YT
 6. Mélanie Fernandez, Harbourfront Centre, Toronto ON
 7. Paul Gravett, Key Meek Centre, West Vancouver BC
 8. Lynne Bailey, Prairie Debut, Onanole, MB
 9. Margot Holmes, Nanimo BC

A motion is made to accept the slate. Passed.

8. Other Business / Autres sujets

Members line up to speak at microphone:

- Brenda Heatherington expresses frustration regarding lack of member consultation.
- Éric Larivière expresses concern about lack of consultation regarding moving of conference to Toronto.
- Deb Slade expresses concern about lack of time for an AGM and asks that the Board increase time allotted in future.
- Charles McFarland responds that CAPACOA will come to the membership after conference 2011 with a survey soliciting feedback regarding conference location.
- Charles McFarland commits board and organization to embarking on strategic planning process, recommendations to be brought to the membership at the 2011 AGM for consideration.

9. Adjournment / Ajournement

2011 President's Report

CAPACOA's Mission: *"To serve the performing arts touring and presenting community through its commitment to integrate the performing arts into the lives of all Canadians. CAPACOA takes initiative in providing leadership, knowledge, communications, skills development and advocacy on behalf of its members and within the arts presenting community".*

As I present to the membership my last report as President of the Association, it is an honour to highlight a year in which so much activity and momentum has been informed by so much consultation.

If, during the past few years, we have characterized ourselves as 'being in transition' – solidifying our financial reporting, embarking in wide-ranging initiatives at a national level (collegial interaction with regional and national networks, arts coalitions, festivals and associations), re-evaluating and re-shaping our annual conference and formalizing our mentorship commitment into a nationally-recognized succession plan career development program - I feel it's time, simply, to say that CAPACOA is now firmly set on course as the leading, united voice of the performing arts presenting and touring sector in Canada.

At this meeting, amongst other initiatives, the membership will be presented with a summary of the strategic planning framework and directions initiated this year by the Strategic Planning Committee and staff. During this process of member, stakeholder – and non-member – consultation, several majority views (of those surveyed) of CAPACOA emerged in the study's 'situational analysis':

- "a place for networking, dissemination and exchange of knowledge and best practices"
- "a network of networks, and a catalyst for other networks"
- "the national voice for the sector"
- "facilitating business relations and contacts".

What this inclusive approach brings to CAPACOA (variously characterized in the strategic plan consultation by keywords like 'convenor', 'facilitator', a 'gatherer', an 'idea generator' and a 'sign post') is a clear identification of whom we're here to reach and serve: our members (presenters, agents and managers, networks, festivals, artists etc.) but also our "indirect members" – as a 'wheel with spokes', we indirectly serve more than 2,000 arts organizations across the country through the Canadian presenting networks..

As we participate in Canadian Arts Coalition, Performing Arts Alliance and the Canadian Conference of the Arts activities, as we 'anchor' "Canadian Alley" at APAP in New York, as we take our role in the annual Arts Day on the Hill, as we offer briefs to the federal government's Finance Committee, as we communicate (frequently) to the Minister of Canadian Heritage on programs (and cuts, and changes) and as we convene regional and national networks annually, so we emphasize the unique leadership role of CAPACOA: we advocate, we empower and we innovate.

Perhaps no activity exemplifies this more in the last year or so – and will continue to do so through 2013 and far beyond – than our "Value of Presenting" study. More than a year in the planning and now in its

'dialogue sessions' stage, our expectation is that this will be a landmark document, for our members, for our colleagues and for all our sector's public and private champions, in its aid to understanding and disseminating the public value and benefits of presenting across the country. Our intention is no less than improving the status and public recognition of the arts presenter. Your participation, in surveys and dialogue, is essential to the success of this major undertaking.

Following the National Networks meeting, convened and hosted once again by CAPACOA in Ottawa in May 2011, we again consulted members (and potential future members) on the idea of moving the annual conference/ AGM to a timeframe in the 'conference/ contact calendar' that would maximize attendance and effectiveness. We polled stakeholders (82% in favour), we reconvened the networks via conference call and the Board approved a 25th anniversary Conference change to late January 2013 (from November 2012), for a second year in Toronto. As we go through this conference weekend, with its curated and independent showcase model, its increased focus on the marketplace as well as on professional (curatorial) development and its diversity of programming and attendees, the Board is eager to receive feedback and suggestions as it goes into its own post-conference evaluation process. We are delighted that, in an event so forward-looking and moving, that we will have, for the first time, 'kicked off' the proceedings with special recognition of the founding and past Board members who have guided the Association to this point.

