



*Advancing Excellence in Arts Consulting*

## **The 8th Annual General Meeting**

Friday, September 18, 2015

3:30pm

Location:

Heather Young Associates

Suite 203

675 King Street West,

Toronto, Ontario

## **Agenda**

### Agenda

1. Approval of the Agenda
2. Minutes from the Previous Annual General Meeting, September 23, 2014
3. President's Report – Jerry Smith
4. Treasurer's Report – Heather Young / Anne Frost
5. Membership Report – Sandra Thomson
6. Nominating Committee Report – Carrie Brooks-Joiner
7. Other Business
8. Adjournment

Invitation to join colleagues and friends at Bar Wellington, 520 Wellington Street West

**Arts Consultants Canada/Consultants canadiens en arts  
Amended Minutes of the Annual General Meeting  
Tuesday, September 23, 2014**

**Present – In person:**

Jerry Smith (President), Heather Young (Treasurer), Carrie Brooks-Joiner, Jenny Ginder, Debra Chandler, Anne Frost, Michael Malone, Jennifer Murray, Lucy White, Signe Barlow

**Via Skype:**

Elizabeth MacKinnon (Secretary), Terry Schwalm, Sandra Thomson (Vice President)

**Welcome**

The President called quorum and welcomed everyone to the AGM. The agenda was approved on a motion by Jenny Ginder seconded by Carrie Brooks-Joiner.

**Approval of the Minutes**

On a motion by Debra Chandler, seconded by Heather Young, the minutes of the 2013/14 AGM were approved.

**President's Report**

Jerry Smith reported that 2013/14 was another year of growth in all aspects of ACCA operations. In particular, the President highlighted the work done by ACCA's committees. The Marketing and Communications committee, led by Michael Malone, has spearheaded the development and delivery of the quarterly e-Bulletin and complete redevelopment of the ACCA website. The Programming Committee, under co-chairs Jerry Smith and Anne Frost, presented ACCA member Jane Marsland for a key session exploring her work on *Shared Platforms and Charitable Venture Organizations*, and member Cheryl Ewing's presentation on Appreciative Inquiry entitled *Engaging and Empowering Your Client*. In October, the Programming Committee is presenting the panel *Managing Up, Down and Across: Coaching and Mentoring Skills for Arts Managers* here in Toronto. The Membership Recruitment and Retention Committee, with Carrie Brooks-Joiner as chair, and the New Member Review Sub Committee, with chair Jenny Ginder, have been examining both the membership application criteria as

well as the application process, and have worked hard to retain current members and increase the total membership. Additionally, the committee carried out a survey of the full membership; with a very high level of participation by members.

The membership of ACCA never been larger (grown by some 24% this year), and the participation of members beyond the limits of Toronto has been exemplary – ACCA is becoming a truly national organization. The total number of RFPs received by ACCA for its members was 71, an increase of some 16% from the previous year. The value of the published RFPs that included fees represented slightly more than \$2.2 million. On a year-to-year basis, the average value of RFPs delivered by ACCA rose from \$46,000 to \$64,000.

The President also acknowledged the work of Signe Barlow, ACCA's part-time administrator, whose hard work keeps ACCA up and running.

The President's report was accepted on a motion by Jerry Smith and seconded by Heather Young.

### **Treasurer's Report**

Heather Young presented the organization's income statement and balance sheet for the year, noting that ACCA's membership is up by 20%. The Treasurer noted that compared to previous years there was a change in how the administrative costs are distributed between projects and it should not be interpreted that administrative fees went down over 2013-14, only that ACCA is attributing administrative costs to various project areas instead of in one general administration line.

The web-site redesign costs are included in the current fiscal year and are therefore not visible in the 2013-14 financial statements.

Compared with the previous year, membership dues increased by \$1000 and donations decreased by \$100. Program fees went up slightly by \$94. The organization ended the year with \$11,560 in cash and total equity of \$8,460. Restricted assets of \$6,000 of ACCA's equity balance are in reserve for future planning, marketing and membership initiatives. On a motion by Heather Young, seconded by Anne Frost, the Treasurer's report was accepted.

### **Membership Recruitment and Retention Committee Report**

Through the active work of the Membership Recruitment and Retention Committee, the association gained its highest membership rate ever of 67 current members, with a gain of 15 members and a loss of only 4. On a motion by Carrie Brooks-Joiner seconded by Heather Young, the Committee Report was accepted.

