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Message from the Chair and the President

Looking back on 2019 one can’t but wonder if it will always live in our memories as the last year before everything changed.

Or, is it 2020 that will be the outlier?

Much continues to be unknown, but what we are confident of, is that whatever our future, it is our artists who will guide us on the way to our destination.

In 2019 Toronto Arts Council re-invested $6.45 from every Torontonian into $18,721,826 in grants to artists and arts organizations. These funds were destined to support over 18,000 arts programs, bringing Toronto theatres to life with dance performances, drawing crowds in local parks to enjoy theatrical nature walks, filling local galleries with vibrant art, and more. Some of these programs proceeded as planned, others were re-imagined or postponed with the onset of COVID-19.

This annual report documents both the achievements of 2019 and the early stages of pandemic response in 2020.

Toronto Arts Council’s investment in artists is an investment in the city. TAC facilitates the assessment of grants through carefully selected committee members and peer assessors, advises current and prospective grant recipients, works with numerous partners and Toronto City Council, advocates on behalf of Toronto’s artists, and more. The work of the staff, board, committee members and peer assessors contributes to a wider ecology that supports the health of the city and its residents. For this, we thank them. Our objectives continue to be the well-being of our artists and audiences as we work towards rebuilding Toronto for the future.

We would like to take this opportunity to thank Toronto City Council and our colleagues in Economic Development & Culture and Arts and Culture Services for their commitment to arts and arts funding. Their leadership has helped make Toronto a widely successful international leader in the arts. We would also like to acknowledge the exceptional work of our volunteer board members for lending their expertise and insight to help advise the organization. In particular, we would like to show our gratitude to outgoing President Nova Bhattacharya, who lent her passion to TAC for eight years, as well as outgoing board members Soheil Parsa, Councillor Joe Cressy, Councillor John Filion, and Councillor Paula Fletcher.

Susan Crocker, C.M.
Chair
Toronto Arts Council

Gaëtane Verna
President
Toronto Arts Council
Reflecting on 2019 feels surreal at this time as I write in isolation from my home due to the COVID-19 pandemic. However, this may indeed be an ideal time for reflection – to look at our growth in recent years and to renew our promise to build a thriving city and improve the quality of life for Torontonians, all through the transformative power of the arts.

As the world looks towards recovery, it is clear that the arts will play a central role in reconnecting our communities, reigniting the local economy, and turning the lights back on for businesses. For Toronto, recovery will mean reconnecting; we already know that our artists are ready to take up that charge. This is why, as event cancellations began rolling out in March 2020, TAC immediately began developing the TOArtist COVID-19 Response Fund, which received over $1.2 million dollars in requests to cover cancelled contracts. We also worked with our affiliate Toronto Arts Foundation to stimulate philanthropic giving for COVID-19 response initiatives.

We didn’t stop there. Regular bulletins were released to inform the arts community about COVID-19 updates, supports and initiatives; pre-payments were advanced to operating clients to help Toronto’s vital organizations sustain ongoing and future cash flows; and grants assessment panels were swiftly moved online. I am proud to work with the dedicated staff of Toronto Arts Council, who showed great tact as they stepped up in support for the arts community and Toronto as a whole in its time of greatest need.

Since developing our strategic plan in 2016 Toronto Arts Council has made great strides with the implementation of our Equity Framework, increased outreach initiatives, and the development of invaluable new partnerships and programs. As we have highlighted in this year’s annual report, our connections to various sectors, both locally and nationally, enables us to better serve local artists and open doors for new growth. This remains true within our organization as well, thanks to the responsive and resilient guidance of our volunteer board, committees and our staff. I thank all of them for another tremendous year. I would be remiss if I didn’t take this moment to extend a special thank you to Susan Crocker who will end her term as board Chair in June 2020. Susan’s leadership and support for this organization has been exemplary.

Message from the Director & CEO

Claire Hopkinson, M.S.M.
Director & CEO
Toronto Arts Council
Toronto Arts Council (TAC) is the City of Toronto’s funding body for artists and arts organizations. From emerging artists to the most established, TAC is typically the first funder to offer support. TAC grants lead to exhibitions, performances, readings and workshops seen annually by over 5 million people across every neighbourhood in the growing City of Toronto. TAC is proud to reflect Toronto’s vibrancy through the diversity of artists, arts communities and audiences that it serves.

Priorities

In 2016, Toronto Arts Council’s strategic plan identified four strategic priorities that will guide TAC’s operations through 2025:

- New investment that realizes the potential of Toronto’s artists and arts organizations
- Strong partnerships that extend opportunities, reach and profile of Toronto artists
- Urban leadership that speaks with a compelling voice for a creative, equitable and thriving city
- Responsive granting that reflects the city, embraces technology and builds on success

The bulk of this Annual Report focuses on what we’ve done to date to meet these priorities.
TAC impact by the numbers, 2019

**TAC Funding:**

- $18,721,826 value of grants awarded
- $6.45 granted to the arts for each resident of Toronto
- $274 million in revenues raised by TAC recipients*

**TAC Supports:**

- 495 organizations and collectives funded
- 19,500 artists are paid fees through TAC-funded organizations and projects*
- 38% application success rate
- 407 individuals funded
- 320 (35%) applications awarded to first time grant recipients*

*includes statistics collected through CADAC drawn from annually funded arts organizations
Arts Everywhere:

25 of 25 wards have arts programming presented by TAC funded artists and organizations

18,000 TAC-funded public events presented

Over 5 million people attended an arts event by TAC-funded arts organizations

It Takes a City:

20 partner organizations help make TAC funding programs possible

38 TAC Committee Members volunteer their time

25 board members provide governance

149 grant review panel members adjudicate applications for TAC funding

25,000 people volunteer with TAC-funded arts organizations
NEW INVESTMENT
that realizes the potential of Toronto’s artists and arts organizations

Achieve $40 million in municipal investment for Toronto Arts Council funded artists and arts organizations by 2025

Toronto Arts Council continues to work with Toronto City Council to ensure funding increases to arts and culture, including Toronto Arts Council. Our aim is to maintain the strength of our existing programs and provide new funding opportunities to Toronto’s artists and arts organizations. We continue to advocate to achieve $40 million annually in municipal investment for Toronto Arts Council funded artists and arts organizations by 2025.

