CULTIVATING & EDUCATING THE NEXT GENERATION OF CULTURAL LEADERS SINCE 1998

2018-19 Canadian Heritage Arts Society Annual Report
Managing Artistic Director Caleb Marshall
Director of Education & Programming Heather Burns
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MESSAGE FROM THE BOARD

We have much to celebrate as this dynamic year comes to a close. For our Managing Artistic Director, Caleb Marshall, it was his first full year in a demanding new role. Under Caleb’s strong leadership, and in partnership with the talented Heather Burns, Director of Education and Programming, the College enjoyed a very successful year.

In January 2019, the Canadian College of Performing Arts received the Oak Bay Acorn Award: this honour brought new light to the important relationship that the College enjoys with its host municipality.

A highlight of the past year was the introduction of a new method for interactive communication with members and supporters. On June 22, the Board and staff hosted a Town Hall at the College. A lively group of faculty members, donors, volunteers, staff, present and former board members and the Founders spent the afternoon discussing the future of the College and the Canadian Heritage Arts Society (CHAS).

We know our priorities for the coming year. We will continue to work to ensure that our students are safe; that they are inspired and stretched by their work; and that academic standards remain at the highest level.

On behalf of the Board, I want to express our sincere thanks to all of our individual and corporate supporters, volunteers, donors, and audience members. For more than twenty years, your support has allowed the Canadian College of Performing Arts to deliver the highest caliber of professional training to young performing artists.

Respectfully submitted,

Barbara Greeniaus
Board Chair
The Canadian College of Performing Arts gratefully acknowledges the Lekwungen-speaking peoples (also known as the Songhees and Esquimalt Nations), on whose traditional territory the college stands, and on whose home we learn, create, and perform.

“"It’s emotionally draining, but also emotionally fulfilling. I’ve never felt so open and willing to share who I am.”
- Olive Elzinga, Victoria, BC

“Action-packed! Days are long but the learning and work is long-lasting. I have so much fun coming here and dancing, singing, acting and learning about what I love most with like-minded people.”
- Jacelyn Perret, Prince Albert, SK

Mission Statement
To provide instruction and training in the performing arts through ownership and operation of the Canadian College of the Performing Arts and community outreach programs.
To preserve and promote arts and culture and increase public appreciation of the performing arts through public performances, exhibitions, and education.
Founded in 1998, the Canadian College of Performing Arts offers three unique conservatory style post-secondary training programs, where emerging artists receive intensified skill-based alternatives to academically oriented university programs. The curriculum is built on equal respect for all disciplines, and that collaboration, partnership and community are the essence of theatre.

Classes are rigorous and offered at the highest professional standards from professional instructors, mentors and guest artists. In addition to classes, workshops and rehearsals, students must complete Professional Development Credits to expand their experience beyond the classroom.

We believe cultural leadership is cultivated through mentorships, community rooted volunteerism and fostering new creation. We measure success by preparing a student to be a motivated self-employed business and an inspired artist, whose voice will better illuminate the human condition when they confidently enter the profession.
I owe a deep debt of gratitude to our community – the College’s family of faculty, staff, guest artists, donors, corporate partners, government supporters, patrons, and of course, our students, for the success of the past year. It is this vital group of individuals and entities who work together each year to shape the future of Canada’s cultural ecology by cultivating and supporting the emerging artists of today and the artistic leaders of tomorrow.

This last year marked the beginning of a new direction and leadership at the College. What began as a tremendous year of learning, for both myself, as the New Managing Artistic Director, and the new members of the Board and staff, ended by demonstrating significant growth in a number of areas and saw the implementation of several new initiatives, detailed in the pages of this report, that we hope will have a lasting impact on the future direction of the College and Society.