### **Nominating Committee Report/Board slate for 2014-15**

Jenny Ginder read the committee report to members with thanks to retiring Board members, Jenny Ginder, Deborah Hennig and Terry Schwalm.

### ACCA Board of Directors Slate for 2014 – 15

(9 members)

### **New Members joining the Board for the first year of their first 2 year term**

Cheryl Ewing (Kitchener); Jennifer Murray (Toronto); Lidia Varbanova (Montreal)

### **Returning Board Members for the second year of their first 2-year term:**

Sandra Thomson (Nanaimo); Elizabeth MacKinnon (Ottawa).

### **Returning Board Members for the first year of their second 2-year term:**

Carrie Brooks-Joiner (Burlington); Heather Young (Toronto)

### **Returning Board Member for the first year of a new 2-year term:**

Jerry Smith (Etobicoke); Michael Malone (Toronto)

### **Launch of the ACCA website re-design**

Blair Francey, designer of the new ACCA website, presented the new site to members, which was very well received. The members were reminded to update their profiles on the new site.

### **Adjournment**

On a motion by Jerry Smith, seconded by Carrie Brooks-Joiner, the meeting adjourned at 3:52PM.

## **President's Report to the AGM: September 18, 2015 (As Amended)**

Arts Consultants Canada/consultants Canadiens en arts, founded barely eight years ago, is a relatively young organization with a great pedigree. Some 44 % of the original founding members are still active – as members and consultants - and some long time champions have “graduated,” individuals like Jocelyn Harvey, Nancy Hushion, Ottie Lockey, and Judy Wolfe.

And we continue to attract and support key members of the professional arts consulting community. In a survey of our membership in June of 2014 (a 93% response rate), almost half (46%) of the ACCA membership had bid on an RFP received through ACCA, and 70% had been successful in securing work. Additionally, more than 50% of ACCA members sought partners for bids posted on the ACCA website, and over 70% have found an ACCA member as a partner.

Over this past year, a more detailed membership survey – 63% participation rate - revealed that ACCA members had delivered services in all 10 provinces and 2 territories – especially in Ontario, BC and Quebec – as well as internationally. The variety of clients was a veritable reflection of the sector – 58% performing arts, 55% municipal, provincial and federal governments, 50% from national, regional and local ASOs, 34% community based organizations, 32% visual arts, 16% heritage/museums, and 45% in “other.”

Over the last three years, the work of ACCA has been informed by our strategic plan, a result of the first Board retreat in the development of this organization. This weekend offers the Board – current, departing and incoming members – our next opportunity to practice what we preach; under the able direction of Jenny Ginder, our past president, the Board will gather for a strategic planning retreat. This Board retreat offers us an opportunity to affirm our vision (*ACCA is nationally recognized as the nexus of arts consulting practice in Canada.*) and mission (*To advance and promote ethical, excellent and effective consulting in Canada's arts and culture sector.*) and revisit our structure and strategy.

Our growth and development has been on the shoulders of our volunteers – Board and Committee members; without them, ACCA could not exist. Under the leadership of Michael Malone, the Marketing and Communications Committee has the most visible impact on how the sector sees us. The development and delivery of the bi-monthly *eBulletin* – created by members for members and the sector – has become a benefit for current and potential members, as has the complete redevelopment of our website.

The Programming Committee continued to be busy; under co-chairs Jerry Smith and Anne Frost, they have delivered a series of events to address a combination of key sectoral issues, professional skills development for the sector and best practices for working consultants. In October, the committee presented a panel on Coaching and Mentoring Skills for Arts Managers; in April, they explored the insurance challenges consultants face – for clients and with clients with Steve Beatty, President of CultureONE; in June, ACCA member Janet Sellery explored the challenges and requirements of Health and Safety for Arts Organizations.

The Membership Recruitment and Retention Committee, with Sandra Thomson as chair, and the New Member Review Sub Committee, with Cheryl Ewing as the chair, have also been busy this past year. The results of the very successful membership survey reinforced the value contribution that our membership brings to the sector. With the demise of the CHRC's [www.cultureconsultants.ca](http://www.cultureconsultants.ca) site, ACCA has become the only searchable site for those seeking consulting expertise in the sector; and it certainly challenges ACCA to continuously examine what is needed, and what is best for the sector. And kudos to the committee for their success in retaining current members, and attracting new ones; not only has the membership of ACCA never been larger (we have grown by some 20% this year), but the participation of members beyond the limits of Toronto has been exemplary; more and more, we can lay claim to being a national organization.