Support our granting program by developing new relationships with other funding bodies and institutions.

In addition to bolstering our discipline specific and operating programs with new funds, TAC continues to support granting programs that are made possible through relationships with other funding bodies and institutions. These include:

- Animating Historic Sites (partners: City of Toronto Museum & Heritage Services and Evergreen Brick Works)
- Artists in the Schools (partners: Toronto District School Board (TDSB) and Prologue Performing Arts)
- ArtReach (partner: ArtReach)
- ArtsVest (partner: Business for the Arts)
- TAC Leaders Lab (partner: Banff Centre for Arts and Creativity)
- Toronto Lit Up (partner: Toronto International Festival of Authors)

Since the publication of ArtsMaking: 2025, we’ve also launched new programs that offer exciting opportunities for artists and residents. These include:

- Newcomer and Refugee Artist Mentorship (partner: Neighbourhood Arts Network)
- Newcomer and Refugee Arts Engagement
- TAC-FCAD Digital Solutions Incubator (partner: Ryerson University’s Faculty of Communications and Design)
- Animating Toronto Streets (partner: City of Toronto City Cultural Events, Economic Development & Culture Division).

In addition to our new granting programs, TAC is pleased to partner with the City of Toronto on the upcoming Year of Public Art 2021 where relevant projects awarded through our Open Door and Animating Toronto Streets programs may be eligible to take part.
Champion affordable creation and presentation spaces on behalf of Toronto artists and arts organizations

We were pleased to support our affiliate Toronto Arts Foundation on the publication on Arts Stats 2019, which surveyed individual Toronto artists and arts workers. The results were sobering and revealed precarious living and work situations due to high costs for both work space and essential training, and low incomes.

69% of artists make less than Toronto’s living wage of $45K per year,* and half make less than $30K.

With a competitive housing market and high cost of rental units, it’s clear that Toronto is facing an affordability crisis. Through partnerships with City departments and the private sector, Toronto Arts Council is providing artists with much needed access to public space for programming including parks, libraries, local historic sites and Evergreen Brick Works through the following programs:

- Animating Historic Sites
- Animating Toronto Parks
- Animating Toronto Streets
- Artists in the Libraries

In addition, through a partnership with AKIN and Toronto Arts Foundation’s Neighbourhood Arts Network, TAC supports studio creation and presentation space for newcomer artists and artists from TAC equity priority groups.

* The Ontario Living Wage Network calculates the 2018 living wage for Toronto at $21.75 per hour
STRONG PARTNERSHIPS
that extend opportunities, reach and profile of Toronto artists

Establish new partnerships with major Toronto arts institutions and creative industries to expand professional opportunities and pathways

Toronto Arts Council understands the importance of collaborating with others to build and sustain a strong sector. From individuals to organizations, and from local to national, partnerships of all types benefit the work we do; they inform the programs we deliver to Toronto’s artists and organizations, and our knowledge of the trends and needs facing the cultural community.

- We convene yearly TAC Leaders Lab Alumni Gatherings, attended by arts leaders of all disciplines, to discuss the challenges and needs of the arts sector
- We convene regular meetings through our Advocacy Network, to identify areas of focus and synchronize messaging to advance the arts both locally and nationally
- We participate in the Cultural Funders Network, attended by funders across the province, and IRAFF (Intergovernmental Forum for Arts Funders and Foundations), to share knowledge and best practices
- Our arts discipline Committees regularly advise on the trends and issues facing the Toronto arts landscape, and inform advancements to our grants programs

Work with our Foundation to expand special initiatives and opportunities for Toronto artists and residents

We continue to work with our affiliate, Toronto Arts Foundation on a number of initiatives including:

- Facilitating and moderating Awards panels
- Distributing grants through Animating Toronto Parks for participation in Arts in the Parks
- Mentor matching through our Newcomer and Refugee Artist Mentorship program
- Collaborating on Arts Stats, a publication focusing on public opinion data and arts research
- Supporting professional development for arts board members through Creative Champions Network
- Supporting learning and collaboration for over 1,900 community engaged artists and organizations through Neighbourhood Arts Network
- Most recently, the creation and dissemination of the TOArtist COVID-19 Response Fund, to provide support to artists who have lost income due to COVID-19 cancellations, and stimulating philanthropic giving for COVID-19 response initiatives
Fostering a Culture of Collaborative Exchange

Gilad Cohen, founder and Executive Director of JAYU, a charity that shares human rights stories through the arts, participated in the TAC Leaders Lab in 2017. Created by Toronto Arts Council and Banff Centre for Arts and Creativity, TAC Leaders Lab is a professional development program for arts professionals working in any discipline who want to manifest change in Toronto’s arts sector. “The [program] has reminded me that leadership is rooted in empowering and bringing communities that are often on the fringes into the mainstream,” says Cohen.

Since 2018, TAC has convened gatherings for program alumni. The gatherings give alumni the opportunity to network, and participate in facilitated discussions about the state of the arts sector, including issues, solutions and possibilities for collaborations. “Although the demands of leadership can be exciting, it can also feel siloed and lonely at times. The TAC Leaders Lab gives me an important outlet where I can connect with other leaders to brainstorm ideas, share resources, dream up exciting collaborations, and reimagine the boundaries and limits of our work,” says Cohen of the gatherings.