After a detailed and thoughtful leadership transition, the first task was to address vacant staff positions and build a new team. By the end of the summer months, a new Bookkeeper, Administrative Assistant, Development & Recruitment Manager, and Communications Officer, had joined the administrative team, along with a contract Public Relations Liaison and Senior Finance Officer. With this very promising team in place we were able to focus our energies on the following priorities:

- Align our strategic priorities with those of the evolving performing arts industry
- Secure and increase support from our historic funding partners
- Refresh and professionalize the College’s identity across all content and materials
- Focus on raising the College’s national profile among the performing arts and education industries
- Employ new targeted student recruitment tactics
- Improve safety, well-being and physical infrastructure
- Reconnect with community and strengthen engagement by building new partnerships

Joining the College as it celebrated its remarkable 20-year anniversary, and being able to build on its legacy was a rare and significant responsibility and personal honour.

There are many people who have offered tremendous support during my first year and have remained active and sage councillors. Specifically, I’d like to thank Janis Dunning and Jacques Lemay for their tremendous
generosity of spirit in making it such a smooth and thoughtful transition. Thank you to a very dedicated staff and faculty, in particular Heather Burns, whose support from day one has been unwavering. I am grateful to the Board, both current and former members, in particular our Chair, Barbara Greeniaus, and several past Chairs including Clayton Baraniuk, Jim Griffith, Tony Belcher, Marguerite Rowe, Eric Partridge, and Heather Jeliazkov. I can’t thank Honourary Board Member Mel Cooper enough for the countless members of the community whose support he has rallied. A very special thank you to all our generous donors, in particular Maria Dominelli and Dan Parker for their tremendous support, and one of our angels, the late Betty Wilkinson, for her legacy gift.

I must also acknowledge the broader arts community, whose respect for the College and spirit of collaboration have been most evident, in particular my friend and mentor, Michael Shamata, and his team at the Belfry Theatre; Jane Butler MacGregor and our friends at the Victoria Conservatory of Music; Mercedes Bátiz-Benét and Puente Theatre, the Victoria Symphony; Pacific Opera Victoria, the Chemainus Theatre Festival; Theatre Skam; Story Theatre; Kaleidoscope Theatre; and Langham Court Theatre. I would also like to thank our alumni and friends at Atomic Vaudeville for inviting the College to proudly march alongside them in the Victoria Pride Parade.

While there is always room for differing opinions in any society, the outpouring of support and encouragement I have witnessed highlights the passion and care all hold for the College and the vested interest everyone has in seeing it succeed.

Together I know we will work together to strengthen our foundation and leave a lasting legacy that measures success not only by our outstanding track record of working graduates, who continue to perform nationally and internationally, but also by preparing a student to function both as a motivated self-employed business person and an inspired artist.

I thank all for openly sharing knowledge, insights and collaborative spirit.

Caleb Marshall
Managing Director, CHAS
Managing Artistic Director, CCPA

“Being at CCPA is like being emotionally and creatively charged at all times by the people around you.”

- Benjamin Conroy, Oshawa, ON
The Strategic Plan set forth at the beginning of the 18-19 year was detailed and ambitious, outlining many priorities. **With the support of the Board, staff, faculty, and community, 93% of the Year 1 goals identified were completed or are in progress towards completion.** The new plan ensures our curriculum remains current and relevant while also positioning the College to take the sectoral lead among education institutions as we align many of our strategic priorities with those of the Canadian theatre sector.

**Pillars supporting the goals of our strategic plan are:**

**PILLAR 1**  **Education & Artistic Excellence**

Cultivate and maintain the highest education and artistic standards that attract elite faculty and artists and produce students of exceptional caliber.

**PILLAR 2**  **Advancing Our Reach**

Advance the mission, vision and reputation of the college to be recognized as one of the pre-eminent performing arts training institutions in Canada.

**PILLAR 3**  **Organizational Sustainability**

Foster financial, physical, technological, human resource and health, safety and well-being sustainability.

**PILLAR 4**  **Building Community**

Foster partnerships and engage the board, staff, faculty, artists, students, alumni, volunteers, patrons and the broader community and industry in the College’s vision.

“I'm okay with people making mistakes as long as we can keep the conversation going. It's a mistake if we get to a place where people are so afraid of saying or doing the wrong thing they stop trying to engage with the culture, and that's what Caleb is doing — inviting stakeholders who have something to say and can help guide that conversation.”