Having access to RFPs is a major benefit for ACCA members; over 2014-15, [www.cultureconsultants.ca](http://www.cultureconsultants.ca) posted some 57 RFPs; 40% of those specified the value of the contract, representing some \$863,000 of consulting work, a decline over the previous year.

Finally, on behalf of the membership, board and committees, I would like to recognize the work of several individuals – graduating Board members Carrie Brooks-Joiner and her consistent, generous commitment and delivery on membership and nominations; Heather Young for her financial stewardship and leadership as our Treasurer; Cheryl Ewing for the energy and focus she brought to the challenges of membership approval; Michael Malone and his leadership contribution to the image and communications profile of ACCA; as well as Signe Barlow, our part-time administrator and full-time supporter. If ACCA stands tall, it is because we rest on the shoulders of these individuals.

Respectfully submitted on behalf of the Board and committees, Jerry Smith, President

## **Treasurer's Report**

During the past year, ACCA achieved growth in membership and followed through with strategic investments in a redeveloped website.

As you will hear from the Membership Committee, our numbers have increased! Good news for the bottom line. Membership revenue increased by about \$300 this past year. You may be wondering why the increase doesn't match the \$100 membership fee multiplied by the number of members. That's because we moved from a common renewal date of June 1 to a "rolling" system where each member has their own anniversary. To conform to accounting standards, we are following the deferral method, and are recognizing within 2015-16 only the months of membership revenue that fall within this year.

Programming continues to play a significant role in our revenue generation strategy as well as our service delivery model. In 2015, programming revenue yielded \$1,325, about half the result from the previous year, reflecting a competitive environment and the challenges involved with delivering programs to a national membership.

Most of ACCA's expenses are modest, and quite consistent year over year. One item deserves special mention.

We began work on our new website at the tail-end of 2013-14. We agreed to amortize the professional fee charged by our web developer to two fiscal years: 2014-15 and 2015-16. Accordingly, an expense of \$1,977 was charged to the statements that you're looking at and the prepaids balance contains a matching amount which will be recognized next year. In addition, we incurred \$1,267 in 2014-15 staff costs for implementing the website; these amounts are included on the Website Development line.

Your association ended its 2015 fiscal year with an operating deficit of \$3,423. We started the year with an accumulated surplus of \$8,300 and ended with an accumulated surplus of \$4,877. This reduction to our reserves reflects the investment we have made towards improved service and ultimately, we hope, growth in member numbers.

The board's task is to continue to monitor ACCA's financial position relative to its programming mandate and its role in the community, and to balance the need for prudent fiscal management against the imperative of playing an active and meaningful role in the lives and careers of Canada's arts consultants.

Respectfully submitted by Heather Young, Treasurer, ACCA

## **Membership Recruitment and Retention Committee Report**

Thank you to the committee members for their efforts in recruiting new members: Angela Birdsell, Fredricton; Carrie Brooks-Joiner, Burlington; Virginia Stephen, Edmonton; Terry Schwalm, Saskatoon; Sandra Thomson, Nanaimo.

Personal efforts to recruit new members resulted in the largest Membership base in ACCA's 10 year history – 75 members as of June 1, including 7 “ new to the field,” (representing a 20% increase over last year). Membership renewal notices and invoices were handled by Signe Barlow in the office.

Regional round table meetings and knowledge exchange events were held throughout the year: two in Vancouver, one in Montreal and two in Toronto. An informal gathering was also held by Ottawa members.

An in-depth member survey was prepared by the committee and circulated to the membership in April 2015. An excellent response rate gave us a tremendous amount of detailed information on the client base and current practices of those members who participated.

The New Membership Review sub-committee reviewed 19 completed applications that have come in over the new website, with its revised form and procedures; they approved 15 new members.

Thanks to members: Cheryl Ewing, Chair, Toronto; Carrie Brooks-Joiner, Burlington; Terry Schwalm, Saskatoon; Jenny Ginder, Toronto; Micheline McKay, Toronto.