Through shared contributions from motivated individuals working in a variety of disciplines, the gatherings aim to foster a culture of exchange for the benefit of the arts sector as a whole. “Our true power as an arts sector lies in our collective strength and I look forward to continuing our Leaders Lab discussions to design a more equitable city that celebrates and rewards our creative community adequately,” remarks Cohen.
URBAN LEADERSHIP
that speaks with a compelling voice for a creative, equitable and thriving city

Establish TAC as a widely-recognized and sought-after city-building partner

Toronto Arts Council actively shares knowledge and contributes to city-building conferences, events and publications. Examples include:

- Participated in the ODSP and Arts Grants Coalition (2017) to ensure that all arts grants are exempted from consideration as income or assets for the purposes of Ontario Disability Support Program (ODSP)
- Participated in the Creative Cities Strategies symposium (2019), hosted by the City of Vancouver, Cultural Services, to discuss TAC’s leadership in equity initiatives in both granting and operations
- Participated in the inaugural Municipal Arts Council (MUNARTS) conference (2019) in Edmonton, sharing knowledge and best practices with arts councils across the country
- In partnership with Toronto Arts Foundation, Ontario Trillium Foundation, Metcalf Foundation and OCAD University, hosted Reshaping How We Understand the Impact of the Arts (2019), featuring Professor Geoffrey Crossick
- In partnership with Canada Council for the Arts and the City of Toronto, we took part in COLLAB (2019) to help new and early-career artists navigate the granting system

To monitor the health of Toronto arts and the impact of our investments, TAC regularly shares information about granting statistics with the public and other city-building organizations, and actively supports CADAC (Canadian Arts Data / Données sur les arts au Canada).

Promote equity, diversity and cultural competence in all granting and management practices, and throughout Toronto’s arts sector

In 2019, TAC staff spoke at more than 70 outreach events

As the City of Toronto’s funding body for Toronto artists and organizations, Toronto Arts Council is committed to ensuring that our services remain equitable and accessible. Over the years, we’ve played an active role in promoting equity and inclusion in the arts. In 2017, TAC adopted the Toronto Arts Council Equity Framework, a policy that formalized our key equity principles and practices. These include:

- Identified Equity Priority Groups
- Created a Voluntary Self-Identification Form for grant applicants
Implemented an **Equity Priority Policy**
- Formed an **Equity Steering Committee**
- Expanded the **TAC Accessibility Grant**
- Created peer assessor and board composition targets
- Established equity criteria in operating programs
- Introduced staff equity training
- Introduced **Application Accessibility Support** for applicants who are Deaf or have a disability

**Champion the right of artistic participation for all Toronto residents**

Through our vision of Creative City: Block by Block, we’re taking steps to ensure that all Toronto neighbourhoods are connected with the transformative social and economic benefits of the arts. Our programs and funding encourage arts programming to extend beyond the boundaries of the downtown core.

**More than half of TAC funded events take place outside of the downtown core**
“The arts allow students to think outside the box,” says Charmaine Headley, Co-Founding Artistic Director of COBA, Collective of Black Artists, and artist educator. “It teaches critical thinking and problem solving; builds self-confidence and gives them autonomy as they develop their creative voices; it reduces inhibitions – where one can fall and not be afraid to get back up, or one is not afraid to get dirty. The arts open the world to students helping them to see their purpose, developing the next generation to advocate for themselves and others. The arts allow you to experience and see life through a different lens,” she continues.

Headley has taught dance to students ages 10-17 for the past four years as part of Artists in the Schools, a TAC funded program in partnership with Prologue Performing Arts, and the Toronto District School Board (TDSB). The program supports tdsbCREATES, a four-week spring festival that includes artist residencies, mentorships and presentation events. Schools across the GTA participate in the program.

Bringing artist educators into the classroom is vital to the successful delivery of the arts curriculum, as set by the Ministry of Education. Not all TDSB schools have specialty arts-focused teachers, meaning many teachers receive only 12 hours of training for the delivery of the arts curriculum. The expertise that artist educators bring ensures that students receive high quality, professional instruction, and exposes teachers to new ways of exploring topics.

Through Artists in the Schools and others, TAC is bringing the arts to communities throughout Toronto. Early childhood education provides students with rich experiences and knowledge that they carry with them for the rest of their lives.

Exposing Young Students to the Arts

tdsbCREATES 2018-2019:
120 schools
69 artist educators
3,689 students
RESPONSIVE GRANTING  
that reflects the city, embraces technology and builds on success

Encourage artistic ambition and achievement by strengthening successful granting programs

Toronto Arts Council continuously evaluates and renews our granting programs to meet the needs of Toronto artists and arts organizations. We achieve this through vigorous research and evaluation, and insight from staff, committees, partners and community. Recent advancements include:

- Rolling deadlines introduced to the Visual Artists (2018), and Indigenous Arts Projects (2019) programs to provide greater flexibility to visual and Indigenous artists.
- Changes to Open Door, including eliminating a two stage application process, and offering two deadlines within the year, to streamline the application process, making it easier for organizations and collectives with big ideas and initiatives to apply for funding.

Increase grants that recognize and promote Toronto’s diversity

TAC has introduced programs and supports to ensure that all individuals who apply to, or interact with the Council are treated with fairness and respect and accorded equal opportunity. In addition to our support of ArtReach, and targeted programs like Artists in the Schools, Indigenous Arts Projects, Newcomer and Refugee Arts Engagement and Newcomer and Refugee Artist Mentorship, we’ve made improvements following the adoption of the Toronto Arts Council Equity Framework, as outlined on pages 14-15.

Accelerate the development and use of new technologies for artistic creation and promotion

Advancements in technology have expanded how society interacts, shares information and conducts business. Toronto Arts Council recognizes the potential of technology for the growth of the sector, be it artistic creation or operational improvements. Through our partnership with Ryerson University, our TAC-FCAD Digital Solutions Incubator program is helping organizations explore new technological ideas and concepts. In the wake of COVID-19, as artists engage in online showcases of their work, and organizations turn to online modes of communication, the need to support the use of, and development of emerging technologies has become great. How this new reality will change our sector is unclear, but TAC will continue to respond through support of innovative projects and initiatives that serve to benefit the sector as a whole.
Facilitating Inclusive Arts Practices

As part of our commitment to equity, in 2016 Toronto Arts Council introduced the TAC Accessibility Grant which provides up to a maximum of $5,000 towards accessibility costs for projects involving Deaf artists and artists with disabilities. The grant was expanded in 2018 to include all TAC funded projects and individuals.