- Mercedes Batiz-Benet, Artistic Director, Puente Theatre

*West Side Story*, April 2019
Performing Arts Diploma Years I & II
director Matthew Howe
photo credit Peter Pokorny
## REVENUE

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<td>$775,839</td>
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<tr>
<td>Government grants</td>
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<td>Events and other operating revenue</td>
<td>362,271</td>
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<td>Fundraising</td>
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<td>Individual donations</td>
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<td><strong>Total Revenue</strong></td>
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## EXPENSES

<table>
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<tr>
<th>Expense</th>
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<tr>
<td>Staff &amp; faculty payroll and artist contract fees</td>
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<tr>
<td>Artistic</td>
<td>247,656</td>
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<td>Facility</td>
<td>163,482</td>
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<td>Education services</td>
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<td>General and administration</td>
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<td>Amortization</td>
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<td>Donations to endowment funds</td>
<td>23,373</td>
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<td>Interest and bank charges</td>
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<td>Insurance, licences and dues</td>
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<td>Interest on lease liability</td>
<td>495</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>1,622,772</strong></td>
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**Excess of revenue over expenses**

$61,672
The College reduced operational expense by an average of $100,000 over previous years. A focus on stabilization, conservative projections and increasing contributions from our historic funding partners resulted in a net of revenue over expenses of $61,679.00 by the end of the year - a 63% increase over the previous year.
2018-19 STUDENT DEMOGRAPHICS

*Concert of Remembrance*, November 2018
Performing Arts Diploma Year I & II
photo credit Jackie Adamthwaite
The National Audition Tour saw the College Directors split the country east and west allowing for more time and networking in each location and the introduction of free one-hour audition workshops and Q&A's for high school students and graduates, teachers, guidance counsellors, and parents in each tour stop!

In 2018-19, the College also introduced $1,000 entrance scholarships for every province and territory.
Through focus groups and conversations, our staff collaborated with current students to identify what about the College resonates with aspiring emerging artists. This resulted in the creation of new video content, featuring the students’ perspectives, and saw a significant increase in expressions of interest from prospective students.

250+
Doubling of growth in expressions of interest from prospective students over previous years.

Reading this report digitally? 
CLICK HERE to watch the two ‘Apply Now’ videos inspired by our students and their words.

For more words from our students, visit ccpacanada.com.

Sweet Charity, February 2019
Applied Performing Arts Diploma
director Barbara Tomasic
photo credit Peter Pokorny
Two-Year Performing Arts Diploma
Our two-year conservatory style program is designed to train students in acting, voice, and dance. Here at CCPA, students dedicate equal study these three pillars of performing arts. Technical training is complemented by ample performance opportunities and career management courses, both starting in the first term.

One-Year Performing Arts Certificate
This 31-week certificate is a tailored version of our Diploma program, designed for working professionals or individuals who have completed post-secondary training in one area of performing arts, customized for each student according to their needs.

Applied Performing Arts Diploma
Graduates of the Enriched Performing Arts Diploma and Enriched Performing Arts Certificate may audition for the Company C Studio Ensemble Diploma. In this 21-week intensive program students develop and mount three separate shows in a theatrical collective. The group is mentored by working professionals in all areas of production and design.

University Transferability
The Canadian College of Performing Arts is a feeder school to the BPA program, a collaborative Bachelor of Performing Arts degree from Capilano University and Douglas College. Completion of CCPA’s Studio Ensemble curriculum is transferable for entrance as an advanced standing.

Recent Working Grads

**CLASS OF 2018/19**
Graduated in February 2019
Four months after graduation:
87% identified as working professionally
13% identified as not working

**CLASS OF 2017/18**
Graduated in April 2018
One year after graduation:
71% identified as working professionally
25% identified as continuing studies
4% identified as not working
I continued to be inspired by the work of our faculty and students, staff and community of guest artists who invested and spoke into the processes and productions of the programs at the college. The artistic & cultural landscape of our industry is ever changing, and that puts demands on us to be staying connected to change, expanding our values and vision, while also responding to a dynamic body of young artists, providing a challenging, rigorous yet safe and inspiring environment to learn, create and perform in. One that is reflective of the professional industry our graduates aspire to step into.