Respectfully submitted on behalf of the Membership Recruitment and Retention Committee and the New Member Review sub-committee by Sandra Thomson

## **Nominating Committee**

The Nominating Committee met several times throughout the year to assess and plan for the Association's board and committee membership requirements for 2016. As a first step, returning board and committee members and upcoming vacancies were confirmed. Potential members were identified through a call to all ACCA members and by existing board and committee members. The list was refined through consideration of skill sets, regional representation and one-on-one discussion with candidates about the requirements and expectations. The Committee has fulfilled its mandate by presenting a Board slate for consideration by the membership at the Annual General Meeting and preparation of proposed composition for all Committees for the new Board's consideration.

The Committee is pleased to present the following slate:

### **2015/2016 Board**

Anne Frost	East Garafraxa, Ontario
Paul Gravett	Vancouver, British Columbia
Elizabeth MacKinnon	Ottawa, Ontario
Jennifer Murray	Toronto, Ontario
Jerry Smith	Etobicoke, Ontario
Virginia Stephen	Halifax, Nova Scotia
Sandra Thomson	Nanaimo, British Columbia
Lidia Varbanova	Montreal, Quebec

Respectfully submitted,

Carrie Brooks-Joiner (Chair)  
Jerry Smith  
Sandra Thomson

## **BIOS OF NEW BOARD MEMBERS: 2015 - 2016**

### **T. ANNE FROST**

Anne Frost began her arts management career in the 1980s in Fort McMurray, Alberta; then worked at the Toronto Theatre Alliance on the Dora Mavor Moore Awards, and at Jeunesses musicales as Ontario Executive Director. After her MA in Arts Policy and Management from the City University, London, UK, Anne worked at Harbourfront as Coordinator for the Festival of Authors; then as General Manager at Theatre Direct Canada and Mixed Company Theatre. She has also worked at the Tom Thomson Art Gallery in Owen Sound and the Bruce County Museum & Cultural Centre in Southampton, ON. Throughout, Anne's primary focus has been revenue development, aka fundraising and proposal-writing.

Anne has taught in the Humber College post-graduate Arts Administration – Cultural Management program since its start in 2000, coordinating the program in 2008-9 and resuming this role in 2013. Anne has also taught in the undergraduate arts management program at University of Toronto, Scarborough (UTSC) and at Centennial and Sheridan Colleges. Anne maintains a freelance practice as Senior Associate – Revenue Development with Young Associates, a consultancy primarily known for assisting arts and cultural clients with financial management.

Find Anne on LinkedIn at: <https://www.linkedin.com/in/tamasineannefrost>

### **PAUL GRAVETT**

Paul Gravett first entered arts administration in 1990 as a manager and representative with Toronto-based Hart/Murdock Artists Management. He worked with many well-known Canadian musicians, guiding careers, developing promotional plans, booking performances and negotiating contracts.

Paul's administrative focus shifted to facility management and programming when he assumed the position of Executive Director of the then recently-opened ArtSpring on Salt Spring Island, BC (2000). Paul set up and oversaw all systems and programs, including finances, human resources, fund raising, marketing, performing and visual arts programming, and community engagement.

As Executive Director of Kay Meek Centre (2006-2011), Paul took this organization from an end-of-construction project, with zero cash flow, to a successful, profitable performing arts centre with significant cash assets and investments. Strong focuses included multi-disciplinary programming and community engagement, as well as civic and school district relations. As Executive Director of the Vancouver Recital Society

(2011) Paul continued to concentrate on capacity building and revitalization to realize substantial growth in ticket sales, and financial stabilization. Other achievements included the implementation of donor and patron retention programs, staff restructuring, and marketing plan redesign.

Paul has served on the boards on a number of arts service organizations, including, currently, Vancouver's Alliance for Arts and Culture (Chair) and CAPACOA (Vice Chair and Planning Committee chair). Paul received two awards in 2008: including the Business Citizen of the Year Award, West Vancouver Chamber of Commerce; in 2011 Paul was again honoured with the BC Touring Council Presenter of the Year Award.

Paul has a Bachelor of Music degree in piano performance (University of Manitoba), and worked as a free-lance accompanist and vocal coach in Toronto

Find Paul at <http://paulgravettconsulting.com/>

#### VIRGINIA STEPHEN

Virginia Stephen has an MA in Visual and Performing Arts Education (University of British Columbia) and undergraduate degrees in both Art History and Arts Education (Queen's University) and is a graduate of the Getty Museum Leadership Institute. She has 35 years of experience as an arts educator, museum educator and senior arts administrator. She was Deputy Director (Head of Programs, Exhibitions Education and Public Programs) and Curator of Education at the Art Gallery of Nova Scotia, Executive Director of the Edmonton Art Gallery and Executive Director of Liberal Studies (Visual Art, Residential Interiors, Writing, and Humanities), Faculty of Extension at the University of Alberta. She is a creativity facilitator for the Leadership Development Program at The Banff Centre.

