



CONFÉRENCE CANADIENNE
DES ARTS

CANADIAN CONFERENCE
OF THE ARTS

National Director's Report to the Annual General Meeting of Members

Toronto, June 12, 2008

Dear members and friends of the CCA,

This is my third report as National Director of the CCA and I am proud to say that all in all, we have had a very productive year, building over the progress of the preceding one. The CCA has maintained its normal activities of monitoring, analyzing and reporting on all major policy and regulatory issues affecting the Canadian arts and culture sector during the current year. We have mailed 39 bulletins to over a thousand subscribers who are CCA members, bureaucrats, parliamentarians, academics, journalists and other stakeholders.

To the best of our capacity, we have maintained and improved our website as a bilingual reference centre on national cultural policy issues. Our site is consulted by 600 to 750 people on a daily average.

We have published our annual in-depth analysis of the Federal Budget and of Supplementary Estimates from the cultural perspective. We have also published two well-received research papers, one on the place of arts and culture in foreign policy and one on the creative economy, the result of two pilot projects of a new partnership program with Canadian and foreign universities, more about that in a moment.

To further the understanding of policy issues, we have launched a new service for members in the form of conference calls where a specific issue is discussed more in depth and questions fielded. With the same objective in mind, we are launching this week on our website a new service called "ABC of cultural policy", which consists in a series of backgrounder documents on the essential information and useful links required to understand some major policy issues.

In November 2007, we held in Montréal a major international public Symposium on the role of arts and culture in public diplomacy, an event attended by 120 persons. We have held two other consultations on major issues concerning the audiovisual sector, namely on the issue of foreign ownership and of the regulation of Broadcast Distribution Undertakings.

The CCA has also participated in a number of public debates on a variety of topics in front of Senate and House of Commons Committees, the Canadian Radio-television and Telecommunications Commission, the Blue Ribbon Panel on Grants and contributions, the Competition Policy Review Panel, etc.

Internally, in search for greater efficiency, the CCA Secretariat has been restructured, workflows have been overhauled and three new dynamic and competent staff members have been recruited to fill vacancies.

On the other side of the ledger, due to insufficient financial and human resources, we have been obliged to postpone to 2009 the National Policy Conference we were intending to hold in March 2008.

This leads me to the main challenge facing the CCA, namely the resources at our disposal to deliver on our very broad and ambitious mandate. The truth of the matter is that the CCA is still exploring ways to compensate for the \$ 100 K reduction in 2006 of the funding it receives through its contribution agreement with Canadian Heritage. Several actions have been undertaken over the past year to make CCA's funding more predictable, stable, substantial and diversified.

CCA's financial planning cycle has been modified to harmonize as best as possible with that of the Department of Heritage, a fact which has helped to ensure the predictability of our revenue.

For the first time in over thirty years of funding relationship, we have been successful in securing a two year contribution agreement with the Department. This agreement will allow the CCA a modicum of financial stability as we search for new sources of funding and start implementing our three year Strategic Plan. I would like to take the opportunity to extend our warmest thanks to the Department's officials whose support and guidance has been and continues to be invaluable.

And of course, as our President mentioned in his report, we have seen a remarkable 60 % increase in our membership revenue thanks to the continued support of members.

Let me now turn briefly to the coming year and beyond. Currently, the CCA delivers relatively well on its basic mission of monitoring, reporting and analyzing policy developments. It also intervenes in public debate to the full extent of its means. However, these activities fulfill only the fundamental, *reactive* part of CCA's mandate to foster an informed public debate concerning policies that affect Canadian artists, creators, cultural workers and cultural industries.

CCA's refocusing and repositioning exercise has now reached a crucial phase, namely the consolidation of its basic funding and the development of the *proactive* aspect of its mandate through building of its research capacity.

Based on a clear statement of its mission and of its vision, the CCA has developed a Strategic Plan for 2008-2011 based on a strategic alignment of its strengths and activities and on its unique position as a hub of networks.

At the core of the Plan and based on the successful pilot projects mentioned previously, the CCA is launching a new program in partnership with Canadian and foreign universities called *Cultural policy: Next Generation*, which pursues three main objectives:

- to provide much needed coordinated research and analysis at the national level on policy issues having an impact on arts and culture;
- to enhance CCA's participation in public debates and, through the research process itself;
- to contribute to training the next generation of arts and cultural administrators, public servants and academics.

The Program as such comprises two main components: a research program and an internship program. As stated, one of the fundamental objectives of the program is to provide research and analysis directly relevant to current debates concerning the Canadian arts and culture sector. To guarantee this, Steering Committees made up of CCA Board members, members of arts service organizations, academics, civil servants and other experts will contribute to the planning and definition of the research projects in the context of the CCA on-going three-year planning cycle.

The internship program will provide a growing number of students and young cultural workers with opportunities to develop their knowledge and experience through prolonged work in a paid environment and under the supervision of CCA staff or associates. Such internships will be offered to students, to young cultural workers already working for an arts service organization or young civil servants.

This is but one of the ways which the CCA will use to leverage its position as a network of networks and to better deliver on its core mission.

I will conclude by extending my warmest thanks to the outgoing Board members for their support and encouragement during what has been a very challenging time for me as I was adjusting to the realities of the cultural non-profit sector. I am confident that the new Board taking over will play a crucial role in our implementing our Strategic Plan and developing the capacity of this uniquely Canadian institution.

Alain Pineau
National Director