Choreographer Aria Evans received the grant in 2019 to support Heart2Heart, a project that brings together 12 artists from different perspectives (culturally, generationally and within artistic forms) to create duets that depict conversations about the state of the world. The TAC Accessibility Grant is being used for costs associated with wheelchair equipment rental and repair, and rentals for accessible studio space required for a participating artist who uses a wheelchair. In addition to this, Evans remarks that the grant allows her to be a stronger ally to her collaborator.

Funding through TAC’s Long-Term Dance Projects, has allowed time for Evans’ ideas to develop. She explains that the extended time has informed the work in “unexpected and inspiring ways.”

The outbreak of COVID-19 emerged at the tail-end of the first year of the project’s research and development phase. “Because the piece is, at its core, about ‘conversations about the state of the world’ I decided to spend the month of April 2020 rehearsing online,” says Evans, who has expanded the scope of the project to include reflections on the pandemic. “I think for this work it makes sense for this global experience to be intertwined into the creative process,” she continues. Evans is uncertain of what year two of the project will look like, but she’s looking forward to presenting the piece to a live audience.
2019 Board of Directors
Susan Crocker, C.M., Chair
Gaëtane Verna, President
Nova Bhattacharya, Past President
Michael Herrera, CPA, CA, Treasurer
Kelvin Browne
Neera Chopra
Councillor Gary Crawford
Councillor Shelley Carroll
David Dacks
Cara Eastcott
Charles Falzon
Dina Graser
Amanda Hancox
Richard Lee
Ayo Leilani
Rob MacKinnon
Richard Paquet
Soheil Parsa
Jason Ryle
Anthony Sargent, CBE
Ana Serrano
Andrew Walker, Secretary
Jesse Wente
Alissa York, MFA
Maayan Ziv

2019 Staff
Claire Hopkinson, M.S.M., Director & CEO
Susan Wright, Deputy Director
Andrew Suri, Director of Granting
Leah-Simone Bowen, Theatre Program Manager
Margo Charlton, Research and Impact Manager
Christy DiFelice, Music Program Manager
Catalina Fellay-Dunbar, Dance & Literary Program Manager
Sarah Gladki, Communications Manager (Parental Leave)
Erika Hennebury, Strategic Programs Manager
Armen Karapetyan, Finance Officer
Rachel Kennedy, Executive Assistant
Peter Kingstone, Visual/Media Arts Program Manager
Sarah Miller-Garvin, Grants Support Coordinator
Sumedha Mongia, Finance & Grants Assistant
Tash Naveau, Indigenous Arts Program Manager
Shawn Newman, Research & Impact Manager
Michelle Parson, Office Manager
Kevin Reigh, Community Arts Program Manager
Mohammad Rezaei, Digital Systems Coordinator
Rupal Shah, Strategic Programs Manager
Tabassum Siddiqui, Interim Communications Manager
Cole Stevens-Goulais, Grants Assistant

With thanks to Isidra Cruz, Jennifer Maramba and Sally Nicholson for their contributions to Toronto Arts Council in 2019, and to the staff of Toronto Arts Foundation for their ongoing support.
2019 Arts Discipline Committees

Toronto Arts Council committees review grant applications, make grant recommendations, and advise our Board of Directors on the needs of Toronto’s arts community. The peer review process is a vital part of TAC’s operating structure, ensuring the integrity of our adjudications and allocations of funds. All committee members are volunteers with extensive experience in their artistic fields, who assess hundreds of applications throughout the year. Many thanks to all the artists who served on our committees in 2019:

**Community Arts Committee**
Cara Eastcott, Chair
Amefika Browne
Jamaias DaCosta
Natasha Eck
Marta Keller-Hernandez
Kai ner Maa Pitanta
N Z Shaffeeullah

**Music Committee**
David Dacks, Co-Chair
Etmet Musa aka Ayo Leilani, Co-Chair
Crystal Derksen
Charity Chan
Tracey Jenkins
Mitchell Pady

**Dance Committee**
Amanda Hancox, Chair
Norma Araiza
Cynthia Lickers-Sage
Kate Nankervis
Natasha Powell

**Theatre Committee**
Soheil Parsa, Chair
Sue Balint
Yolanda May Bonnell
Mel Hague
Indrit Kasapi
Michelle Ramsay
Isaac Thomas

**Large Institutions Committee**
Anthony Sargent, Chair
Natalie Lue
Heidi Reitmaier
Kerry Swanson

**Visual & Media Arts Committee**
Jason Ryle, Co-Chair
Gaëtane Verna, Co-Chair
Noa Bronstein
Oliver Husain
Sally Lee

**Literary Committee**
Alissa York, Chair
Crissy Calhoun
Patrick Lohier
Nathan Niigan Noodin Adler
Toronto Arts Council grant review panels are made up of artists and professionals with expertise in their discipline, and are selected by TAC program managers based on the variety of applications received in each granting term. Peer assessors are chosen to reflect the diversity of the arts labour force and the population of the City of Toronto. Thank you to the peer assessors who assessed grant applications in 2019:

Gil Adamson
Nathan Niigan Noodin Adler
Meryem Alaoui
David Alexander
Patricia Allison
Amin Alsaden
GOLBOO AMANI
Parastoo Anoushahpour
Michael Awad
Victoria Bacnis
Marie Beath Badian
Bilal Baig
Lauren Barnes
Rodrigo Barriuso
Becky Blake
Gloria Blizzard
Leah Bobet
Sandra Brewster
Afi Browne
Julian Carvajal
Gabriela Casineanu
Charity Chan
Marjorie Chan
Adriana Chartrand
Bessie Cheng
Gilad Cohen
Leticia Cosbert
Allison Cummings
David Dacks
Paloma Dawkins
Joanna de Souza
Vince Deiulis
Alyssa Delbaere-Sawchuk
Sue Edworthy
Sam Egan
daniel jelani elli
Andrew Eugene Fabo
Alyssa Fearon
Sedina A Fia
Kathy Friedman
Quauchkawase George
Hugh Gibson
Sahar Golshan
Paola Gomez
Virgilia Ashton Griffith
Emm Gryner
Jennifer Harrington
Melissa Hart
Jermaine Henry
Andrew Hicks
Ryan Graham Hinds
Layne Hinton
Roshanak Jaberizadeh
umair jaffar
Tracy Jenkins
Mojan Jianfar
Sonia Jog
Beerus Junior
Jessica Karuhanga
Salam Khorshid
Myung-Sun Kim
Lauren Kirshner
Liz Kohn
Anita La Selva
Richard Lachman
Amy Lam
Rinchen Lama
Brandy Leary
Richard Lee
Sally Lee
Sean Lee
Lilia Leon
Lex Leosis
Cynthia Lickers-Sage
Steffanie Ling
Niki Little
Judi Lopez
Bridget MacIntosh
Brenna MacCrimmon
Ziibiwan Mahgagahbow
Elizabeth Malak
Judith Manger
Tanya Matanda
Joseph Maviglia
Amanda McCavour
Leslie Kachena McCue
Matt McGechy
Micheline McKay
Ashley McKenzie-Barnes
Kristina McMullin
Suzanne Methot
Renata Mohamed
Collette Murray
Sanaz Nakhjavani
Kate Nankervis
Mia Nielsen
Dainesha Nugent-Palache
Philip Ocampo
Mitchell Pady
Shani K Parsons
Arturo Perez Torres
Cathy P Petch
Kamika Peters
Onika Powell
concetta principe
Zalika Reid-Benta
Andrea Roberts
Ala Roushan
jes sachse
Mia-Skye Sagara
Mio Sakamoto
Magdelys Savigne
Carrion
Tiffany Schofield
N Z Shaffeeullah
Ariana Shaw
Flora Shum
Kim Simon
Alexandra Skoczylas
Saye Skye
Charles Smith
Aitak Sorahitalab
Alanna Stuart
Meghan Swaby
Catherine Turcotte
Irma Judith Villafuerte
Patrick Walters
Syrus Marcus Ware
Jennifer Wemigwans
Jamie Whitecrow
Wesley Williams
Clayton Windatt
Elizabeth Beatrice Wong
Xuan Ye
Norman Yeung
Mariam Zaidi
Shelley Zhang
# 2019 Allocation: Summary of Grants

## Grants to Organizations

<table>
<thead>
<tr>
<th>OPERATING</th>
<th>Applications Received</th>
<th>Allocations Awarded</th>
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<tr>
<td></td>
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<tr>
<td>Community Arts</td>
<td>1,115,500</td>
<td>957,600</td>
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<td>Dance</td>
<td>1,707,820</td>
<td>1,366,600</td>
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<td>Large Institutions</td>
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<td>Literary</td>
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<td>181,100</td>
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<td>Music</td>
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<td>2,090,715</td>
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<td>Theatre</td>
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<td>Visual/Media Arts</td>
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<td>1,780,500</td>
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<td><strong>SUB-TOTAL</strong></td>
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## PROJECTS

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<td>Community Arts</td>
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<td>541,294</td>
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<td>Dance</td>
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<td>Literary</td>
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<td>Music</td>
<td>732,976</td>
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<td>526,600</td>
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<td>Visual/Media Arts</td>
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## TOTAL

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<tr>
<td><strong>TOTAL</strong></td>
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<td><strong>$13,336,828</strong></td>
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## Grants to Individuals

<table>
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<th>ARTS</th>
<th>Applications Received</th>
<th>Allocations Awarded</th>
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<td>Composers</td>
<td>2,051,922</td>
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<td>Visual Artists</td>
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<td><strong>$8,523,907</strong></td>
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# Strategic Funding

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<td>Animating Historic Sites</td>
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<td>Indigenous Arts Projects</td>
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<td>Open Door</td>
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<td>TAC-FCAD Digital Solutions Incubator</td>
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<td>ArtReach Toronto</td>
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<td>Arts in Schools</td>
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<td>Literary Partnerships</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$9,945,327</strong></td>
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## TOTAL - All Programs