Virginia is an active pursuer of knowledge about creativity and how it connects with both personal/individual action and organization effectiveness. She attends and has presented at creativity conferences in Canada, Europe and the United States. She shares her knowledge and facilitates the creative growth of others through workshops and in her teaching using exploring visual literacy. Virginia has worked and presented across Canada and has been a guest speaker at education, museum, healthcare, and leadership conferences and symposia in the United States and Europe. As a consultant in art museum and collection development, curator, and program development her clients have included the Alberta Foundation for the Arts, Alberta Education, Varley Art Gallery, and University of Alberta Museums. Using visual facilitation and arts based action, her visioning; planning and team development workshops engage participants to push the creative and innovation potential of individuals, teams and organization.

Clients include not for profit, government, and corporate groups. Virginia is certified to use the Foursight- Breakthrough Thinking Profile and has trained as a visual facilitator.

Throughout her career, Virginia has been a passionate artist working in fiber, basketry, printmaking, and painting, often combining many media in mixed media works. She is inspired through both taking and teaching classes and workshops in several mediums.

Visit Virginia at <http://virginiastephenart.com/>

**ARTS CONSULANTS CANADA /  
CONSULTANTS CANADIENS EN ARTS**

**2014-15 FINANCIAL STATEMENTS**

**Prepared without audit**

ARTS CONSULANTS CANADA / CONSULTANTS CANADIENS EN ARTS

BALANCE SHEET

Prepared Without Audit

	<u>31 May 15</u>	<u>31 May 14</u>
<b>ASSETS</b>		
Cash	5,679.28	10,288.85
Accounts Receivable	520.00	0.00
Prepaid Expenses	282.50	1,271.25
<b>TOTAL ASSETS</b>	<u>6,481.78</u>	<u>11,560.10</u>
<b>LIABILITIES &amp; NET ASSETS</b>		
Liabilities	1,081.81	159.78
Deferred membership dues	2,500.04	3,100.00
<b>Total Liabilities</b>	<u>3,581.85</u>	<u>3,259.78</u>
<b>Net Assets</b>		
Restricted funds	6,000.00	6,000.00
Unrestricted equity	2,300.32	1,905.54
Net Income	(5,400.39)	394.78
<b>Total Net Assets</b>	<u>2,899.93</u>	<u>8,300.32</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u>6,481.78</u>	<u>11,560.10</u>

**ARTS CONSULANTS CANADA / CONSULTANTS CANADIENS EN ARTS  
STATEMENT OF OPEATIONS**

	<b>Jun '14 - May 15</b>	<b>Jun '13 - May 14</b>
<b>Income</b>		
<b>Donation</b>	121.33	50.00
<b>Membership Dues</b>	6,299.96	6,000.00
<b>Program Fees</b>	1,325.00	2,921.62
<b>Total Income</b>	<b>7,746.29</b>	<b>8,971.62</b>
<b>Expense</b>		
<b>Administrative Expenses</b>		
<b>Staff Time Related to Admin</b>	1,418.00	1,431.00
<b>Office &amp; General Costs</b>	1,648.84	2,985.15
<b>Total Administrative Expenses</b>	<b>3,066.84</b>	<b>4,416.15</b>
<b>Marketing and Communications</b>		
<b>Staff Time Related to eBulletin</b>	310.00	947.00
<b>Website Development</b>	5,222.00	0.00
<b>Translation</b>	3,870.90	1,793.91
<b>Total Marketing and Communications</b>	<b>9,402.90</b>	<b>2,740.91</b>
<b>Programme Expense</b>		
<b>Staff Time Related to Programme</b>	546.00	496.00
<b>Venue, Technology, Supplies</b>	130.94	923.78
<b>Total Programme Expense</b>	<b>676.94</b>	<b>1,419.78</b>
<b>Total Expense</b>	<b>13,146.68</b>	<b>8,576.84</b>
<b>Net Income</b>	<b>(5,400.39)</b>	<b>394.78</b>