The Board has, throughout the past year, been active and – I'm delighted to say – lively, in its continuing work on Advocacy, Professional Development, Nominations and Governance, Conference and Strategic Planning, and you will receive specific reports on each. I owe special thanks to the members of the Executive Committee – Past-President Tim Yerxa, Vice-President Phyllis Stenson, Treasurer Jesse Kumagai, Secretary Fiona Black and member-at-large Deb Peters – for their wisdom and their alacrity to be 'on call' to the Association. CAPACOA's board is more diverse by region, discipline and membership category than ever before, and we have truly national representation at the table. We thank departing members Colette Brouille, Claude de Grandpre, Darcy Gregoire and Tim Yerxa for their long service and we welcome our new members as of this AGM.

CAPACOA of course faces challenges, and they also are front and centre in the strategic planning framework: as the sheer output of the association and the staff complement to serve it has increased, so do our budget pressures and our need to identify sustainable, increased revenue sources. The board, as it considers strategic directions, must grapple with balancing the association's ability to represent the whole national presenting field with the practical needs of our members at local and regional levels and, with the success of our All Access and inter-member communications in mind, 2011-12 and beyond must focus even more intensely on our effective 'niche'. We all face external threats – political, fiscal, societal: several convergent studies in recent weeks have told us that, after a period of explosive growth in spending on the performing arts (49% increase from 2001-2008), there seems to be a consensus that, following the recession / financial crisis of 2008, attendances have declined and continue to do so and that many of us are looking at the immediate future with some trepidation.

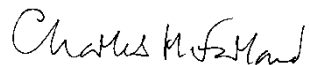
However, the Association is in a strong position to take its leadership role in facing our collective challenges: our membership is increasing and increasingly engaged and participatory, conference

attendance is more diverse and more numerous and we of course celebrate and appreciate a focussed and energetic Executive Director who leads a strongly motivated and busy team who are achieving much that has been identified in the strategic direction-setting process. I am confident that we will see, in the coming year, further progress in the areas of:

- Vision: how members and others explore the role of the association on a national level;
- Member Benefits: how the association refines its current membership structure and services;
- Outreach: how we investigate our strategic partnership options and our demographic/ cultural and geographic coverage; and
- Sustainability: how we further develop our operations and revenue models from more diverse sources.

Finally, it has been my privilege to serve CAPACOA, and its members, as President.

Respectfully submitted,



Charles McFarland

5th November 2011

Treasurer's Report

Financial statements for the period covering April 01, 2010 through March 31, 2011 have been prepared and were subject to a successful audit in accordance with Canadian generally accepted accounting principles. The audit was conducted by Ouseley Harvey Clipsham Deep LLP.

In the last fiscal year CAPACOA was extremely active on many fronts including creating and staffing the "project manager" position, increasing program delivery, dedicated outreach initiatives, building strategic partnerships and working on the annual conference model to create access and diversity in order to attract more presenters to our landmark event.

1. Increased & Expanded Program Delivery.

The most significant component of this is the Value of Presenting study, which manifests itself in an increase in administrative costs, namely salaries and benefits. The increased capacity to accommodate this and other program delivery initiatives is offset by increases in funding.

2. Conference Evolution

The 2010 conference saw the implementation of a variety of changes to the structure and content of the annual conference. These changes were an acknowledged expense above and beyond anticipated conference income, but deemed necessary by the board as an investment in the future direction of the conference. It is anticipated that the negative variance on the conference as a result of these changes is a onetime occurrence.

3. Consistency in Membership Revenue Reporting

On the advice of our auditors, and previously reported to members, a change in the way renewing membership is reported, to provide a more accurate reflection of timing was adopted for the 2009-2010 fiscal year. The 2010-2011 audited statement provide the first opportunity to review consecutive years following the same reporting practice, revealing a marginal increase in membership revenue. However it should be noted that CAPACOA has welcomed approximately 12 new members in the past year, and due largely to the impact of the recession, saw several members unable to renew. This is normal ebb and flow in a membership-based organization.