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Dia de los Muertos Collective
Diaspora Dialogues
Diasporadicals
Dietrich Group
Directors Lab North
Discord and Din Theatre
Dixon Hall Music School
DOC Toronto
Doris McCarthy Gallery, University of Toronto
Scarborough
Doubletalks Collective
Dreamwalker Dance Company
Dugout Collective
Dusk Dances Inc.
Dyade Dances
Echo Women’s Choir
ECT Collective
Eight Fest Small-Gauge Film Festival
Elmer Iseler Singers
Emerging Writers
Emotionart
Enchanted
Esmeralda Enrique Spanish Dance Company
Esprit Orchestra
Etobicoke Centennial Choir
Etobicoke Community Concert Band
Etobicoke Jazz Festival
Etobicoke Philharmonic Orchestra
Exultate Chamber Singers
Factory Theatre
FADO Performance Inc.
Fall for Dance North Festival Inc.
Favour The Brave
FAWN Chamber Creative Collective
Feast In The East
FEM SCRIPT LAB
Film For Artists
Flin Flon Cowboy Collective
FRANCO-FÊTE DE LA COMMUNAUTÉ URBANNE DE TORONTO
Franklin Carmichael Art Group
Freesound Series
Fringe of Toronto Theatre Festival
fu-GEN Theatre Company
Fujiwara Dance Inventions
F-You: The Forgiveness Project
Gallery 44 Centre for Contemporary Photography
Generator Performance
Genevieve Collective
GHANAFEST
Glad Day Bookshop Proud Voices Collective
Glory Hole Gallery
Green Room Sound Collective
Hand Eye Society
Hannaford Street Silver Band
Health Arts Society of Ontario
Henry G20 Group
HER Creative TO
Herencia Arts Collective
Holla Jazz Performance Projects
Hot Damn It’s A Queer Slam
Hot Docs
House and Body
Human Body Expression Dance Company
Illumine Media Project
imagineNATIVE Film + Media Arts Festival
IMMER
InDANCE South Asian Dance Arts Inc.
Indefinable Folks
Indians Out in the Park Collective II
Indigenous Fashion Week Toronto
Indigenous Performing Arts Alliance
Industry TO
InkWell Workshops
Inner City Angels
Inside Out Lesbian and Gay Film Festival Inc.
Insomniac Film Festival Inspirations Studio
InterAccess
International Love Project
International Readings at Harbourfront
International Resource Centre for Performing Artists
Ipsita Nova Dance Projects
Iranian Canadian Centre for Art and Culture
Ismailova Theatre of Dance
It’s OK Inc.
Jamii
JAYU Festival Inc
Jeng Yi
Jubilante Singers
Jumbies Theatre
Kaeja d’Dance
Kaha:wi Dance Theatre
KasheDance
Kick Start Arts Society
Koffler Gallery of the Koffler Centre of the Arts
Korean Dance Studies Society of Canada
Labyrinth Musical Workshop Ontario
Lake Effect Projects
Latin American Art Projects
Latvian Song Festival Association in Canada
Le Laboratoire d’Art
Le Theatre francais de Toronto
League of Canadian Poets Learning Is For Everyone Foundation
Liaison of Independent Filmmakers of Toronto
Little Pear Garden Dance Company
Long Winter
Lula Music and Arts Centre
MABELLEarts
MADE IN EXILE
Make Friends Creative Community Collaborative
Mammalian Diving Reflex Theatre Group
manidoons collective
Manifesto Community Projects Inc.
Mass Culture
Mayworks Festival
Menaka Thakkar Dance Company of Canada
Mercer Union, A Centre for Contemporary Visual Art
Mexicans Folk Ballet
Miles Nadal Jewish Community Centre
Mixed Company Theatre
Modern Batik Couture
Modern Times Stage Company
Moonhorse Dance Theatre
Mooredale Concerts
Moveable Beast
Muhtadi International Drumming Festival
Mural Routes Inc.
| Theatre Smith-Gilmour Theatrefront Inc. | Toronto Downtown Jazz Society | Toronto Undergraduate Jazz Festival |
| Thin Edge New Music Collective | Toronto Festival of Comics and Graphic Arts | Toronto Urban Book Expo |
| Throwdown Collective | Toronto Jewish Film Foundation/Festival | Toronto Writers Collective |
| tiger princess dance projects inc. | Toronto Mendelssohn Choir | TorQ Percussion Quartet |
| timeshare | Toronto Operetta Theatre | Tribal Crackling Wind for the Arts |
| Tita Collective | Toronto Outdoor Picture Show | Trinity Square Video |
| Toronto Alliance for the Performing Arts | Toronto Palestine Film Festival | Truth & Dare Project |
| Toronto Animated Image Society | Toronto Performance Art Collective | Tune Your Ride Collective |
| Toronto Bengali Drama/Dance Group | Toronto Photographers Workshop | U.N.I.T. Productions |
| Toronto Black Film Festival | Toronto Queer Media & Arts Centre | UKAI Projects |
| Toronto Blues Society | Toronto Reel Asian International Film Festival | Undercurrent Creations |
| Toronto Chamber Choir | Toronto Sketch Comedy Festival Inc. | Unity Charity |
| Toronto Children’s Chorus | Toronto Summer Music Foundation | University Settlement |
| Toronto Consort | Toronto Tabla Ensemble | Urbanvessel |
| Toronto Creative Music Lab (TCML) | Torque3 Dance Projects | Venus Fest Inc. |
| Toronto Dance Community Love-In | | Vesnivka Choir Inc. |
| Toronto Dance Theatre | | VIBE Arts |
| | | VideoCabaret |
| | | VIVA! Youth Singers of Toronto, Inc. |
| | | Voices of Today |
| | | Volcano Non-Profit |
| | | Productions Inc. |
| | | Vox Choirs |
| | | Vtape |
| | | Wavelength Music Arts Projects |
| | | West Neighbourhood House Whippersnapper Gallery Inc |
| | | Why Not Theatre wind in the leaves collective |
| | | Winterstations Inc |
| | | With/out Pretend |
| | | Women From Space |
| | | Women’s Musical Club of Toronto |
| | | Xpace Cultural Centre |
| | | Y+ Contemporary |
| | | Yoru Collective |
| | | Young People’s Theatre |
| | | YYZ Artists’ Outlet |
| | | ZOU Theatre Company |

**Photo Credits**

Cover: Tita Collective perform *Tita Jokes* (2019)

Table of contents: The National Ballet of Canada in *The Vertiginous Thrill of Exactitude* by William Forsythe at Fall for Dance North 2019; photo by Karolina Kuras


Page 9: Esprit Orchestra perform *I Hit My Head and Everything Changed* (2019); photo by Malcom Cook

Page 11: Dusk Dances 2019 in Withrow Park, Toronto, present *Space Within Us*, choreography and performance by Yuichiro Inoue, Pulga Muchochoma and Naishi Wang; photo by John Lauener

Page 13: TAC Leaders Lab Alumni Gathering (2018); photo by Sarah Gladki

Page 15: Dancer Nithya Garg in Anandam Dance Theatre’s *Ephemeral Artifacts*, part of Nuit Blanche Scarborough. Choreographed by Brandy Leary (2019); photo by Drew Berry

Page 16: photo of Charmaine Headley

Page 17: Scribble Me Silly, mixed media on wood made by youth and adult mentors in a workshop held in a Toronto shelter (2019)

Page 18: Nia Centre for the Arts, *Creative Connect: Black Lens Photography Sessions* (2020); photo by Sanique Walters

Page 21: *Heart2Heart*, choreographed by Aria Evans (2019); photo by Aria Evans


Page 25: Storytelling Toronto, *Toronto Storytelling Festival* (2019); photo by Joe Tamko

Page 26 & 27: Soprano Measha Brueggergosman, Mezzo-Soprano Wallis Giunta, Soprano Meghan Lindsay, and Tenor Colin Ainsworth in Opera Atelier’s production of Mozart’s *Idomeneo* (2019); photo by Bruce Zinger