**Education & Programming Highlights of 2018-19**

- We officially changed the names of our three post-secondary programs.
  - The 1 Year Certificate - “Performing Arts Certificate”
  - The 2 Year Diploma – “Performing Arts Diploma”
  - “Company C” Studio Ensemble – “Applied Performing Arts”
- We welcomed 4 new members to our faculty, and 11 guest artists on production teams.
- “Company C” students were featured at the “Naden Band Christmas Show” at the Royal Theatre in Dec 2018.
- 22 students traveled to New York City on our bi-annual “Theatre Study Tour” with Heather Burns and Matthew Howe.
- We boasted one of the most financially, artistically, and educationally successful year-end shows in the college’s history, with West Side Story closing our program year.

At CCPA we are about creating and training emerging artists, but also speaking into the lives of our students, faculty and team as human beings; encouraging each of us to bring our best person in to the room, stage, studio and practice. It is one of the values and priorities of the leadership that I believe also makes CCPA a leading training institution, and graduates not only strong artists, but exceptional human beings primed to leave a mark in the communities they step into following their time here.

Heather Burns
Director of Education & Programming
This 2018-19 season our six diverse plays spanned decades, even millennia, but are bound together by a common thread of characters who hold to their principles against all odds. This season was rooted in the timelessness of being human, while also posing current and timely questions. Themes of racial intolerance and prejudice were explored in Twelve Angry Jurors and West Side Story, while the characters in The Penelopiad, Sweet Charity, and Stage Door gave strong, independent voice to emerging female artists. All this meditation on life, death and points in between was seen through a modern lens in Middletown.

**2018-19 SEASON**

6,300
single ticket buyers
(+35% from 17-18)

136
subscribers
(+12% from 17-18)
In partnership with St. Mary’s and Oak Bay Preschool, the College underwent and completed an architectural charrette by SIMCIC + UHRICH ARCHITECTS. The completed Charrette is currently under review and will inform the viability of staying in our current facility long-term and focus the Board’s future capital funding activities.

In a desire to increase the physical accessibility of our facility, for patrons and students with disabilities, the College underwent an accessibility assessment by the Rick Hansen Foundation. Upon completion, the College was eligible to apply for and was successfully awarded $20,000 in accessibility infrastructure improvement funding from the Province of British Columbia to complete a lower level accessible entrance.

“A safe space for you to be whatever you want with no judgement or fear.”
- Tessa Thompson, Victoria, BC
To increase peace of mind and reduce liability the College and Society changed Insurance providers. The increased coverage is specific to the Industries we work in: **Front Row Insurance** is an entertainment insurance broker specializing in: the film industry, the music industry and theatre companies across North America. **Ecclesiastical Insurance** is owned by a charitable trust and all of its surplus profits go back to the communities they serve: charities and non-profits, schools, retirement and long-term care facilities, places of worship, and arts and cultural institutions.

In order to promote a safe and healthy work environment, terms of reference for a **Joint Health & Safety Committee** that will involve representation from all levels of the organization were adopted by the Board of Directors.
PROFESSIONAL DEVELOPMENT

The College is committed to supporting the Professional Development of its faculty and staff, to not only support them in their personal growth as artists, administrators and teachers, but also to ensure that the most current strategies and dialogues of our industry are being integrated back into the College. **Every member of the faculty and staff who applied for professional development support in 2018-19 received funding covering 30-50% of the cost of their training.**

"With financial support from CCPA, I was able to attend a 3-day training course for Intimacy Direction at The Banff Centre of the Arts. Intimacy Direction is becoming an industry standard with more and more need to create safe spaces for actors while rehearsing intimate moments on stage, and this course gave me the opportunity to learn from our nations leaders in this field. This training gave me a variety of practical exercises, vocabulary, and confidence to direct intimate moments, which I have already applied to both my teaching at the college, and shows that I have directed. “

-Jessica Hickman, Faculty
Our new visual identity, created in partnership with Randall Anthony Communications, was unveiled in August at a new annual event, the Season Launch Social, that brought together the College's supporters and community partners to share in a slate of new announcements and initiatives.