On balance, the organization closes the 2010-2011 fiscal with a deficit of (\$31,102) resulting in a decrease in Unrestricted Net Assets from an opening balance of \$71,398 at the beginning of the year to \$40,004. The overall bottom line for the organization shows an accumulated surplus of \$43,046 once capital assets are considered.

Additionally, the organization has opened a line of credit to mitigate the effects of any potential cash flow challenges, the use of which is subject to a series of controls and board permissions. The board is also establishing a policy to address any potential investments of accumulated cash surplus.

In all, the financial health of the organization is strong, while acknowledging the impact of the 2010 conference on our accumulated surplus. Continued growth of program delivery, our diversified membership, new partnerships and preliminary conference data for 2011 are very encouraging.

Treasurer, Board of Directors

Jesse Kumagai

Conference Committee Report

Committee: Phyllis Stenson (Chair), Claude de Grandpré, Stephen McHolm, Charles McFarland, Jesse Kumagai, Joyce Hinton

The 2010 conference incorporated many changes in an effort to move forward, and overall, only 5% of the survey respondents said the changes were unsuccessful with another 10% indicating they were somewhat unsuccessful.

These changes included curated showcases by presenters, the addition of independent showcases, revised Pitch Sessions and improved opportunities for Peer Networking. Many of you commented that you experienced a renewed faith in the goals and purposes of the organization.

We had some very good feedback on the conference as a whole, and we thank those of you who let us know what worked and what didn't, and provided suggestions for improvement. Hopefully you will see the implementation of some of those recommendations at the 2011 conference. As CAPACOA evolves with the changing times in the cultural sector, we plan to continue to refine, retune and expand the appeal of attending the conference, and input from the membership will help us immensely with that process.

The most positive comments related to the high artistic quality of the programming, particularly the showcases curated by presenters. Over 85% of respondents felt that the theme The Culture of Collaboration was successfully met. Other conference highlights included the performance and discussion session titled Cultural Pluralism in the Performing Arts Movement Ontario, and the Peer Networking Sessions.

The Succession Plan (TSP) was a resounding success and contributed greatly to the CAPACOA conference experience. Through its mentorship and peer network development program, the TSP reaches out to emerging presenters, arts administrators, managers/agents and other industry professionals seeking to

strengthen core competencies and provide leadership development. CAPACOA members were paired with participants as mentors. These new young arts professionals bring a new energy to the sector and are working in new ways that are very inspiring to those already established in the field.

202 delegates attended the conference; an increase of 15% from the previous year. 45 were first time delegates, 82 were members of CAPACOA and 120 were non-members. 41% of the member delegates were in the Presenter category followed by Business Members at 33%.

54% of the delegates were from Ontario, 16% from Quebec and 12% from BC. Other provinces were represented by 4% or lower.

I would like to thank the members of the Conference Committee, the CAPACOA Board, ED Erin Benjamin and her staff for all the input and hard work in making the 2010 conference a success.

Thank you.

A handwritten signature in dark ink that reads "Phyllis Stenson". The signature is written in a cursive, slightly slanted style.

Phyllis Stenson, Chair
2010 Conference Committee

Professional Development Committee Report

CAPACOA focused the majority of its professional development attention on two main initiatives this year.

The first of these initiatives is the broadening of *The Succession Plan (TSP)*.

There were three highly successful editions of The Succession Plan: one at the CAPACOA conference in 2010, one at Prairie Scene in 2011, and one at the OCFE Conference in 2011.

Through its mentorship and peer network development program, *The Succession Plan*, CAPACOA reaches out to emerging presenters, arts administrators, managers/agents and other industry professionals, seeking to strengthen core competencies, provide leadership development and equip them with the tools and resources necessary to be active participants in the development of arts and culture in their community.

The Succession Plan featured at the 2011 conference consists of two tiers. The first includes a group of 5-10 that will work one-on-one with a mentor and their peer group throughout the conference, which is the same model that existed last year. The second tier offers facilitated career development training to returning participants (those who attended the program at the CAPACOA conference in 2010 or at Prairie Scene).

This two-tiered model was based on feedback given by the participant groups. It is the hope of CAPACOA that this two-tiered offering will provide The Succession Plan participants with learning tools, mentorship and networks to understand where they envision their careers going and how to get there.