Recipients Listing: Individuals

Idman Abdulkadir
Esmaeel Abofakher
Kawa Ada
SHAINA AGBAYANI
Omolola Ajao
Rouzbah Akhbari
Sedigheh Aledavood
Javid Alibhai
April Aliermo
Amin Alsaden
Chris Ambanza
Joseph Amenta
Maya Ameyaw
Faith Amour
Trevor Anderson
ANDRE DE ANGELIS
Sara Angelucci
Faraz Anoushahpour
Marvin Antonio
Meghan Armstrong
Adrian Auger
Feras Azzam
Nedda Baba
Ken Babstock
Imran Babur
Brittany Badour
Bilal Baig
Marta Balcewicz
Ben Ball
colin barrett
Kate Bars
Wendelin Bartley
Leyla Batgi
Lise Beaudry
Rea Beaumont
Steven Beckly
Shawna Beesley
Yuula Benivolski
Bidhan Berma
Katie Bethune-Leamen
Laila Biali
Evond Blake
Ellen Bleiwas
Gloria Blizzard
Sofia Bohdanowicz
Rose Bolton
Amanda Boulos
Robert Boyczuk
Atanas Bozdarov
Matthew Brown
Helen (Hannah) Brown
Christine Brubaker
Bill Burns
Wayne Burns
Meagan Byrne
Cody Caetano
Clifford Caines
valerie calais
Michael Caldwell
Resat Fuat Cam
Anna Camilleri
Lucy Cant
Robert Cappelletto
Jennifer Carvalho
Shawna Caspi
Julia Chan
Karen Chapman
Chloe Charles
Mingia Chen
Morgan Childs
Helen Cho
Elliot Carol Chow
Annabelle Chvostek
Jose Ospina Cifuentes
Michèle Clarke
william coleman
Rhiannon Collett
Andrew Collins
Jill Connell
Patrick Crosby
Eliana Cuevas
Sarah Cullen
Emily Cumming
Allison Cummings
Brian Current
Shamus Currie
Ian Daffern
Jennifer Dallas
Degan Davis
Deborah Deer
Erika DeFreitas
Angela Deiseach
Alyssa Delbaere-Sawchuk
Adebe DeRango-Adem
Gabriel DeSantis
Jessica De Vittoris
Christine Dewancker
Julian Diego
Rebecca Dier-McComb
Rodney Diverlus
Kaitlyn Dougon
Terrell Downey
Andrew Downing
Finley Drake
Dean Drouillard
Mark Duggan
Alex Dunsmuir
Amelia Ehrhardt
Odunayo Ekuinboeyjo
Mania Elendari
Jonathan Elliott
Abdulhakim Elmsharta
Ehsan Emami
Matthew Emery
Gökçe Erdem
Aria Evans
Shernette Evans
Anna Fahr
Terri Favro
Troy Feldman
Monica Fernandes
Daniel Fernandes
Attila Fias
Mairéad Filgate
Emily Fitzpatrick
Elle Flanders
Aviva Fleising
Sarah Flemington
Lisa Foad
Mike Ford
Michelle Forsyth
Susanna Fournier
Veronica Fredericks
Jonathan Freeman
Elyse Friedman
heather frise
Dayle Furlong
Tina Fushell
Caitlin Galway
Timaj Garway
Christy Garland
Alice Gauley
Anthony Gebrehiwot
Alexandra Gelis
Gomo George
Tareq Ghreri
Emily Gillespie
Robert Glumbe
Domanique Grant
Sophia Gudino
Faduma Gure
Alison Haberstroh
Iman Habibi
Kristy Hagerman
Ame Henderson
Anna May Henry
Michael Herring
Fiona Hight
Nathan Hiltz
Layne Hinton
Aline Homzy
Cheol-Hwa Hong
Frank Horvat
Allison Ho-sang
Laura Hudspith
Miles Ingrassia
Alexandra Iorgu
Mahmoud Ismail
Igho Itebu
Rimah Jabr
Luis Jacob
Casley James
Naomi Jaye
Angel Glady
Jeevaleonrex
Samantha John
Molly Johnson
Tari Khan
Nour kaadan
Laurie Kang
Theodore Kapodistrias
Daniel Karasik
Jessica Kaya
Michele Kaye
Bareket Kezwer
Hilary Knee
Wy Joung Kou
Naoko Kumagai
Stefanie Kuzmiski
Soojung Kwon
Emma Laishram
Mandy Lam
Marie Lambin-Gagnon
Nat Lander
Abigail Lapell
Michael LaPointe
Kevin Lau
Andrew Lauzon
Emily Law
Elizabeta Lazebnik
JEREMY LEDBETTER
Independent Auditors’ Report on Summarized Financial Statements

To the Directors of Toronto Cultural Advisory Corporation (operating as Toronto Arts Council)

Opinion

The summarized financial statements, which comprise the summarized statement of financial position as at December 31, 2019, and the summarized statements of revenues and expenses and changes in net assets, and cash flows for the year then ended, are derived from the audited financial statements of Toronto Cultural Advisory Corporation (operating as Toronto Arts Council) (the “Corporation”) for the year ended December 31, 2019.

In our opinion, the accompanying summarized financial statements are a fair summary of the financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

Summarized Financial Statements

The summarized financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summarized financial statements and the auditor’s report thereon, therefore, is not a substitute for reading the Corporation’s audited financial statements and the auditor’s report thereon.

The summarized financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and Our Report Thereon

In our report dated May 25, 2020, we expressed an unqualified audit opinion on the audited financial statements.

Management’s Responsibility for the Summarized Financial Statements

Management is responsible for the preparation of the summarized financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Auditor’s Responsibility

Our responsibility is to express an opinion on whether the summarized financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements.

Hogg, Shain & Scheck P.C.