The College became the second educational Institution in Canada to become an Organizational Colleague in the Professional Association of Canadian Theatres (PACT). We were also proud to be featured in the Globe & Mail's National Philanthropy day insert, and had the honour to be chosen as a stop on the Dear Evan Hansen National Audition tour.
In our desire to make theatre accessible to all we were proud to announce the launch of our new Relaxed Performance initiative, the first of its kind on Vancouver Island. Intended specifically to be sensitive and welcoming of anyone who may find the usual theatre environment challenging - be that due to a differing ability of any kind.

The College saw an increase in rental revenue and community engaging with our facility. Most notably the BC Festival welcomed 600 dancers to compete within our walls.

CHAS Sponsored Tickets
not for profit, community, and student groups may apply for a block of discounted or donated tickets.

3,248
18-19 discounted tickets

937
18-19 donated tickets

2019 Recipient
Oak Bay Acorn Arts Award

IN THE COMMUNITY

Twelve Angry Jurors, October 2018
Applied Performing Arts Diploma
director James Fagan Tait
photo credit Peter Pokorny
Alumni Company
The College offers graduates support to further develop new works in progress while also developing their teaching skills providing school workshops and talk-back sessions.

Alumni Christmas Carolling
Each December our graduates create a nostalgic Christmas presentation made available to community groups, non-profits, and service organizations in Greater Victoria.

CHAS donated $1000 to support the National Arts Center Indigenous Theatre

21 organizations received performances by our alumni Christmas carollers

3749 audience members at College community events

21
CHAS donated $1000
National Arts Center Indigenous Theatre

COMMUNITY ENGAGEMENT

ENGAGE | 20
ARTISTIC PARTNERSHIPS

Concert of Remembrance
Our gift to the community, this annual concert is offered to parishes and Legions in Greater Victoria. Last season we were proud to partner with the District of Oak Bay and the Band of the 5th Field regiment for a public performance in support of local charities.

TD Festival of New Works
This annual festival exposes students to new leadership roles and areas of artistic interest by providing an arena to develop new works in progress, where the voices of the next generation of Canadian artists can be heard.

Naden Band
The College was pleased to join The Naden Band of the Royal Canadian Navy’s 40th Annual Christmas Concert in support of the Salvation Army Toy Drive.

$2,536 raised at our public Concert of Remembrance in support of:
Esquimalt Military Family Resource Centre
Oak Bay Public Art Fund
Canadian Heritage Arts Society
Our students also actively fundraised throughout the season, having presented the Company C Cabaret, a Swing Dance in support of the Theatre Study tour to NYC, and worked with our dedicated volunteers to support the College’s Dorothy Grey Day of Bridge in the winter and spring.

Organizational sustainability was strengthened as our funding applications, directly linked to the new strategic plan, resulted in **annual increases from several agencies and foundations**, (+$25,000 / +8%) from the Department of Canadian Heritage, Canadian Arts Training Fund and a doubling in the historic funding from the BC Arts Council (+$10,000 / +100%) and the RBC Foundation (+$8,000 /+80%).

165 supporters of the College enjoyed an incredible roaring 20’s night out at **Club 20**. There was no prohibition at the Union Club with the dancing, entertainment, silent auction, funny money gambling and great eats. Perhaps most memorable was our Year 1 students making their first public appearance by surprising everyone with a Charleston flash mob.

**$43,000 annual increase** from historic funding partners

**106 volunteers** who serve - thank you!
$30,950 needs-based bursaries & merit-based scholarships awarded by the Canadian Heritage Arts Society and our generous donors, through endowment funds and direct gifts. Thank you to our donors!