This innovative program is garnering attention from funders and the OCFE recently hosted The Succession Plan at its conference in 2011.

The committee also discussed the design of a mentor prep class for The Succession Plan which was completed by staff and delivered at the CAPACOA Conference in 2011.

The second area of focus for the Professional Development Committee this year was on the *Presenter's Toolkit*, a pan-Canadian initiative in partnership with RIDEAU, and on which CAPACOA took the lead in April 2010. The Presenter's Toolkit has since been redesigned to allow for a wider variety of professional development resources to be indexed. Because of these changes, there has been a 150% increase in the number of published resources. This increase, in turn, drew a 120% increase in the number of visits to the website. Pursuant to CAPACOA's efforts on The Presenter's Toolkit, two support webinars were developed and delivered.

CAPACOA staff also worked with Katherine Carleton of Orchestras Canada to design a workshop on Advocacy 101. Staff also assisted in the preparation of workshop materials. The workshops were delivered at both Contact East and Ontario Contact.

It should also be noted that this year saw the implementation of the new Immigration Services Discount Program. This consulting service was put together upon the request of the business members, but there have been few business members expressing any interest in its use. We would like to encourage the business members to learn more about how this program might assist them in developing their businesses.

On behalf of The Professional Development Committee of CAPACOA, I would like to thank our staff, who work tirelessly in the pursuit of education, training and knowledge for all of our members regardless of their career stage or area of work. Thank you to you all.

Respectfully submitted by Co-Chair Angela Drainville, on behalf of Co-Chair Warren Garrett, Victoria Steele, Erin Barnhardt, Frédéric Julien and Erin Benjamin.

Planning Committee Report

At the board meeting on Saturday, November 6, 2010 following the 2010 conference, the CAPACOA board of directors committed to undertaking an extensive strategic planning process.

Following a Request for Proposal, six submissions were received from which the selection committee, consisting of Warren Garrett, Frédéric Julien, Erin Benjamin and Paul Gravett, selected Lidia Varbanova (www.lidiavarbanova.ca) to oversee the May-to-November process, which received funding from Canada Council's Flying Squad program. Dr. Varbanova's work was complemented with the work of Laura Denker, who researched and prepared communication and marketing recommendations.

The initial scope of the project included establishing policies and procedures that increase the capacity of the organization to:

- Be aware of the needs of the field and respond strategically;
- Be an inclusive, innovative and learning organization;
- Broaden the diversity of the Board of Directors and look at board development;
- Broaden the diversity of programming of existing membership, and broaden the diversity and size of the membership base;
- Review the membership structure and fees in order to reflect the values provided to each membership segment;
- Focus on partnerships and collaborations that provide efficiencies;
- Establish the values and role of the annual conference and refine the structure and programming of the event to meet member needs;
- Integrate a communications and marketing plan into long-term strategic plan;
- Manage change;

It was agreed the planning process would look at the following areas:

- Current services: effectiveness and priorities;
- Membership: structures, needs and expectations, potential and satisfaction;
- Networks: undertake a review of arts presenters' networks;
- Financial sustainability: including review of membership fees, revenue generation through foundations, government, and corporations, and general fund raising;
- Strategic partnerships: collaboration and networking opportunities on provincial, national and international levels;
- A review of strengths, weaknesses, opportunities and threats.

The methodology included applicable research of available industry information, focused interviews with members, directors, staff, funders and non-members, and an online survey.

Following the six-month strategic planning process, Lidia delivered to the Planning Committee in a detailed 46-page report that outlines the survey/research findings and presents conclusions that identify problems/gaps and, most importantly, presented recommended actions. The "Research and Strategy" report also includes 11 appendices and an executive summary, which is put before the membership today.

The "Research and Strategy" report details the following categories

- CAPACOA mission and uniqueness

- CAPACOA national mandate
- Changes and challenges which CAPACOA might face
- Motivation to join CAPACOA
- Membership structure and dues
- CAPACOA services and programming, public profile and outreach

The report goes on to provide:

- A SWOT analysis
- Key points in CAPACOA's uniqueness on a pan-national level
- Vision, mission and value statements
- Strategic and operational goals with a recommended action plan

Following a review of the "Research and Strategy" report, the Planning Committee presented the report's findings to the Board of Directors on October 28, 2011. At the board's first meeting following today's Annual General Meeting (on November 8, 2011), the directors and staff will further develop and prioritize the action plan. Following the board's approval of the broader strategic priorities and goals, Erin and her staff will develop and undertake an implementation plan to meet these ends.