Authorized to practise public accounting by the Chartered Professional Accountants of Ontario

Toronto, Ontario

May 25, 2020
## ASSETS

<table>
<thead>
<tr>
<th>Current:</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$483,570</td>
<td>$177,186</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>932,718</td>
<td>1,743,498</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>28,328</td>
<td>48,380</td>
</tr>
<tr>
<td>Harmonized Sales Tax recoverable</td>
<td>39,444</td>
<td>23,114</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>15,526</td>
<td>17,287</td>
</tr>
<tr>
<td>Due from Toronto Arts Foundation</td>
<td>-</td>
<td>3,073</td>
</tr>
<tr>
<td></td>
<td><strong>1,499,586</strong></td>
<td><strong>2,012,538</strong></td>
</tr>
<tr>
<td>Capital Assets</td>
<td>10,997</td>
<td>22,848</td>
</tr>
<tr>
<td></td>
<td><strong>1,510,583</strong></td>
<td><strong>2,035,386</strong></td>
</tr>
</tbody>
</table>

## LIABILITIES

<table>
<thead>
<tr>
<th>Current:</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$34,467</td>
<td>$15,001</td>
</tr>
<tr>
<td>Grants payable</td>
<td>1,322,785</td>
<td>1,809,741</td>
</tr>
<tr>
<td>Due to Toronto Arts Foundation</td>
<td>1,679</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>1,358,931</strong></td>
<td><strong>1,824,742</strong></td>
</tr>
</tbody>
</table>

| Unrestricted                                  | 151,652  | 210,644  |

## Approved by the Board:

|                                              | **1,510,583** | **2,035,386** |

TORONTO CULTURAL ADVISORY CORPORATION
(Operating as Toronto Arts Council)

Summarized Balance Sheet as at December 31, 2019

Financial Statements

Director

Director
### TORONTO CULTURAL ADVISORY CORPORATION (Operating as Toronto Arts Council)  
**Summarized Statement of Revenues and Expenses and Changes in Net Assets**  
**Year Ended December 31, 2019**

#### REVENUES

<table>
<thead>
<tr>
<th>Source</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants - City of Toronto</td>
<td>$20,644,600</td>
<td>$20,223,600</td>
</tr>
<tr>
<td>Interest</td>
<td>79,015</td>
<td>93,950</td>
</tr>
<tr>
<td>Toronto Arts Foundation</td>
<td>75,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Other</td>
<td>70,880</td>
<td>65,050</td>
</tr>
<tr>
<td>Rescinded allocations</td>
<td>56,686</td>
<td>70,312</td>
</tr>
<tr>
<td>Amortization of deferred capital asset grants</td>
<td>-</td>
<td>63,869</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$20,926,181</strong></td>
<td><strong>$20,591,781</strong></td>
</tr>
</tbody>
</table>

#### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and awards</td>
<td>$18,723,232</td>
<td>$18,413,488</td>
</tr>
<tr>
<td>Salaries, wages and benefits</td>
<td>1,650,947</td>
<td>1,595,717</td>
</tr>
<tr>
<td>General and administration</td>
<td>284,393</td>
<td>212,872</td>
</tr>
<tr>
<td>Adjudication costs</td>
<td>199,720</td>
<td>169,211</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>94,780</td>
<td>123,211</td>
</tr>
<tr>
<td>National Arts Database</td>
<td>20,250</td>
<td>20,250</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>11,851</td>
<td>77,508</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$20,985,173</strong></td>
<td><strong>$20,612,257</strong></td>
</tr>
</tbody>
</table>

#### DEFICIENCY OF REVENUES OVER EXPENSES

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deficiency</td>
<td><strong>(58,992)</strong></td>
<td><strong>(20,476)</strong></td>
</tr>
</tbody>
</table>

#### NET ASSETS, beginning of year

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>210,644</td>
<td>231,120</td>
</tr>
</tbody>
</table>

#### NET ASSETS, end of year

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, end of year</td>
<td><strong>$151,652</strong></td>
<td><strong>$210,644</strong></td>
</tr>
</tbody>
</table>
### TORONTO CULTURAL ADVISORY CORPORATION (Operating as Toronto Arts Council)
### Summarized Statement of Cash Flows
#### Year Ended December 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash provided by (used in):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OPERATING ACTIVITIES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deficiency of revenues over expenses</td>
<td>$ (58,992)</td>
<td>$ (20,476)</td>
</tr>
<tr>
<td>Add (deduct) items not involving cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>11,851</td>
<td>77,508</td>
</tr>
<tr>
<td>Amortization of deferred capital asset grants</td>
<td>-</td>
<td>(63,869)</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>(47,141)</td>
<td>(6,837)</td>
</tr>
<tr>
<td>Changes in non-cash working capital items:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of short-term investments</td>
<td>810,780</td>
<td>142,720</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>20,052</td>
<td>203,853</td>
</tr>
<tr>
<td>Harmonized Sales Tax recoverable</td>
<td>(16,330)</td>
<td>(5,085)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>1,761</td>
<td>(9,054)</td>
</tr>
<tr>
<td>Due to (from) Toronto Arts Foundation</td>
<td>4,752</td>
<td>(7,331)</td>
</tr>
<tr>
<td>Grants payable</td>
<td>(486,956)</td>
<td>(500,265)</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>19,466</td>
<td>(4,642)</td>
</tr>
<tr>
<td>Deferred revenues</td>
<td>-</td>
<td>(146,500)</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>353,525</td>
<td>(326,304)</td>
</tr>
<tr>
<td>Cash from (used by) operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>306,384</td>
<td>(333,141)</td>
</tr>
<tr>
<td><strong>INVESTING ACTIVITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>-</td>
<td>(12,750)</td>
</tr>
<tr>
<td><strong>INCREASE (DECREASE) IN CASH</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>306,384</td>
<td>(345,891)</td>
</tr>
<tr>
<td><strong>CASH - BEGINNING OF YEAR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>177,186</td>
<td>523,077</td>
</tr>
<tr>
<td><strong>CASH - END OF YEAR</strong></td>
<td>$ 483,570</td>
<td>$ 177,186</td>
</tr>
</tbody>
</table>