**DUNNING/LEMAY FOUNDERS’ CIRCLE** $25,000+
Patricia & Kenneth W. Mariash Sr.
Bruce MacKenzie & Family
The Estate of Betty Wilkinson

**ARTISTIC DIRECTOR’S CIRCLE** $5,000 - $24,999
Maria Dominelli
Harry & Dorothy Gray Foundation
Hugh & Helen Mogensen Fund
through the Victoria Foundation
Dan Parker

**INNER CIRCLE** $1,500 - $4,999
Ian & Gloria Back
Mel & Carmela Cooper
Jolene & Jonathan Ens
in memory of Kunz Deniken & Alex McClure
Pat Firth
Albert & Sheila Fowler
Barbara Greeniaus
James Hill & Joan Wells
Kay Holt
Carmen & Paul MacLean
Ailsa Odermatt
Marguerite & Don Rowe
Alice May Salmon Foundation Fund
through the Victoria Foundation
Neil Sinclair

**FRIENDS OF CCPA** $100 - $1,499
Danika Adamthwaite
David Adamthwaite
Jackie Adamthwaite
Michael Adamthwaite
John Basye
Mavis Beggs
Tony Becher & Donna Rae Coward
The Benevolity Community Impact Fund
Gertrude Berg
Berwick House
Jane Blaney
Joanne Bond in honour of Roy W. Bond
Jane Butler-McGregor
Chanah Caplan
Linda Carter
Richard & Jeanne Cavaye
Berta Churchill
Robert Clyde
Valerie Collins & Liam Arthurs
Kim Daily
Jane Danzo
Ed Dobyns
Jason Dubois & Clayton Baraniuk
Janis Dunning
Georgene Dzioba
Jane Ellek-Davis
Mark Folkens
Theresa Gallant
Kelley Gorman
Jerry Gosley Memorial Arts Foundation
through the Victoria Foundation
John & Sheridan Greeniaus
in honour of Barbara Greeniaus

Ted Greeniaus
in memory of Barbara Greeniaus
Jim Griffith
Michael Hayes
Barbara Housser
Ursula Holmsten
in honour of Hanna King
Miriam Hughes
IATSE Local 168
Betsy Ives
Jean Ives
Brian Jackson
George Kyle
Janet Komars
Jacques Lemay
Helen Lindholm
Karen MacEwan
Iris MacGregor-Bannerman
Nicole & Geoffrey Malcolm
Caleb Marshall
Kat McCann
Peter & Marianne McGahan
Jean Medland
Fay Melling
Robert Milne
Janet Morningstar
Terry Murry
Sara Neely
Mary Nemeth
Oak Bay Kiwanis Club
Kirsten Odermatt
Lori Olszewski
Jean Orr
L. Parton

Eric & Sara Partridge
Merv Porath
in memory of Dr. Marion Porath
Margaree Porteous
Puente Theatre
Victoria & Craig Rigdon
Karen Samis
Marilyn Samis
Amalia Schelhorn
Donna Scott
Aaron Severs
Daniel Shaw
Maureen & Norm Shaw
Michael Shepherd
LeeAnne de Sousa
Jacqueline St-Denis
Kristine & Keith Tamburri
Robert Taylor
TELUS Ambassadors
Kenneth Thormicroft
Trafalgar Legion
Sharon Tunnell
Maurice Vanden-Buick
Barbara Waldner
Antonina Wasowska
Gary Weir
Robert Willmott
Barbara Wilson
Virginia Wisener
Patricia Young
Anonymous x 4

...and heartfelt thanks to all other donors who contributed this year.

Every year, fundraising efforts are necessary to cover 50% of our program delivery. Your support is crucial to the future success of the college and helps today’s young performers become Canada’s cultural leaders of tomorrow.

**SUPPORTERS**
The Canadian College of Performing Arts is a program of the Canadian Heritage Arts Society.
The Canadian Heritage Arts Society is a registered charitable organization: #131341356RR0001