The "Research and Strategy" report is the result of a lengthy, comprehensive review of CAPACOA that has examined nearly every facet of this organization. Today, following well-structured and comprehensive process, with input from a diverse range of members, stakeholders and others, we have a document that speaks directly to CAPACOA's future.

Supporting the process throughout are committee members Phyllis Stenson, Margot Holmes, and Charles McFarland, with the addition of Erin Benjamin and Frédéric Julien. I particularly want to single out Erin and her staff for managing this project; their passion to ensure the best outcomes never faltered in the face of the complexities, challenges and time-commitments required to complete the strategic review.

On behalf of the Planning Committee and Board of Directors, I wish to thank Lidia Varbanova and her team for a thorough and complete examination of CAPACOA. Lidia's experience and professionalism has delivered a thoroughly comprehensive document that meets our targets as set out in the original conception of the process.

I thank the committee members for their support and input; there has been much to read, and much information to process.

Finally, I want to thank those people who supported the process by completing the online survey or participating in one of the phone or in-person interviews. CAPACOA is a member-driven organization. Without your input it would be impossible to develop this organization so that it remains relevant and vital to those it serves. Your 'voice' is very much a part of the "Research and Strategy" report, and your input will now be the foundation of CAPACOA's future.

Respectfully submitted,
Paul Gravett
Director, CAPACOA

Executive Director's Report

Fiscal year 2010-2011

1- Programs

The Succession Plan

Very successful and innovative program with 4 editions to date:

- Conference 2010
- Prairie Scene
- OCFE Conference
- Enhanced version at Conference 2011

Participant's feedback is extremely positive:

"CAPACOA's *The Succession Plan* program was a fantastic opportunity for me as someone in the early stages of my career in the field of presenting. I came away from the program feeling empowered, compelled, and ready to put ideas and concepts about which I learned into practice. The mentorship components of the program were priceless"

TSP at the 2010 Conference

"My experience in the TSP was amazing. The most important outcome of this experience was that I now feel connected to a strong peer group and am excited about our interaction in the future."

TSP at Prairie Scene

Maître Diffuseur / Presenter's Toolkit

La boîte à outils virtuelle des diffuseurs en arts de la scène : une initiative pancanadienne en partenariat avec RIDEAU.

- Révision en profondeur pour permettre l'affichage d'une plus grande diversité de ressources de perfectionnement professionnel.
- 59 nouvelles ressources
 - Including – for the first time – 29 English resources
- Achalandage en hausse de 120%
- Temps passé sur le site en hausse de 73%
- Défi : La communauté utilise davantage Maître Diffuseur, mais y contribue peu.

Other Professional Development

CAPACOA supported partners' initiatives related to digital technologies:

- Moderation of online discussion during RIDEAU's *Virtual presenting* debate;
- Lead online discussion on ticketing as part of CHRC's *Study on the impact of emerging digital technologies on the cultural sector's human resources*

CAPACOA also provided registration discount at the ISPA Conference in Toronto.

National Network Meeting

2-day meeting focussing on identifying key priorities affecting presenting networks, conversations with national funding agencies and policy makers, and helps to recognize common goals.

- 34 participants
- 20 networks representing over 2000 arts organizations and artists
- The 3 territories were represented for the first time.

“This truly felt that the agenda/topic were driven by the networks' needs and interests. CAPACOA facilitated this meeting beautifully.”

“Bravo pour le travail de préparation et le déroulement exemplaire des discussions.”

Further to the NNM, CAPACOA developed and delivered two dedicated workshops for the networks at the annual conference: *Understanding Social Networks* and *Key Stakeholders and Processes at the Federal level*.

Conference

Culture of Collaboration

- 202 delegates attended the conference: an increase of 15% over the previous year
- 45 first-time delegates
- 78 responses to evaluation survey, with lots of constructive feedback – thank you!

“I did appreciate movement to address concerns about showcasing and moving to another model. Staff was extremely helpful and friendly. The level of showcasing was very high.”

“There was a spirit of novelty. There was a sense of doing new things in new places. I liked that.”

“Overall, the conference was wonderful...well planned, opportunity for dialogue, which is always important, well done...”

Immigration Services Discount Program

- 15% group discount with GAMI/Simonds Immigration Service
- US immigration consultation, visa petition filing services, and other immigration and tax services
- Implemented in April 2011, upon request by business members
- No uptake so far

Communications

All Access / Libre Accès

- 8 numéros en 2010
- 560 lecteurs en moyenne par édition (augmentation de 25%)

Médias sociaux

- Activités régulières sur Twitter avec @CAPACOA et @MaitreDiffuseur
- Création récente d'une page Facebook

Arts Promotion

- Active collaboration in 2nd Arts Day on the Hill: 100 meeting with MP
- Participation in CCA's national Policy and Advocacy Committee
- Leadership in CAC's *Arts Vote* campaign
- Ongoing support to Culture Days
- CAPACOA-specific activities:
 - Letter re Marquee Tourism and Events Program
 - Letter re budget and workforce decrease at Canadian Heritage
 - Letter re new accounting standards for non-profit
 - Brief to the Standing Committee on Finance
 - Letter re changes to long-form census
 - Letter re cancellation of the Music Festivals program at Canada Council

Value of Presenting Study

Aim: understand and communicate the value and benefits of presenting for Canadians and raise awareness of the role of the live arts presenter in the arts ecosystem, in communities, in society

- After 3 years of ground work, the study was launched in May.
- Funding by Canada Council for the Arts, Canadian Heritage and Government of Ontario.
- Conducted by Strategic Moves and EKOS Research Associates
- Activities to-date include: literature review, in-depth interviews, online consultations, live dialogue sessions and presenters' survey.
- Participatory design – we need your participation.

Note: The Value of Presenting study only began in the current fiscal year, but it so crucial that it deserves to be mentioned in this annual report.

2 – Operations

Strategic Planning Process

- RFP and selection process in January-February 2011.
- Lidia Varbanova was selected as consultant.
- Planning process began over the summer.
- Long-term marketing and communications plan was concurrently developed by Laura Denker (thanks to a Flying Squad grant from the Canada Council)

Enhanced Communication with members

- Business members working group was formed in 2010, and has since served as a conduit for communication
- Networks were closely involved in setting the agenda for the National Network Meeting
- The CAPACOA membership was consulted regarding the Conference dates change

Congé de maternité de Mélanie

- Mélanie a pris une année complète de congé de maternité pour prendre soin de Léo
- Marilena Gaudio a adroitement pris la relève pendant son absence.

Nous sommes heureux d'avoir à nouveau Mélanie avec nous et nous espérons que le séjour de Marilena au sein de CAPACOA lui ouvrira des portes pour d'autres emplois.

3 - Looking ahead

Strategic Plan Implementation

- Work with new Board to implement strategic recommendations

The Value of Presenting

- Study will continue with an audience survey and further consultations
- Report will be published in 2013 – we will then move into communications mode

Public Funding

- CAPF summative evaluation will begin in 2012, supported by *The Value of Presenting* study
- Federal Strategic and Operating Review process may lead to program cuts, most of which will be announced with the budget, in March 2012.
- Russell Kelly will soon be retiring from Canada Council – we thank him for his contribution to the presenting and touring field

Nominations Committee Report

Report to the Annual General Meeting

Submitted by Tim S. Yerxa, Committee Chair

Background/Procedure:

The 2011 Nominations committee was comprised of:

- Tim Yerxa (chair)
- Darcy Gregoire
- Jesse Kumagai
- Erin Benjamin (management representative)

In spring 2011, the committee met and reviewed the status of each current board member in terms of their current terms and expiry dates. Please note that board members are elected on for two-year terms and individuals may serve a maximum of three terms.

For your information, the following 9 people will be serving the second year of their current term in 2011-12:

- Fiona Black (Capilano University) 3rd term
- Darcy Gregoire (The Agency Group) 3rd term
- Phyllis Stenson (Harrison Festival of the Arts) 2nd term
- Angela Drainville-Ashick (Gibson Centre) 2nd term
- Debbie Peters (Magnum Opus Management) 2nd term
- Melanie Fernandez (Harbourfront Centre) 1st term
- Paul Gravette (Vancouver Recital Society) 1st term
- Lynne Bailey (Prairie Debut) 1st term
- Margot Holmes (Caline Artists International) 1st term

And the following will have completed their current terms in 2011:

- Tim Yerxa (Fredericton Playhouse) extended 4th term
- Charles McFarland (Theatres City of Ottawa) 2nd term
- Claude deGrandpré (Theatre Hector-Charland) 2nd term
- Sue Urquart (Atlantic Presenters Association) 2nd term
- Jesse Kumagai (Corp. of Massey & Roy Thomson Hall) 1st term
- Rainbow Robert (Jazz Festivals Canada) 1st term

Additionally, the board received the resignation of Colette Brouillé (RIDEAU) in July 2011.

Following this analysis, input was sought from the current board, management, and membership on how the nomination process should shape the board composition. The following priorities were identified:

- Focus on adding representation from Agents/managers and organizations working in Cultural diversity; and
- Maintaining geographic, cultural, gender, and linguistic balance

A request for nominations was sent to the general membership through the listserv and 11 nominations and recommendations came forward. Finally, the committee deliberated and presented this following recommendation to the board, which in turn approved it.

RECOMMENDATIONS:

(1) Recommended Slate (all two-year terms) nominated for election by the AGM:

- Charles McFarland (Theatres City of Ottawa) 3rd term
- Sue Urquart (Atlantic Presenters Association) 3rd term
- Jesse Kumagai (Corp. of Massey & Roy Thomson Hall) 2nd term
- Rainbow Robert (Jazz Festivals Canada) 2nd term
- Dominique Soutif (Palais Montcalm) 1st term
- Julien Paquin (Paquin Entertainment Group) 1st term

(2) Recommended President:

We recommend that the AGM elect **Phyllis Stenson** to serve as President of the Association.

(3) Recommended Officers:

For the information of the AGM, we recommend that in addition to the President, **the board** elect the following officers:

- Jesse Kumagai, Vice President
- Margot Holmes, Secretary
- Paul Gravette, Treasurer
- Charles McFarland, Past President

The committee wishes to recognize the contributions of Collette Brouillé and two board members who will not be returning: Claude deGrandpré (Theatre Hector-Charland), Tim Yerxa (Fredericton Playhouse).

Appendix 1 – Biographical Information for 1st Term Nominees

Julien Paquin

Raised in an environment suffused with music and creativity, he displayed a natural aptitude for the industry from an early age and in 1993, joined his father, Gilles, as an agent at Paquin Entertainment. In a short time, Julien fortified the value of his role at the company and developed a vision to push the Agency to new levels. In 1999, propelled by continued dedication and success within the Agency, Julien spearheaded the opening of Paquin Entertainment's Toronto office. Under Julien's direction, the Agency roster has steadily grown to over 150 acts, representing a broad spectrum of musical styles. Having signed such notable artists as Tegan & Sara, Serena Ryder, Josh Ritter and K'Naan, to name a few, Julien's knack for finding quality talent has been proven time and time again.

The diversity of the talent and genres of artists reflect Julien's vision for the Agency: a diversified, people-oriented organization, providing distinguished service to its roster artists, thereby enhancing their careers and gaining their respect. Julien's commitment and contribution to both Paquin Entertainment and the industry-at-large continues to be recognized; he recently won his sixth Canadian Country Music Award for Agent of the Year. Although very humble about his successes, Julien continues to have a significant impact on the industry, his peers and the artists he works with.

Dominique Soutif

Dominique Soutif has been a producer at Radio-Canada in Vancouver, Edmonton, Montreal & Ottawa for over 20 years. In addition to creating & directing a variety of programs, he has also produced hundreds of recording sessions specializing in jazz & world music winning along the way a Juno award & five West Coast Music Awards for his disc recordings. He has also programmed a number of world music channels, taught audio & radio production at St-Paul University in Ottawa and collaborated with the Canada Council for the Arts as a music program officer. In 2006-2007 he programmed all non-classical performances at the Quebec Scene of the National Arts Centre of Canada. For the past 5 years he has been the programming coordinator at La Société du Palais Montcalm in Québec city.